



Arab American University

Faculty of Graduate Studies

**The Extent of Using and Applying Balance Scorecard Perspectives to the
Evaluation of a Strategic Performance**

“Case Study of Palestinian Listed Companies in Exchange Market”

By:

Rumouz Abu Markhiya

Supervisor:

Dr. Hisham Jabr

**This thesis was submitted in partial fulfillment of the requirements for the
Master’s degree in strategic planning and fundraising**

December 2018

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By:

Rumouz Rafe Abu Markhiya

This thesis defended successfully on **December 29, 2018** and approved by:

Committee members

Signature

1- Supervisor Name: Dr. Hisham Jabr

.....

2- Internal examiner: Dr. Mohmad Abusharbeh

.....

3- External examiner: Dr. Atef Alawneh

.....

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.

Name: **Rumouz Rafe Abu Markhiya**

Signature: _____

Arab American University, Jenin- Palestine.

Date: 29, December 2018

Dedication

This thesis is dedicated to:

The Sake of Allah, my Creator, and My Master

My great teacher and messenger, Mohammad (May Allah bless and great him) who taught me the purpose of life.

The Arab American University, My second generous home

My beloved teachers, who did not spare us and give us all knowledge,

My great father, who never stop giving of himself in countless ways,

My Dear Mother, who leads me throughout the valley of darkness with the light of hope and support.

My beloved brothers and sisters the symbol of love and giving.

My friends who encourage and support me.

All the people in my life who touch my heart

I dedicate this research

Researcher

Rumouz Rafe Abu Markhiya

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Abstract

The study aimed to answer research questions related to the extent of using and applying the Balance scorecard perspectives in Palestinians listed companies acquaint all possible obstacles that abandon Palestinians listed companies from using the BSC. In addition, consider the pillars and frameworks of BSC and their six perspectives as a new strategic evaluation approach.

Otherwise, the research aimed to provide a detail elucidation about the contributions of BSC on the evaluation of a strategic performance From Senior and Middle Management point of view.

The study relied on analytical descriptive approach and mixed research methodology (qualitative and quantitative), through obtains data from books, and publication Journals, Reports and past researches on same topic, while a Questionnaires an interview used for collecting primary data, the Analysis of Population respondents will be through using, (SPSS program).

The study population consisted of all Palestinian listed companies at PEX, and the sample selected through using a proportion stratified technic, the sample is (150 managers), and 131 Questionnaires returned as (87.33 %). While the analysis of research variables done through using (Means and Frequencies, One-Way Inova test, Tukey-test, and regression Analysis).

A study achieved a number of outcomes, including Palestinian listed companies, which have and apply Fundamentals of strategic performance evaluation criteria (Mission, Vision, strategy, goals & objective, and organizational structures) in a moderate way. In addition, it shows that the Palestinian listed companies have and apply a perspective of Balance scorecard in different percentage, because they are applying (Financial, customer, risk and Learning & Growth) in a highway, while applying (Internal Business Process and social Environmental perspective in a moderate way). In addition, Palestinian listed companies facing a number of obstacles hinder the application of

BSC like lack of practical experience in applying the BSC, the Company's strategy, Restrictions on the internal information system, Staff resistance.

Furthermore, a study reaches that, there is a significant difference in the level of applying Balance scorecard according to Geographic area, size, and sector of the companies.

The Study recommends the need to formulate a law obliges companies to apply Balance scorecard model. In addition, the necessity of attracting and recruiting a qualified expert, to work and provide a training course for design makers in companies on use Balance scorecard model.

On the other hand, the necessity of Palestine Exchange for works on using Balance scorecard, and force all companies listed in PEX to disclosures the result of applying BSC for strategic performance evaluation

Key words: Balance Scorecard, Strategic performance Evaluation, Palestinian Listed Companies, Financial perspective, Customer perspective, internal Business Process perspective, Innovation, learning & Growth perspective, Risk Perspective, Social Environmental Perspective.

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List of Abbreviations

Abbreviations	Means
(BSC)	Balance Scorecard
(PEX)	Palestine Security of Exchange
(ADI)	Analog Devices Incorporation
(KPI)	Key Performance Indicators
(SPM)	Strategic Performance Measurement
(TOPSIS)	Technique for order performance by similarity to an ideal solution
(SWOT)	Strength, Weakness, Opportunity and Threats
(ITPA)	Information Technology Process Automation
(NCAA)	National Collegiate Athletic Association
(SMES)	Small and Medium Size Enterprise
(DBSC)	Dynamic Balance Scorecard
(BSN)	Foundations of Business Administration
(APIC)	Arab Palestinian Investment Corporation
(INPC)	Iran National Petrochemical Company
(OECD)	Companies for economic co-operation and development
(KMAT)	Knowledge Management Assessment Tool
(ARAB)	ARAB Investors
(JREI)	Jerusalem Real Estate Investment
(PADICO)	Palestinian Development & Investment
(PID)	Palestine Investment & Development
(PIIC)	Palestine Industrial Investment
(PRICO)	Palestine Real Estate Investment
(SANAD)	SANAD Construction Resource
(UCI)	Union Construction & Investment
(APC)	Arab Paints company

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(AZIZA)	Palestine Poultry company
(BJP)	Beit Jala Pharmaceutical Company
(BPC)	Birzeit Pharmaceutical Company
(GMC)	Golden Wheat Mills
(JCC)	Jerusalem Cigarette Company
(JPH)	Jerusalem Pharmaceuticals Company
(PPIC)	Palestine Plastic Industry Company
(NCI)	The National Carton Industry
(VOIC)	Vegetable Oil Industry Company
(AHC)	Arab Hotels Company
(ARE)	Arab Real Estate Establishment
(NSC)	Nablus Surgical Center
(PALTEL)	Palestinian Telecommunication
(PEC)	Palestine Electric
(RSR)	The Ramallah Summer Resorts
(WASSEL)	Palestinian Distribution & Logistics Service
(GCOM)	Globalcom Telecommunication
(AIB)	Arab Islamic Bank
(ISBK)	Palestine Islamic Bank
(PIBC)	Palestine Investment Bank
(BOP)	Bank of Palestine
(PEX)	Palestine Securities Exchange
(TNB)	The National Bank

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Chapter 1

Introduction

1.1 Introduction

The ultimate, more eminent goal of any type of business is pursuing and starting their journeys in hunting their goals and reach, what they want in our marketplaces. The path, avenue, for them are not as easy as we imagine. Because is filled with obstacles and blocks related to the Modern Era, they seem with the rapid changes environment.

When companies realize their need to be unique, this realization will cost (Time, effort and money). According that, our business must calculate their steps to achieve what they want and follow some subsequent step to be on the safe side, like work hard in formulation their vision, mission, goals, and strategies to be suitable with environment surrounded. Moreover, one of the most important change their view of performance management to strategic management, while their next will be starting their detective work in exploring and acquisition bunch of management tool like Management by objective, benchmark, and management by results, SWOT. etc. These tools can provide a benefit or cause problems to the company that adopted it, the secret behind this is a way of educating, using, formulating, and the most important one is evaluation.

Why evaluation, but not something else? A simple question comes to business mind, and its answer identified in different study like, (Lewis and Scott), (Wesley), (Galvin), in conducting the importance of evaluating business because they (“Allow individuals and organizations to distinguish between the worthwhile and the worthless, the good from dying bad, leads to discovery of merit or quality (or lack thereof). Also provides insights and accountability at different points in the evaluand's life cycles—from needs assessment through planning, quality control, risk management, and process improvement”) (Wesley, 2008). Evaluation, appraisal two sides of the same coin, simple word, but huge impact, easiest, but most sensitive; moreover, play a vital role in affecting the companies in a different manner from success to destruction.

According to that, a great effort is spent in the study evaluation process since conducted for a first time in 1958 in the study the role of Evaluation in Improving Teaching, ERNEST O. MELBY". Each of researcher, taken an evaluation from their point of view, some of them focusing on one component of evaluation, the other using another perspective like ("Kanninen, Tarmo, Suomen, 2006", "Garbarino and Holland, 2009").

The context of study differs from practical context, studying evaluation from one perspective and ignores the other things that are not matter at all but applying the same in the practical context causing a huge problem. Moreover, this is much separated among our business companies, because of that number of researchers start there looking for a solution through them persuading a business owner change their mind in the way of evaluation.

The best-exploring methods and approach float as a new contribution in the evaluation, is a study for "Kaplan & Norton" study, which goes back to 1992 when detected "Balance Scorecards", as a revolutionary step in evaluation whole companies' perspectives (financial and non-financial metrics). Also, "Kaplan & Norton" continuous their achievement and enhancing it in 1996 by providing explanations to Balance scorecard, process, and their four perspectives:

- 1 - Financial Perspective
- 2 - Customer Perspective
- 3 - Internal business processes perspective and
- 4 - Learning and growth perspective.

The Balance scorecard and their four perspectives play a vital role in keeping the business company on their path, While Year after one, the "Balance Scorecards", become one of the famous tools using by maturity company's business as a strategic executive instrument that provides business companies since adaptation it, a comprehensive integrated model for evaluating performance.

Through conduct research, a huge number of studies focus on Balance scorecard as a tool for performance evaluation in business companies (Martinsons, Davison, Tse, 1999) (Giannopoulos, et all 2013) (Hussien, Aledwan, Zreqat, (2017). In addition, most of the research that conducted on this topic covered the many countries like (Palestine, Jordan, Nairobi, Algeria, United King Dom. (Al- Bawab, George, Andrew, Ehsan & Stephanie, Al Tarazi, Brown, and McDonnell).

According to BSC scorecard a huge revolution, some researchers start their study on enhancing the work of the BSC through adding a new perspective that using for evaluation a strategic performance like "Marwa 2012", and establishing a new model for BSC containing a Six perspectives rather than four as follows:

- 1- Financial Perspective.
- 2- Customer Perspective.
- 3- Internal business processes perspective.
- 4- Learning and growth perspective.
- 5- Risk Management perspective and
- 6- Social Environment Management perspective.

The Balance scorecard became a popular strategic Accountable evaluation approach used in our business of daily life in a different context from Universities, "Al- Bawab,2017" to Hospitals", Non- profit company's public" Valdez, Cortes, Castaneda, Vazquez, Medina, Haces, 2017", private" Val Mohammedi, Ahmadi, 2014", and family business. Moreover, study their context from east to west.

In the light of this background, a researcher according to all previous contexts, they come with an idea to conduct a study their topic covered a Balance scorecard approach in the Palestinian context as complete their predecessor work like "AL Skaikh, 2007", "Dergham & Abu feda,2009 and Abu Jazar,2012", "Abu Sharkh,2012, "EL- Daour, 2013".

In addition applied it on the Palestinians Listed Companies; because their business companies are considered one of Palestinians economics pillars', also the huge roles in supporting a beginner's project and entrepreneurial idea in the Palestine context.

Using BSC leads to the success of company's business.

1.2. Statement of the Problem

Palestinian companies are, confronted with the instability of political and economic condition that attributed to aggression Israel Occupation. Furthermore, Palestinians Listed Companies face some obstacles related to Palestine Exchange Market like (Market Concentration with one business or

two, the shallowness size of the marketplace, either Finitude Investment Instruments). Additionally, acceleration and rapid the environment emplacement business companies in Economic plight and distressed condition.

Conforming to that, this business companies fixated their bulk interest to keep going on to achieve economic progress, while none of them can be achieved through focusing their Evaluation process on the financial tool. To achieve that, the Palestinians Listed Companies put a greater portion of work on following a worldwide business standard, of which is a whole business company's performance measure and evaluation including financial and non-financial perspective.

As a result, a study considers "Balance scorecard" tool as a field of study due to comprehensiveness all evaluation perspectives. Through conducting a research question to fill a gap in research and investigation the main research, question that is:

"What is the Extent of Using and Applying Balance Scorecard Perspectives to Evaluate the strategic performance" of listed companies at PEX.

For answering the statement of the problem, following sub questions are raised:

1.3 The Research Questions:

- I. Does Palestinians Listed Companies have all financial aspects for applying a financial dimension of Balance scorecard?
- II. Does Palestinians Listed Companies conduct each Customer perspective for applying Customer dimension of Balance scorecard?
- III. Are Palestinians Listed Companies works on applying all characteristics of Internal Business Process to achieving Internal Business Process perspective of BSC?
- IV. Do Palestinians Listed Companies uses all tools and modules for continuous achieving business growth in order to apply a Learning and growth perspective of BSC?
- V. Do Palestinians Listed Companies apply a Social Environment Management perspective of BSC?
- VI. Do Palestinians Listed Companies apply a Risk Management perspective of BSC?

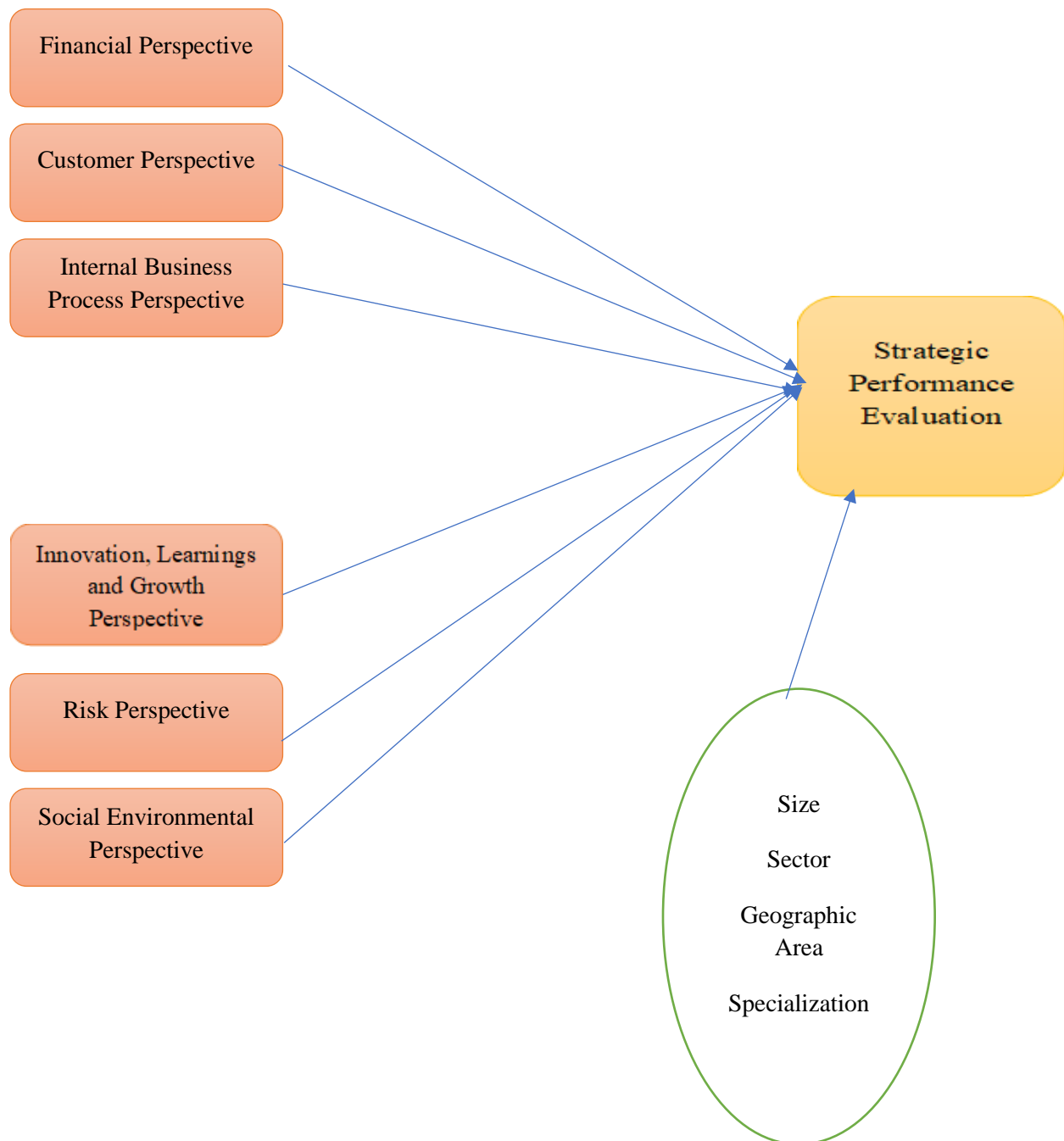
VII. Do Palestinians Listed Companies face some significant obstacles, which hinder them from using Balance scorecard?

1.4. The Research Model

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

In dependent Variable

Dependent Variable



1.5 Focus of the Research.

The Overall Goal of this exploratory study is to scrutinize a Palestinians Listed Companies in applying characteristics of BSC (Kaplan and Norton (1996, 2000) through detailed investigation of 31 companies is listed at PEX. Moreover, the researcher uses a Questionnaires and holding interviews to conduct the research output.

1.6 Research Hypotheses

This Research comes to examine the following hypotheses.

1- H0: Palestinian listed companies do not have and apply Fundamentals of strategic performance evaluation criteria.

H1: *Palestinian listed companies have and apply Fundamentals of strategic performance evaluation criteria.*

2- H0: Palestinian listed companies do not use and apply a Balance scorecard perspective for strategic performance evaluation.

H1: *Palestinian listed companies use and applying a Balance scorecard perspective for strategic performance evaluation.*

Sub-hypotheses for second Main Hypothesis:

1. H0: Palestinian listed companies use and apply a financial objective, measures, and indicators for evaluation of a strategic performance.

H1: *Palestinian listed companies do not use and apply a financial objective, measures, and indicators for evaluation a strategic performance.*

2. H0: Palestinian listed companies do not use and apply a customer objective, measures, and indicators for evaluation of a strategic performance.

H1: *Palestinian listed companies use and apply a customer objective, measures and indicators for evaluation of a strategic performance.*

3. H0: Palestinian listed companies don't use and apply an internal business process objective, measures, and indicators for evaluation of a strategic performance

H1: *Palestinian listed companies use and apply an internal business process objective, measures and indicators for evaluation of a strategic performance.*

4. H0: Palestinian listed companies do not use and apply an innovation, Learning and growth objective, measures and indicators for evaluation of a strategic performance.

H1: *Palestinian listed companies use and apply an innovation, Learning and growth objective, measures and indicators for evaluation of a strategic performance.*

5. H0: Palestinian listed companies do not use and apply a Risk objective, measures, and indicators for evaluation of a strategic performance.

H1: *Palestinian listed companies use and apply a Risk objective, measures, and indicators for evaluation of a strategic performance.*

6. H0: Palestinian listed companies do not use and apply a Social Environment objective, measures, and indicators for evaluation of a strategic performance.

H1: *Palestinian listed companies do not use and apply a Social Environment objective, measures, and indicators for evaluation of a strategic performance.*

3- H0: Palestinian listed companies face some obstacles abandon them from applying Balanced scorecard.

H1: *Palestinian listed companies do not face some obstacles abandon them from applying Balanced scorecard.*

4- H0: There is a significant difference in the level of applying Balance scorecard and the demographic variables (Career status, scientific specialization, academic qualification, years of experience, size of organization, city, and sector).

H1: *There is no significant difference in the level of applying Balance scorecard and the demographic variables (Career status, scientific specialization, academic qualification, years of experience, size of organization, city, and sector).*

Sub-hypotheses for forth-Main Hypothesis:

1. H0: There is a significant difference in the level of applying Balance scorecard according to the sector of the Palestinian listed companies.

H1: *There is a no significant difference in the level of applying Balance scorecard according to the sector of Palestinian listed companies.*

2. H0: There is a significant difference in the level of applying Balance scorecard according to the size of the Palestinian listed companies.

H1: *There is a no significant difference in the level of applying Balance scorecard according to the size of Palestinian listed companies.*

3. H0: There is a significant difference in the level of applying Balance scorecard according to the Geographic Area of Palestinian listed companies.

H1: *There is a no significant difference in the level of applying Balance scorecard according to the Geographic Area of Palestinian listed companies.*

4. H0: There is a significant difference in the level of applying Balance scorecard according to specialization.

H1: *There is a no significant difference in the level of applying Balance scorecard according to specialization.*

1.7 The Research Objective

1. Study Questionable that related to the extent of using and applying the Balance scorecard perspectives in Palestinians listed companies.
2. To acquaint all possible obstacles those, abandon Palestinians Listed Companies from using the BSC.
3. To provide a set of recommendations and suggestions for the Palestinians Listed Companies about the importance of using the BSC for strategic evaluation performance.
4. To consider the pillars and frameworks of the BSC and their six perspectives as a new strategic evaluation approach.
5. To provide a detail elucidation about the contributions of the BSC on the evaluation of a strategic performance.

1.8. Importance of Research

- 1- Conducting a new approach to evaluate the strategic performance of the Palestinians Listed Companies.
- 2- The importance stems from the objectives of the study because they through investigating a new sector of applying BSC at Palestinians Listed Companies on the west bank through combining both theoretical framework and practical application.
- 3- The importance of study derived from highlighting on the BSC concept as the newest strategic approach, especially for evaluation a strategic performance in their financial and non-financial perspective.
- 4- In addition, a study takes a Palestinians Listed Companies on the west bank as a case study, because they consider one of Palestinians economics pillars', also their huge roles in supporting a beginner's project and entrepreneurial idea in the Palestine context.
- 5- Furthermore, the study conducts a tool that can be used by donor and NGOs for evaluation and differentiated business, related to the major of strategic planning and fundraising.

This study will be of interest to the Palestinian Ministry of Economics because it indicates the important contribution to the evaluation of a strategic performance for the leading business companies. Moreover, take into consideration the Policies and suggestions to develop sectors.

For researchers, the researchers hope that this study is adding serious scientific knowledge in the field. Also, hope to benefit from the results and recommendations of this study in our work and higher education.

For economists and finance the study might help them in applying the BSC diminutions for evaluation all types of business companies to decide how to conduct feasibility studies on tourism and develop the tourism sector.

This study might help the Palestinians Listed Companies use the BSC to correct a business process, increasing employment opportunities and economic growth.

1.9. Significant of Research.

1. Gain Experience on Evaluation Economic institutions throughout evaluation Public Shareholding companies's performance.
2. Lack study conducting on Public Shareholding companies as a case study and their performance Evaluation through using a strategic tool like BSC.
3. The compatibility of study subject to major (Strategic Planning and Fundraising), as a tool to evaluate the strategic performance.

1.10. The limitation of the study

1. Differences and specialty of work among companies.
2. A lack of Data related to all aspects in each dimension of BSC.
3. Secrecy of some data on companies and unavailability to contain it on the study.
4. Lack of cooperation by some senior manager companies'.

1.11. Research methodology

The researcher is seeking to reach a study regarding “The extent of using and applying the perspectives of Balance scorecard to Evaluation a strategic performance for Palestinians Listed Companies listed on the Palestinian Exchange – From Senior and Middle Management perspectives”

Descriptive approach and mixed research design are used (qualitative and quantitative), to touch all the research dimensions, the study provides a researcher with a detailed description and analyzes of their population for investigating a “The extent of using and Applying the perspectives of Balance scorecard to Evaluation a strategic performance for Palestinians Listed Companies from Senior and Middle Management perspectives”.

- **The source of Data & Data allocation Method**

For achieving our study objectives, the researcher obtained data from different sources and make comparisons between it to reach to the most truly and reliable sources.

- First, Secondary Data: is collected through literature review (Books and publication Journals, Reports and past researches on the same topic) that related to the BSC Concept, to know the basic of all concept conducted through study.
- Second, Primary Data: Primary data are collected collecting through holding interviews with Board of directors and Senior and middle Management of Palestinians Listed Companies. Moreover, the researcher designed a questionnaire for collecting data to provide the researcher with necessary information related to objectives. Although, the researcher before distributing a Questionnaire, conducted the validity of such a tool, though tested it on a small sample. In addition, the concept validity occurs through using SPSS.

Statistical Package for Social Science, (SPSS program) and the appropriate statistical tests to reach the valuable outcomes and indicators support the subject of the study they used.

- **The Study Population**

Population and sample of the study

The study population consisted of all senior officials of Palestinians Listed Companies listed in Palestinian Exchange. Then a sample of the population selected.

Public Shareholding Companies reach to (48 companies s) (PEX, Palestine,2017). These companies are of different sectors i.e.: (Service Sector, Banks & Financial Service Sector, Industry sector, Investment sector, and Insurance Sector).

1.12 Literature Review

The researcher conducted a literature review, which is shown in a separate chapter titled; Chapter Two: A Literature review.

Chapter 2

Theoretical Framework and Literature Review

2.1 Theoretical framework

2.1.1 Introduction

In evaluation Field, a general and a strategy firm Evaluation special, a few numbers of tools can be used, give us the best result, one of them is called a Balance Scorecard. Simple concept, but a great influence on the organization, these concepts are well defined and widely studied over the past few decades. That is clarified in the huge number of studies for different researcher Background like (Kaplan, Norton, Hannabarger, Buchman, and Economy).

Two centuries ago, in the study of Balance scorecard concept as a strategic Evaluation tool, a set of definitions arising to the top by a number of researchers in their books and scientific studies.

Otherwise, to realize the concept of BSC, how it works? The concept of BSC in general, where the first part of the research deals with it, is entrepreneurship, (Kaplan, Norton) suggest some principles and described the role of Balanced Scorecards to develop performance objectives and measures linked to strategy.to transform a BSC from performance measurement tool to tool for creating a strategy-driven performance management company (Norton R. S. 2001).

A number of studies taken a Balance scorecard as a field for studies and implemented it in business, to reach the best definition for it. While, the second section will identify the history of BSC and its origin over the last decades, importance of BSC to business in General and Palestinians business companies as specific, Also, discusses the six perspectives of the BSC concept in some details. While the uses of BSC in a different type of business are described.

This chapter will end with a number of previous studies in a separate section.

2.1.2 The Balance Scorecard

2.1.2.1 The origin of Balance Scorecard

The scorecard goes back to 1986 when Analog Devices, Inc. (ADI), a mid-sized semiconductor company, hired Art Schneiderman as Vice President of quality and productivity improvement. Schneiderman introduced goals in a series of quality measures that correspond to what he considered the critical success factors for ADI (Anthony, 1997).

Moreover, in the same year developed a one-page report, called the Scorecard. This scorecard showed three basic categories Colum's works depend on it for measures: financial, new products and Quality Improvement Process. While the aim company from creating, this scorecard was to integrate financial and nonfinancial metrics into a single system in which they did not compete with one another for management airtime (Schneiderman, 2001).

ADI's Quarterly Performance Audit

Division: _____

	FY87		88Q1		88Q2		88Q3		88Q4		FY88	
	ACT	BHMK	ACT	BHMK	ACT	BHMK	ACT	BHMK	ACT	BHMK	ACT	BHMK
Revenues												
Return on Assets												
New Product Intros												
New Product Booking Ratios												
Customer Service												
Time to Market												
Mfg. Cycle Time												
Yield												
PPM												

SUBMITTED: _____ (within 2 weeks of quarter's end) QUARTERLY REVIEW: _____ (written review) ANNUAL REVIEW: _____ (div. Presentation to CEO's staff)

Figure (2.1) Scorecard done by Analog Devices, Inc.

Postponed to 1990, a session on performance measurement by (Nolan-Norton) study group, Bob Kaplan invited Schneiderman to present the use of the scorecard at Analog Devices, Inc. Furthermore, a participant implemented scorecard within organizations. During a second Nolan-Norton study.

Eric Norton, who served as the project leader and facilitator, in addition Bob Kaplan after making group discussions wrote up the experiences of the participants, and led to an expansion of the scorecard to what we labeled a “Balanced Scorecard,” organized around four distinct perspectives - financial, customer, internal, and innovation and learning in 1992. As identified in (figure 2.2), this balanced scorecard supplemented traditional financial measures with criteria that measured performance from the perspective of customers, internal business processes and innovation and learning. When using the balanced scorecard, companies articulate goals for each perspective and translate these goals into specific measures. (Kaplan R. S. 1992).

ECI's Balanced Business Scorecard			
Financial Perspective		Customer Perspective	
GOALS	MEASURES	GOALS	MEASURES
Survive	Cash flow	New products	Percent of sales from new products
Succeed	Quarterly sales growth and operating income by division		Percent of sales from proprietary products
Prosper	Increased market share and ROE	Responsive supply	On-time delivery (defined by customer)
		Preferred supplier	Share of key accounts' purchases
		Customer partnership	Ranking by key accounts
			Number of cooperative engineering efforts
Internal Business Perspective		Innovation and Learning Perspective	
GOALS	MEASURES	GOALS	MEASURES
Technology capability	Manufacturing geometry vs. competition	Technology leadership	Time to develop next generation
Manufacturing excellence	Cycle time Unit cost Yield	Manufacturing learning	Process time to maturity
Design productivity	Silicon efficiency Engineering efficiency	Product focus	Percent of products that equal 80% sales
New product introduction	Actual introduction schedule vs. plan	Time to market	New product introduction vs. competition

Figure (2.2) “Balanced Business Scorecard”

The research notice that the earliest start begins in 1986, and the expansion of the Balance scorecard concept referred in 1992 to a paper written by Kaplan and Norton of the Harvard Business School. When Nolan Norton Institute, “the research arm of KPMG”, sponsored a one-year multicomponent study, on “Measuring Performance in the Companies of the Future.” The study was motivated by a belief that existing performance measurement approaches, primarily relying on financial accounting measures, were becoming obsolete. The study participants believed that reliance on summary financial-performance measures was hindering organizations’ abilities to create future economic value. Norton, CEO of Nolan Norton, served as the study leader and Kaplan as an academic consultant. Representatives from a dozen companies, manufacturing and service, heavy industry and high- tech, met bi-monthly. (Norton: 1993.).

The first Balanced Scorecard was created in 1987 at Analog Devices, a medium sized in Semiconductor Company Kaplan and Norton wrote their Harvard Business Review articles; about Balance scorecard. In 1992, 1993 and their book in 1996, subsequently it has become very popular with for-profit and not-for-profit organizations and it has spawned awards, such as Malcolm Baldrige in America and EFQM/Business Excellence in Europe, a whole army of consultants and a Balanced Scorecard Institute. (Kaplan. and Norton, (1996a)).

2.1.2.2 Balance Scorecard Evolution

Through the auditing & investigation Process in business, to ensure work running according to expectations and plans, many surprising results can occur causing imbalance, unsatisfactory performance for institutions. Initiative work appeared visibly not by chance on work environment one of them is a “Balanced Scorecard”, was reached in the nineties of the last century, to activate their work in correcting the organizational performance.

When Business leaders want to improve their business to continue achieving success, they must follow all updates in business since; one of these updates is the balance scorecard. A lot of research to improve and update their work through several stages, later these stages called a generation of Balanced Scorecard,

2.1.2.2.1 First Generation Balanced Scorecard (1992). (Balanced Measurements).

Balanced Scorecard was initially described as a simple, “4 box” approach to performance measurement. (Kaplan, Norton, 1992) , while these four categories, quadrants of measures focusing on balanced measurement in their organizational performance. Kaplan & Norton in 1992 encourage companies’ managers to combine financial measures and non-financial measures, (Hostettler, (1999)) in their evaluation of company’s business performance provide managers with richer and more relevant information about activities they are managing. Through using four clustered groups instead of one, while include :(Financial, Learning and Growth, Internal Business Process and Customer.

Therefore, the origin Balance scorecard design that represented by Kaplan and Norton's (1992) as shown in figure (2.3).

The figure (2.3), shows a '1st Generation' Balanced Scorecard as stated by (Lawrie, 2002).

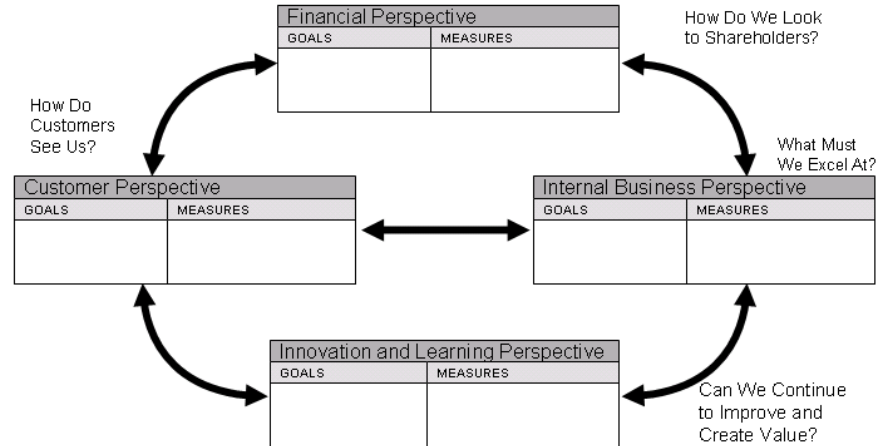


Figure (2.3) 1st Generation Balanced Scorecard

The first generation of balance scorecard illustrated with some special character as follows: Provide an overall picture of the card, while, consider the card as a tool for measuring and develop performance only, also, divide the strategy into four axes and link strategic companies approach to daily practice.

In addition, a 1st Generation aims to solve the issue of control and “getting a grip on the organization”. It often creates a simple collection of measures in perspectives (Lakshmi Narayanamma, 2016), moreover a first-generation focus on using leading indicators to focus on solving the companies process performance for future plus using and lagging indicators that focus on the present and past situation in measuring the performance.

Lakshmi (2016) stated that the first generation of scorecard is useful for operational measurement tool because they are rarely balanced. They often contain very static measures, as opposed to ones that are designed to drive performance. (Lakshmi Narayanamma, 2016).

Despite the characteristics of this stage, some problems and weaknesses emerged when the first generation of BSC was applied (Lawrie, 2002) these problems can be summarized as follows:

- 1- Poor correlation between objectives and strategy.
- 2- There is a direct causal relationship between dimensions and binoculars only.
- 3- Poor describing the strategy and change.

2.1.2.2.2 Second Generation Balanced Scorecard (1996) (Strategic Objective and Strategy Maps).

The second generation of Balance scorecard is stemmed from organizational vision and strategy (Kaplan & Norton, 2000). This generation characterized in shifting balanced scorecard from the performance evaluation tool, to a tool for drawing and positioning strategy of the economic business unit at all levels through contain the four categories as figure (2.4).

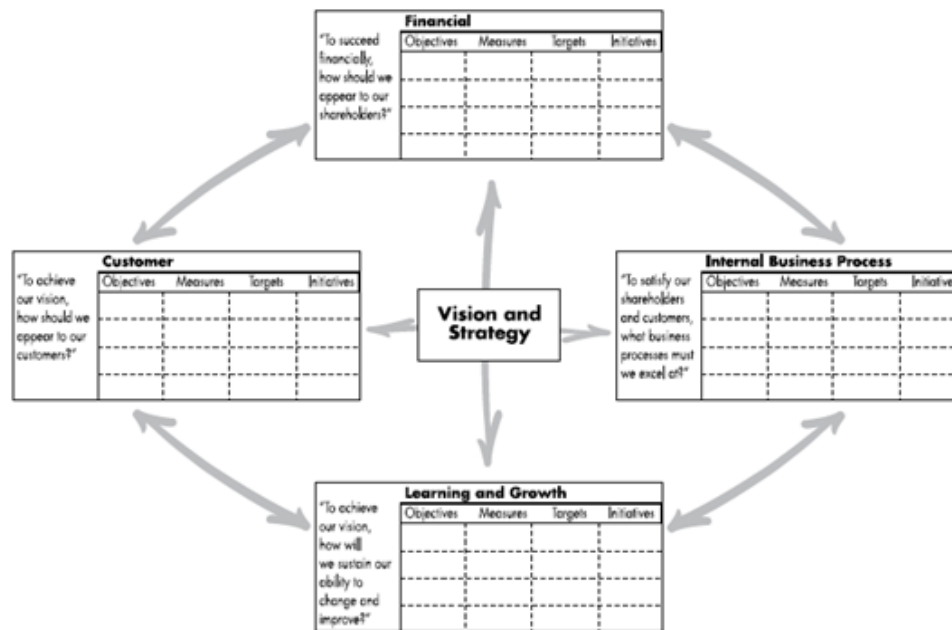


Figure (2.4) 2nd Generation Balanced Scorecard

Figure (2.4) shows the second-Generation Balance scorecard it describes that a BSC became a core management system and a valuable tool for "Measuring the strategy!" (Lakshmi Narayanamma, 2016). Otherwise in this phase, the cause and effect relation become known and developed through the relationship between four –axis)Balaskh(2012 ,) Furthermore, a BSC became a well-known

effective management tool particularly in strategic decision making, and that refers to the relationship between the business vision and the four perspectives. Moreover, became a key element of the strategy-focused organization.

The most successful BSC implementations in this generation came from organizations who used the scorecard to support major strategic and organizational changes, which prompted Kaplan and Norton to admit that the additional perspectives would not necessarily guide organizations towards measuring the right things that would lead the companies to prosperity, are included in the strategy.

As mention above this generation characterized on focus in creating a strategy map through following several processes, begins from improved strategic objective design, prepare a type of strategic linkage model, then translated a strategy map to strategy in actionable terms.

Despite all, a Balanced Scorecard came in a new form and help managers make decisions, because answer several questions related to each perspective as follows:)Balaskh(2012 ,)

Q1. If we want to succeed financially, how we must seem to shareholders?

Q2. To realize the organizational vision, what we need from the customer and know what customer need from us.

Q3. What are the main processes that distinguish from other business to satisfy our customers' need and achieve the satisfaction of our shareholders?

Q4. What is the organization's ability to lead, to improvement, change and increase creativity?

2.1.2.2.3 Third Generation Balanced Scorecard (2000). (Strategy Management)

The third-Generation Balanced Scorecard model is based on a refinement of Second-Generation design characteristics and mechanisms to give better functionality and more strategic relevance (Lawrie, 2002).

The new Third Generation of BSC, thinking about systematic, methodical implementation of strategy, (Lakshmi Narayanamma, 2016), and developing the Destination statement, which is a clearly articulated and quantifiable short statement describing the organization/unit at a defined point in the future (3-5 years). In addition, assuming, the current strategy has been successfully

implemented – what the future will look like, not how to get there. It was realized that if such a destination statement would be created at the beginning of the design process it would be easier to select objectives to realize this end-state. The destination statement can also be sub-divided into categories like the perspectives (Lakshmi Narayanamma, 2016).

Also, follow a simplification of the strategy map, which leads to improved functionality and more relevance aims to improve the effectiveness of strategic management.

In this model, the four perspectives are replaced by an outcome perspective, which groups the financial and customer perspectives together, and an activity perspective to combine internal business processes with learning and growth. Norton & Kaplan's developments of their earlier versions, which, though not generally recognized, emphasize the articulation of strategy through the strategy, maps, the alignment of the organization.

According to that, this generation contains core component differentiated it from previous ones, to confirm reach the best evaluation of a strategic performance, and is summarized as follows:

1. Provide a Destination Statement for each economic business unit (Objective Statement): to help companies in making a better decision depends on the rational basis for regulatory activities, specific non-final objectives Activities, and develop a clear idea of what economic unit seeks to achieve. In addition, this objective statement describes the economic unit's status in an exemplary and detailed manner for a future period.
2. Strategic objectives: identify a list of achievements for the economic unit in short-term and medium to reach its goal on time and agreed in the form of goals and priorities.
3. The strategic linkage model: shows that the achievement of strategic objectives is a complete separation between four dimensions. The first two dimensions are separated, focusing on the internal perspective of BSC, which is an internal business process & learning and growth, while the second focuses on the external perspective of the card, which is financial, and customer's perspectives.
4. Benchmarks and Indicators: necessary initiatives are identified when agreed upon on organizational goals, identified benchmarks to become more specific to support Senior Management to develop economic unit towards achieving the objectives.

In addition, this generation has some features that differentiated it from other one as follows:
)Hatem (2017 ‘

Simpler and less complex than the first generation, provides continuous steps in the companies by changing its strategies, also, clarifies the causal relationship between BSC perspectives better than the second generation and provide a clear direction to follow it by an individual to reach the desired vision.

From a third generation of BSC, the forms have not change and remain as the second generation, but the changes were on the changed the philosophy of work in more accurate and comprehensive way.

2.1.2.2.4 Fourth Generation Balanced Scorecard (2006). (Enhancement).

According to the initiative done by researcher on developing a BSC different generation, because they relied on re-thinking, turning upside down, and using some common practices and assumptions in performance management. Moreover, turned the way to work toward behaviors, rather than measures and targets. While the strategy uses not as a simple control tool, but is a continuous learning tool. Together, these techniques can be encapsulated in the Fourth-Generation Balanced Scorecard approach. (Lakshmi Narayanamma, 2016).

2.1.2.3 Balance Scorecard Definition

Different definitions to describe a BSC; however, these definitions are distinctive in countenance, but similar in content and deliver the same meaning.

A number of definitions provide researchers with the same meaning by using a different word, here are some of these definitions: Balance Scorecard Institute defined BSC as a strategic planning and management system, which enables organizations to convey what they are trying to accomplish. Align the day-to-day work that everyone is doing with strategy, while prioritize projects, products, services, measure, and monitor progress towards strategic targets. This system connects the dots between big picture strategy elements such as mission (our purpose), vision (what aspire for), core values (what believe in), strategic focus areas (themes, results and/or goals), and more operational elements such as objectives (continuous improvement activities), measures

(or key performance indicators, or KPIs, which track strategic performance), targets (our desired level of performance), and initiatives (projects that help you reach your targets).

Hannabarger, Buchman, and Economy (2007) defined BSC as a: management system that enables the companies to set, track, and achieves its key business strategies and objectives. After the business strategies are developed, they are deployed and tracked through the Four Legs of the Balanced Scorecard. These four legs comprise four distinct business perspectives: “The Customer Leg, the Financial Leg, the Internal Business Process Leg, and the Knowledge, Education, and Growth Leg”. (Hannabarger, 2007).

Drury (2004) stated that the BSC is a: strategic management technique for communicating and evaluating the achievement of the mission and strategy of the companies using both financial and non-financial measures. Moreover Kaplan & Norton (2007) expressed a BSC as a revolutionary tool that motivates the staff to make the organization's vision happen, thus it is a dose of performance measurement. (Norton, Kaplan, 2007) .

The conclusion is that BSC uses in different aspects, to achieving a better strategic evaluation of organizational performance.

This thesis argues that BSC is defined as One can identify a BSC as: integrated strategic management approach that used for business, in order to translate companies vision, mission and goals to a package of a complete combination of financial and non-financial performance measures, towards providing top management and decision makers, detailed documented sheet for using it to evaluate the organizational performance, and to get a feedback to correct the progress process of business and achieve long-term success for the organization. It has combined Six-perspective complete the traditional perspective (financial perspectives, Customer perspective, Internal Business process perspective, Learning, innovation and growth perspective, Risk Management perspective and Social Environmental management perspective).

2.1.2.4 Importance of Balance Scorecard

As Drucker said: - "If you can't measure it, you can't improve It.", a quote for father of strategic management improves the importance of measuring organizational performance, because ensure the work of the organization, and one of these measures is a BSC.

The BSC as one of companies' performance measurement tools, as any assess' tool for evaluating many advantages through applying it in the organization.

The advantage of using BSC addressed by different researchers, such as:

At the beginning, (Kaplan, Norton, 1992) addressed a four-main contribution of BSC to the organization, and the four key attributes of BSC are: (Kaplan, Norton, 1992).

- (1) Translating strategy into operational terms.
- (2) Aligning the organizational units to the strategy.
- (3) Communicating strategy to employees.

In addition, Bernard Marr & Co Year (Marr, 2017) for intelligent business performance ensures that BSC provides the company with:

1. Better Strategic Planning: The Balanced Scorecard provides a powerful framework for building and communicating strategy. Because is visualized a Strategy Map which helps managers to think about cause-and-effect relationships between the different strategic objectives.

2. Improved Strategy Communication & Execution: Having a one-page picture of the strategy allows companies to communicate strategy internally and externally.

3. Better Alignment of Projects and Initiatives: The Balanced Scorecard help organizations map their projects and initiatives to the different strategic objectives, which in turn ensures that the projects and initiatives are tightly focused on delivering the strategic objectives.

4. Better Management Information: The Balanced Scorecard approach helps organizations design key performance indicators for their various strategic objectives. This ensures that

companies are measuring what matters. Research shows that companies with a BSC approach tend to report higher quality management information and better decision-making. (Marr, 2017)

we notice that a BSC is important when it's used in measuring a performance in an organization. Because it provides a company a tool that with a SWOT analysis, in determining a strength and weakness in four perspectives rather than (Financial Perspective) for the organization, and take after that a corrective action to ensure deliver the best performance.

2.1.2.5 The Objectives of Balance scorecard

Several research conducting BSC objectives as a tool for measuring a strategic performance as follows:

The aim of using Balance scorecard in companies is to achieve some of the sub-objective determine as follows: (Brilman, 2008).)Balaskh(2012 ‘)

- 1- Links short-term operational control with long-term strategic Balance.
- 2- Monitor day-to-day operations and their impact on future developments.
- 3- Focus on four-pronged axes of institutional performance.
- 4- Create a practical framework for translating strategy into operational concepts.
- 5- Develop an integrated approach between strategy and operations.

Otherwise Kaplan & Norton, (saintongo, 2002/2003). Saw that Balance scorecard aim to achieve a three-main objective for the organization:

- 1- Deliver Strategy delivery: Dissemination the strategy set by senior management, allows development of the main success factors for the organization, as well as guide activities, capture opportunities and avoid threats. Therefore, this thing considers BSC as a clear operational language, reducing the problems of misinterpretation of strategy.
- 2- Reconciling activities to achieve a strategic objective: Balanced Scorecard is responsible for various factors in the organization, and works in coordination these factors among different levels to achieve the strategic objectives.

3-Performance measurement: under a "measurable, manageable" statement, the performance measurement is one of the most important goals for the companies that seek to achieve. It enables the companies to know the status and condition, which may help to make decisions.

Furthermore, some researcher emphasizes that a BSC provide specific objective related to each perspective, so we find the objective related to customer perspective, for internal business processes and so on, and the collected four perspective objectives deliver companies with the detailed objective.

Also, BSC enables managers to select objectives and measures, derived from their strategy, that are linked together in a chain of cause-and-effect relationships (Atkinson et al. 2012). This objective ensures that when companies implying a BSC in their work will achieve success.

2.1.2.6 The Characteristic of Balance Scorecard

When financial metrics have some comment on their performance in performance measuring on the organization, also when the day to day a new improvement invention by the researcher, a BSC has emerged to meet these belongings.

A BSC as each performance-measuring tool has some unique characteristic differentiated it from others, and discussed in a variety ways by the different researcher as follows:

At the first, (Wanderley, 2016), identified four main features that BSC ensure it on the organization.

- (i) A system that combines financial and non- financial performance measures.
- (ii) A system that is structured into four perspectives: financial, customer, internal processes, and learning and growth (BSC taxonomy).
- (iii) A system based on the relationships of cause and effect between the measures that link the four perspectives.
- (iv) A system that focuses on strategic communication and implementation.

Otherwise, a Wanderley, et al (2013), classified 3 main characteristics (Technical, Cultural and Political), While each main characteristic is divided into sub-characteristic, each of them is described in detail as shown in table (2.1).

(Table 2.1) Technical, cultural, and political characteristics of the balanced scorecard

Categories	Characteristics of the balanced scorecard
Technical	- Process followed by steps.
	- Interconnection with other systems.
	*Interconnection with other management tools.
	- Strong support of information technology systems. *Strong support from the information technology (IT) systems.
Cultural	- Balance between financial and non-financial measures. *Planning and controlling management system, which encompasses both short-term financial measures and long-term non- financial measures
	- Alignment of strategic objectives. *Management performance aligned with the primal strategic objectives of the organization;
	- For-profit.
	*Long-term focus on maximizing shareholder value.
Political	- A political approach. BSC adopts an apolitical attitude, is presented as politically neutral in its domination exercise by the company's top management. (Modell, (2012)) Preventing managers to ask about the legitimacy of the strategy proposed or the power that senior administration exerts on managers.
	- Top- Down hierarchical system

	- Value- Maximizing manger BSC regards managers as outcome-maximizing neutral agents.
--	--

Table (2.1): (Wanderley ,. C., 2013). (Modell, (2012)) (Kaplan R. S., (2010).)

While (Kaplan and Norton, 1992, 1993, 1996, 2004) identified other important characteristics of the BSC as:

- 1- BSC is presented in a single document.
- 2- The document is meant to be short and connected to the company's information system.
- 3- The indicators are not listed in an ad hoc manner, and lastly
- 4- The performance indicators based on their linkage with the company's vision and strategy.

2.1.2.7 Reasons for Adopting Balanced Scorecard.

Jackson (2015) was adapted BSC for the following reason (Jackson, 2015)

- 1- It ties directly to strategy execution: It provides the companies with a basic base for building a planning strategy and work on achieving it.
- 2- It provides a framework to align everyone in the companies around a mission and vision: BSC comes to complete all previous tool like strategy map and work as one simple framework to achieve organizational success.
- 3- It allows organizations to be more responsive to changes in the competitive landscape: Because it provides companies with bars contain six perspectives that make the company scan the environment and taking all elements in their consideration.
- 4- It provides quantifiable metrics that show the health of an organization: Since Balance scorecard uses different perspective, so, it provides inside of each perspective different quantifiable measure using to measure the performance of the companies in the exact way.
- 5- It helps drive transparency: All companies seeking to satisfy their customers, according to that, they must publish their documents and how it works to be more transpire to their customer and BSC is one of the documents, which can be published for the public.

2.1.2.8 Types of Balance Scorecard.

Speckbacher et al (2003), classified the BSC into three different types as follows: (Speckbacher, 2003)

Type I: this is the initial stage of the BSC in combining financial and non- financial measures, covering the four perspectives (financial, customer, internal processes, learning and growth, risk and Social Environment Management). BSC type is used to assess organizational performance, and may establish indicators that show a cause and effect relationship. (Speckbacher, 2003)

Type II: in addition to considering the financial and non- financial measures, it describes the strategy and the measures that use the cause and effect relationships. In this BSC type, achieving strategic objectives is rewarded in terms of values for meeting the financial and non- financial goals (Speckbacher, 2003)

Type III: this is the last stage of the BSC when it reaches the maturation stage. It is characterized by a system that focuses on strategy, including a performance measurement system based on rewards, establishing a cause and effect relationship between measures (Speckbacher, 2003)

2.1.2.9 Balance Scorecard Perspective.

Kaplan and Norton categories BSC to four perspectives (financial, customer, internal business processes, learning, and growth). While some researchers made a huge revolution on BSC subject emerged different studies to enhancing the work of the BSC through adding a new perspective using for evaluation a strategic performance like “Abdel Razek 2012, Hatem 2017”, and establishing a new model for BSC contain Six Perspective rather than Four as follows:

- The Financial respective.
- Customer Perspective.
- Internal business processes perspective.
- Learning and growth perspective.
- Risk Management Perspective
- Social Environment Management Perspective

All previous perspective is established to answer a question that related to it, while summarize as follow and described in Figure below: (AKINYI, 2013)

Financial Perspective - How do we look at shareholders?

Customer Perspective - How should we appear to our customers?

Internal Business Processes Perspective - What must we excel at?

Learning and Growth Perspective - Can we continue to improve and create value?

Risk Management Perspective – What risk can hinder the achievement of organizational goals and how can deal with it?

Social Environment Management Perspective - What service that company provides to society to increase their value?

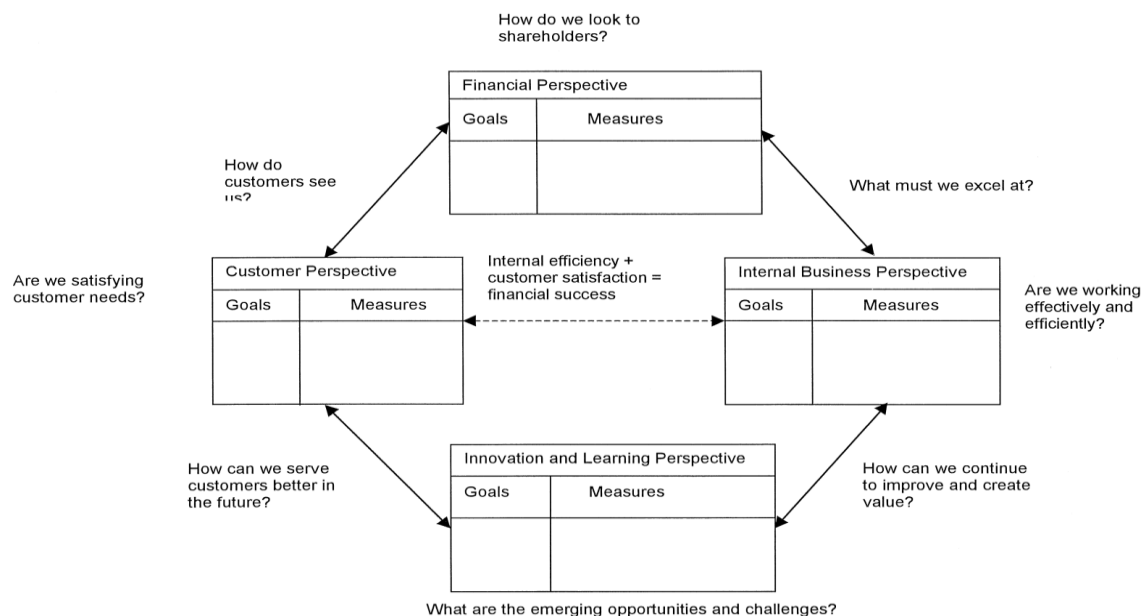


Figure (2.5) Relationships between BSC four perspectives Kaplan & Norton, 2008)

The perspectives are meant to show an entire chain of cause-and-effect relationships among performance measures to ultimately tell a company's strategy, these perspectives provide a common framework for describing and building strategies along with providing a powerful

diagnostic tool capable of detecting flaws in organizations' BSC (Kaplan and Norton, 2001). In addition, each one of these perspectives includes four basic components that are:

- 1- Objectives: express the desired results that needed to be achieved.
- 2- Measures: reflect the extent of the progress toward the objectives.
- 3- Targets: they are specific amounts depending on its measurer; we could specify the amount of deviation "positively or negatively".
- 4- Initiatives: refers to some new operational projects that need to develop to achieve the objectives.

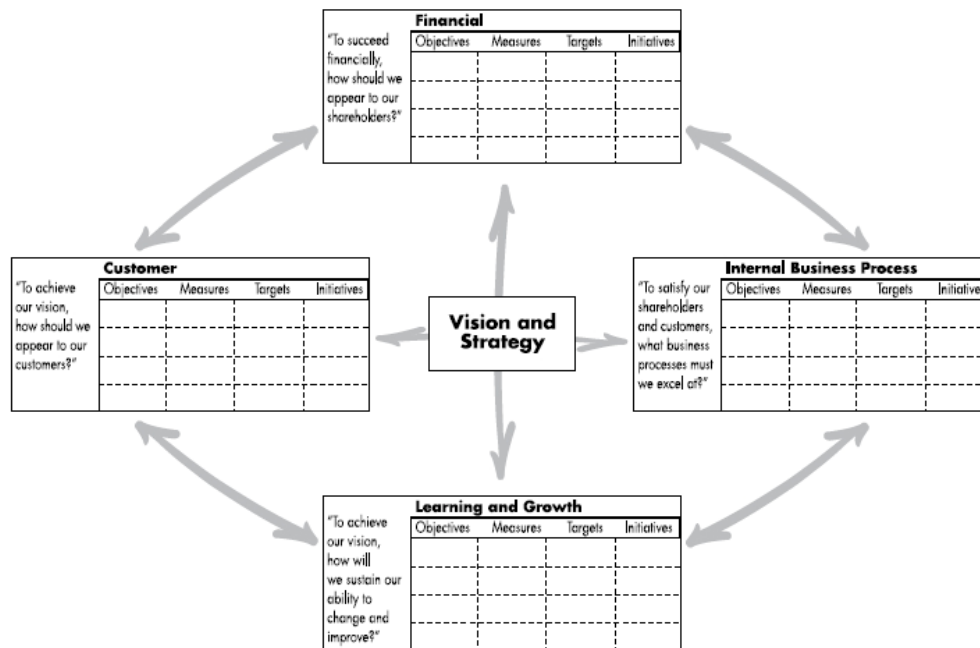


Figure (2.6) Perspectives and four basic components

2.1.2.9.1 Financial Perspectives

A financial perspective remains at the top of most for-profit business (and at or near the top of most non-profit and government scorecards), therefore, a huge number of initiatives consider a financial subject as a high priority aspect and BSC is one of them. The financial perspective of Balance scorecard seeks to answer different questions like: Are you making money? Are your shareholders happy? To succeed financially, how should we appear to our shareholders?

Answering the previous questions is generate measures acknowledged from traditional financial data (Dahiru, 2014).

Otherwise, a financial perspective allows business to define and analyze the financial objectives, because it enables the companies to focus on profitability, which shareholders verify according to its profitability of their investment and using it to convey economic consequences for actions that already taken by the companies (Al-Najjar, 2012). In addition to breaking down the possible strategies and action plans necessary to achieve its financial targets based on two types of strategies aimed at boosting our financial results (Growth Strategy & productivity Strategy) (Al Tarazi, 2012).

All business in competitive environment wants to achieve the big number of targeted customers in order to gain more profit and maximize their market share, so, the financial perspective is recognized to gain the result obtained from the analysis of financial targets for business in the short-term. These results will be different from one development stage of the company's activity to another because there are three different stages in a business life cycle:

- 1- Rapid Growth Stage that is the business is early stage where large investments are made to develop and/or expand production and services.
- 2- Sustain Stage, when the business still attracts investments and reinvestments, but considers making profits and maintaining its market share.
- 3- Harvest Stage, which is the mature phase of the business life cycle, where it harvests the investments that made in the above two stages, and focusing on a maximizing the business's cash flow.

Financial objectives vary from one stage to another. During the Growth Stage, businesses focus on sales growth, while their main concern during the sustain stage is financial measurements, such as operating income, return on capital, and shareholder value. Despite that financial objective during the harvest stage emphasizes cash flow (i.e., all investments should have prompt and affirmed cash paybacks) (Al Tarazi, 2012).

According to that, financial perspective works through taking into consider three core financial themes that can drive the business strategy and there are: (Norton, Kaplan, 1992) (Norton, Kaplan, 2001).

- I. Revenue Growth: A revenue growth deals with every action/activity that can increase the revenue base of an organization (Koutsoyiannis, 1979). This theme focuses on how to increase the number of new products, develop new customer and how to change to a more profitable product (or service) mix (Dahiru, 2014)
- II. Cost Reduction: this theme focuses on how to reduce product/service cost per unit and how to reduce selling/general administration cost.
- III. Asset Utilization: this theme measures financial performance such as: Return on investment and Economic value added. (Norton, Kaplan, 2001)

Table 2.2. Financial Perspective of the Balanced Scorecard - Goals and Measures

Goal or Objective	Measure
Revenue Growth	<ul style="list-style-type: none"> • Sales and market share • Number of new customers and markets • Number of new strategies
Effective Cost Management	<ul style="list-style-type: none"> • Unit cost reduction • Revenue per employee
Effective Asset Utilization	<ul style="list-style-type: none"> • Inventory reduction • Cash-to-cash cycle • Return on capital • Productivity/Efficiency

Source: (Kaplan, Norton, 1992).

Jager (2007), mention that the financial measures in financial perspective should have the following characteristics: (Jager, 2007), (Frigo, 2002):

- 1- Small.
- 2- Vital to the financial success of the company
- 3- Closely linked to the overall strategy of the firm.
- 4- Balance between leading and lagging indicators.
- 5- Correlate well with value creation.

In order to improve the financial perspective in companies, the financial objective is achieved through innovation and learning development process. Also, follow some indicators like shareholder value of performance, because the effectiveness of it in measures financial results, customer market share, and customer satisfaction. (Kaplan R. S., 2004).

2.1.2.9.2 Customer Perspectives

To achieve the best performance and achieve organizational goals in maximizing market share and market value, they must take into their consideration in addition to a financial perspective, a customer perspective. Because they achieved a goal that related to customer, perspective will lead to improvement in some core component in financial perspective, according to that different researcher as if Norton & Kaplan identified the role of customer perspective in BSC.

In customer perspective of BSC, a company's works through their managers to identify their customer, market segment, and business unit performance in target segment, through using sets of two measures: several generic measures for successful evaluation, including: (customer satisfaction, customer retention, customer acquisitions, customer profitability, and market and account share in targeted segment) and performance drivers (product/service attributes, customer relationship, and image and reputation). (Kaplan N. , 1996).

Nowadays, recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. Because customer classified as leading indicators; so, if customers are not satisfied, they will eventually find other business that will meet their needs. Poor performance from this perspective is thus a cause the future decline, even though affecting financial picture of the business. According to that, all companies work to

ensure achieving customer satisfaction and retention them, as identified in the figure (2.7) (BALANCED SCORECARD INSTITUTE (BSI), 2018).

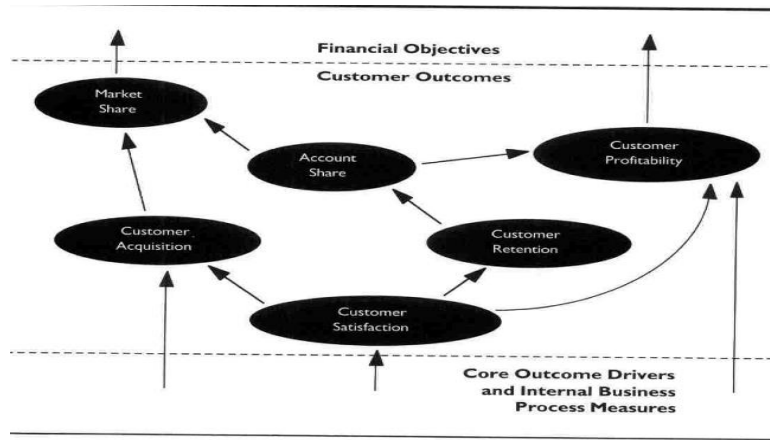


Figure (2.7) Relationship between financial, internal business process and customer outcomes

Customer perspective is how the company is going to create and deliver value to its customers, for reaching to the parent financial objectives. Kaplan and Norton (2001) highlighted the customer-value propositions, these value propositions observed a common set of attributes that shape the value- propositions in all industries, Figure (2.8) identified the Value propositions and their attributes, and these attributes described in three groups:

- 1- Product/ Service Attributes.
- 2- Customer Relationship.
- 3- Image and Reputation.

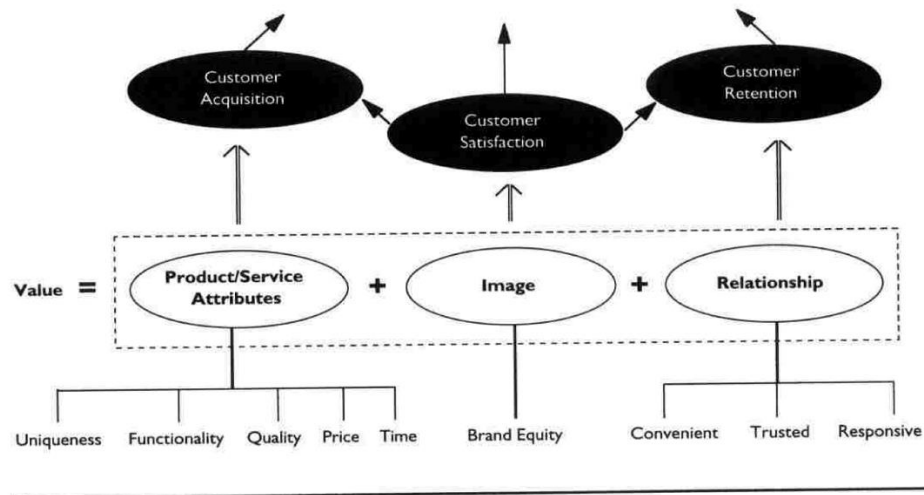


Figure (2.8) The Value propositions and their attributes.

Value propositions describe a unique mix of product, price, service, relationships, and image that a company offers to their customers. In addition, it is how companies differentiate themselves from competitors to ultimately attract, retain, and deepen relationships with target customers.

The value proposition is essential because it helps the company connect its internal processes to improve outcomes with its customers. In addition, value propositions can be centered on one of the three: operational excellence, customer intimacy, or product leadership, while maintaining threshold levels at the other two.

In the past, most of the company's business didn't consider a customer and their needs and don't work to achieve their satisfaction, after this period number of business start their attention to customers, and considering when putting mission and vision consequently, BSC through their customer perspective translates their mission, vision and strategy statements into specific market and customer-based objectives. (AMBOGA G. , 2009). Concluded four common objectives for success with the targeted customers. (Matsumura, 2012) Such objectives (Achieve customer satisfaction and loyalty, acquire new customers, increase market share, & Enhance customer profitability) that describe as follow:

- 1- "Achieve customer satisfaction which Measured by (Customer satisfaction in targeted segments, the percentage of repeat customers, the percentage of growth in revenue from

existing customers, willingness to recommend, the percentage of Acquire new customers, the level of Improve market share & Enhance customer profitability)”. (Talebna, 2012).

- 2- Acquire new customers, which measured by (Cost per new customer acquired and the percentage of sales to new customers).
- 3- Improve market share, which measured by market share in targeted customer segments.
- 4- Enhance customer profitability which measured out of Number or percent of unprofitable customers.” (Matsumura, 2012).

Table (2.3). Customer Perspectives of the Balanced Scorecard - Goals and Measures.

Goal	Measure
Market Share Growth	<ul style="list-style-type: none"> • % of segment captured
Customer Retention	<ul style="list-style-type: none"> • Number of defections • Increase in sales to current customers • Frequency of orders, visits or contacts with customers
Customer Acquisition	<ul style="list-style-type: none"> • Number of new customers • Ratio of sales to inquiries • Average cost to acquire • Average order size
Customer Satisfaction	<ul style="list-style-type: none"> • Number of complaints • Number of customers that indicate their satisfaction
Customer Profitability	<ul style="list-style-type: none"> • Total profit per customer • Total cost per customer

Source: Kaplan and Norton, 1992. (Kaplan, Norton, 1992).

2.1.2.9.3 Internal Business Process

Any business, which wants to achieve success in gaining customer and maximizing market share, must at the first, take care of the inside business environment, and the internal climate of the business environment, because the success comes from inside at the first.

As a result, when a business wants to achieve financial success and satisfying their customers, they must take into their consideration “internal business process perspective”, since identifies the most critical internal processes for the organization’s strategy to succeed. (Olsen, Erica, 2008).

The Internal Process Perspective covers internal operational goals and outlines the key processes necessary to deliver the customer & financial objectives (Khozein, 2012). While several researchers indicate that internal business, process answers some questions like which process are most critical for satisfying customers and shareholders? Moreover, what are the processes in which the firm must concentrate its efforts to excel? (Abu-hamam, 2013).

While Etim and Agara (2011), identified internal business process measures include (defect rate, respond to customers' complaints, quality of after-sales service, internal process bureaucracy, process completion time, quality and skill of staff and their level of motivation.) (Agara, 2011).

Sangster (2002) identified other possible measures such as: (Reduction in quality control rejection rate, reduced production lead times, and increased level of production) (Sangster, 2002).

Metrics based on this perspective allow managers to know how well their business is running, and whether its products and services conform to customer requirements (the mission). These metrics must be carefully designed by those who know these processes most intimately, some internal process perspective factors are a number of activities per function, duplicate activities across functions, process alignment (is the right process in the right department?), process bottlenecks and process automation. (Khozein, 2012).

When companies try to be an applied internal business process in their business, they must follow according to Kaplan & Norton three process value-chains and these are: (Dahiru, 2014) (Kaplan, Norton, 1992)

- 1- Innovation Process: the managers research the needs of customers and then create the product or service that best meet those needs.
- 2- Operations Process: process represents the short wave of value creation. It is concerned with producing and delivering existing products and services to customers.
- 3- Post-Sales Service Process: represents the final item in the process value chain in the operations process perspective. It focuses on how responsive the companies are to the customer after the product or service has been delivered. After sale services include guarantee and repair activities, treatment of the defect and returns, administration of customer payments and resolution of customer problems/complaints.

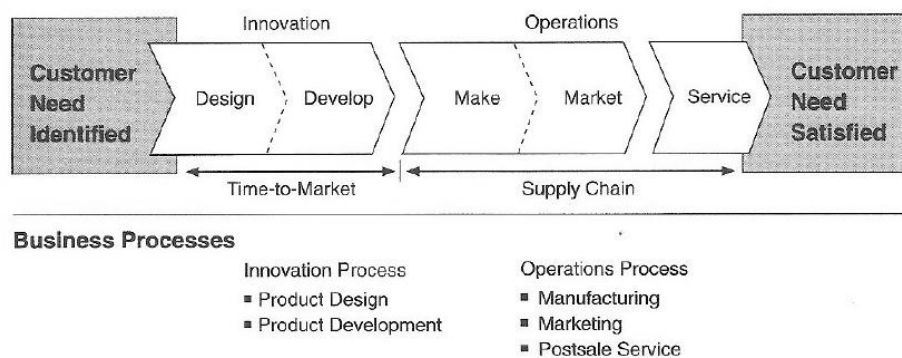


Figure (2.9): Process of Value Chain, Source (Kaplan, Norton, 1992)

When we return to Kaplan & Norton, they give us an overview of some goals, measure and a process perspective as follows: (Kaplan, Norton, 1992)

Table 2.4. Internal Business Perspective of the Balanced Scorecard – Goals and Measures.

Goal	Measure
Identify or “make” the Market	<ul style="list-style-type: none"> • Profitability by segment • % of revenue from new customers
Rapid Design	<ul style="list-style-type: none"> • Time to market • Break even time
Efficient Production	<ul style="list-style-type: none"> • Process time • Number of defects
Efficient Delivery	<ul style="list-style-type: none"> • % defects

	<ul style="list-style-type: none"> • % of on time delivery
After-sales Service	<ul style="list-style-type: none"> • Number of customers who do not reorder • Number of reorders • Average satisfaction rating

Source (Kaplan, Norton, 1992)

2.1.2.9.4 Learning and Growth

The next Balance scorecard perspective is learning & Growth perspective (Innovate perspective).

What does this perspective mean? Moreover, what is working for? This question answered by a number of researchers concludes that learning & Growth perspective is: examines the ability of employees (skills, talents, knowledge, and training), the quality of information systems, (systems, databases, and networks) and the effects of organizational alignment (culture, leadership, alignment, and teamwork), in supporting the accomplishment of organizational objectives". (Kairu, (2013)).

Others identified it as a perspective covers the intangible drivers of future success such as human capital, organizational capital and information capital, including skills, training, organizational culture, leadership, systems, and databases (Khozein, 2012).

While Atarere and Oroka, go further to explain the learning and growth perspective as perspective ensures that companies will continue to have loyal and satisfied customers in the future and to continue to make excellent use of its resources (Atarere, 2013).

On other hand, innovative perspective comes to answer number of following questions as follow:

- To achieve our vision, how will we sustain our ability to change and improve?
- How a company's employee learns and grows from their career to improve the performance of the organization?
- How a company can meet long-term objectives related to customers and internal business process?

- How the companies are going to improve, innovate, and learn to be successful in the global environment? (Seppälä, 2010).

These questions can be answered through identifying some objectives and means related to companies and employees, however, these objective measures the scope of efforts and opportunities that companies provide it to their employees to grow and learn in their domain.

Also, these measures classified as leading indicators of future business performance since an effective learning enterprise will easily follow the new technologies and be successful in the future (Kaplan N. , 1996). Many of empirical works provide that knowledge can be used in this perspective and one of this initiative is recorded in Kaplan & Norton (1996) who identified that learning and growth measures are the most difficult to select; despite their suggest following measures as examples: employee empowerment, employee motivation, employee capabilities, and information systems capabilities (Al-Najjar, 2012).

Consequently, in order to ensure achieving learning & Growth improvement in the long term, an enterprise should set targets such as: (Dahiru, 2014).

- 1- Increasing Employee's Capabilities: it focuses on ensuring that every employee can deliver a service that would put the company in the best advantageous position. So, some strategic measure can be used is constant training of staff to master existing ways of doing the job, as well as adopting new ways and making staff attend internal and external workshops and seminars on new trends relating to the job and the industry.
- 2- Increase Motivation, Empowerment, and Alignment: it focusses on taking individual goals when formulating organizational goals into consideration to bring these into alignment. So, some strategic measures can be used is training existing staff to acquire new knowledge of the job rather than replace them with new staff and welcoming individual suggestions on ways to improve existing products/processes or developing newer and better ones.
- 3- Effective Use of Information Technology: it focusses on ensure using the best information technology to achieve the company's goal. So, some strategic measure can be used is an Information coverage ratio, Return on data (Arik, 2006)

Table 2.5. Innovation and Learning Perspective of the Balanced Scorecard – Goals and Measures

Goal	Measures
Improved Employee Capabilities	<ul style="list-style-type: none"> • Employee satisfaction • Staff turnover • Productivity • Number of employees qualified for key jobs
Effective Use of Information Technology	<ul style="list-style-type: none"> • Information coverage ratio • Return on data
High Motivation and Alignment	<ul style="list-style-type: none"> • Suggestions received • Suggestions implemented • Rewards provided

Source: Kaplan and Norton, 1992. (Arik, 2006) (Kaplan, Norton, 1992)

2.1.2.9.5 Risk Management

A question comes to our mind, why Kaplan & Norton does not include Risk in their Balance scorecard. Otherwise, do we need to include risk and Enterprise risk management in Balance scorecard?

After searching about the answering, the surprise found that Dr. Robert S. Kaplan, captivating the Risk Management as a field of study and connect it to BSC because the relationship between strategic management and risk management in an organization and emphasizes the importance of assessing risk management within the Balanced Scorecard methodology. In addition, introduce a Risk Balanced Scorecard concept.

Some other researchers compelling the concept in our research like (Easley, Chen, & Lorraine, 2006) provide that an ERM (Enterprise Risk Management) and balanced scorecard systems share many elements. Because of the balanced scorecard, system provides a unique platform for an enterprise to leverage an existing infrastructure to reap the benefits of ERM. While BSC and ERM

share some element through implemented in the companies and these elements are: (Easley, Chen, & Lorraine, 2006)

- 1- Focus on Strategy: Both ERM and BSC are linked to strategy with the objective of increasing the likelihood that the enterprise's overall strategy is ultimately achieved.
- 2- Holistic Perspective: They approach strategy at the enterprise -wide level by viewing performance measurement and risks, respectively, on a holistic basis across the enterprise.
- 3- Emphasis on Interrelationships: They emphasize an integrated strategic approach.
- 4- Top-Down Emphasis: both works effectively, they must be driven from the top of the organization. Without an effective "tone at the top", they may fail.
- 5- Desire for Consistency: Both pursue a balanced and consistent approach across multiple dimensions of an enterprise that are managed by numerous individuals with different responsibilities and experiences.

Also, BSC with ERM provide companies with some benefit as follow: (Easley, Chen, & Lorraine, 2006)

- 1- Leveraging balanced scorecards into ERM strengthens the scope of management's focus on broader sets of risks. Many of ERM practices today have focused on Sarbanes-Oxley compliance, with fewer focusing on strategic, market, and reputation risks. Leveraging balanced scorecards into ERM will broaden the scope by explicitly linking risk management to strategic performance measurement.
- 2- The integration of ERM strengthens the BSC process. As the BSC captures more information about risk management objectives and performance measures, people become more aware of risks and the need for managing the risks, so learning and growth are enhanced. A stronger perspective about risk management issues should ultimately lead to improved internal business processes by eliminating or reducing risk exposures within key business processes.
- 3- The integration can allow ERM to bolster balanced scorecard effectiveness, too. As businesses evolve, the profile of risks will continue to grow in complexity and volume.

4- BSC can be leveraged to provide an enterprise-wide view of risk objectives and performance. The balanced scorecard's focus on measuring progress toward achieving strategic objectives and ERM's emphasis on addressing positive and negative factors potentially affecting the accomplishment of those objectives make their combination a natural fit for success.

Otherwise, a number of studies provide some initiative in re-balanced a BSC, by integrating the risk dimension into new BSC. The KPIs on the BSC provides the companies with tools to plan, measure and monitor its performance. In a similar way, the new BSC, enhanced with KRIs, will allow a company to plan, measure and monitor its risk management at each level of the organization. Executive management will be able to frequent gauge the essential risk situation of the company through the regularly updated Dashboard BSC. With adequate, dynamic information on both performance and risk, top management has all the information it needs to decide when a modification strategy, objectives, or procedures are appropriate. (Ernst & Young, 2018)

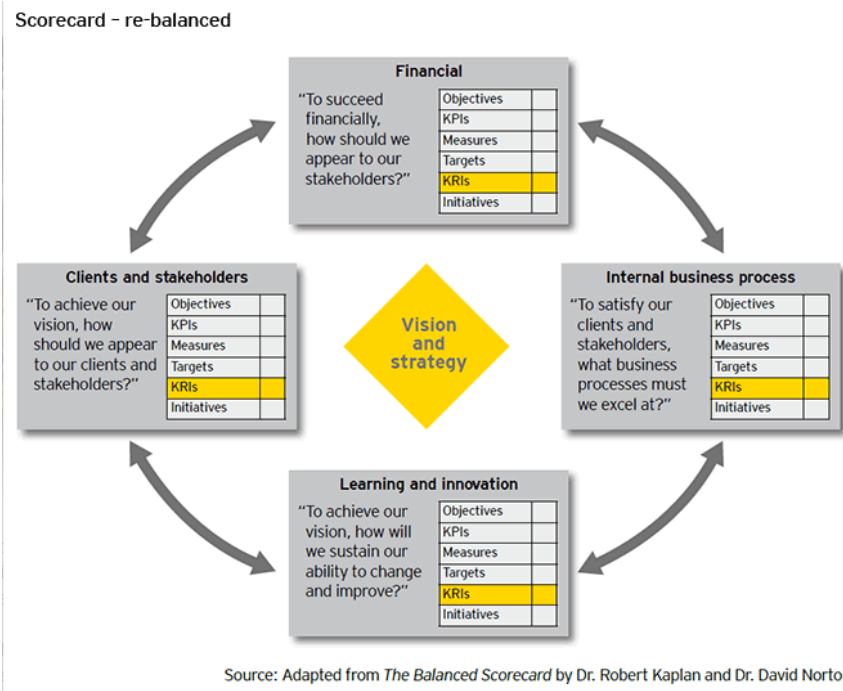


Figure (2.10): Re- Balance scorecard, Source (Ernst & Young, 2018)

2.1.2.9.6 Social Environment Management

As we know, BSC comes to make an integration between financial and non-financial perspectives, and using it to give a better evaluation of strategic business performance. Because of that, several initiatives appeared to include some other non- financial perspectives. In addition to (customer- Internal business process and learning & growth) such as environmental and social issues, it provided a very important role to the companies in facilitating the management of environmental and social issues. While this included gives managers the opportunity to integrate environmental and social practices with strategic objectives.

All companies and any type of business work to enhance social environmental management. In this way, Dopico (Dopico, 2000) considered that adequate environmental management requires the development of a set of indicators to evaluate the environmental action of the company and its level of achievement. Indeed, environmental indicators allow the conversion of selected data into accurate information on environmental performance, grouping the ISO14031 into three different categories (Martin, 2005):

- 1- Indicators of environmental behavior: it provides information about the management efforts relating to environmental behavior of organizations, focusing on the planning, control, and environmental impact.
- 2- Indicators of the environmental situation: it describes the quality and characteristics of the company's environment.
- 3- Indicators of environmental management: it provides information about the environmental behavior of organizations, mainly its actions, to minimize the environmental impacts emerging from its activity.

To ensure implemented some environmental indicators in the organization, Dopico et al (1998) suggested the need to adopt a strategic BSC model for environmental indicators together with the rest of the management indicators of a company's (financial and non-financial, internal and external, quantitative and qualitative), and more importantly to connect these indicators with the company's goals and strategies (Ribeiro, 2011).

In this line, they proposed the BSC model, that developed by Kaplan and Norton in 1992. Since that structure allows the combining of a set of balanced and coherent measures of different kinds, bound to long-, medium- and short-term goals, providing a global overview of the companies and its strategy, acknowledging the level of achievement for establishing the goals and analyzing the causes that led to the results obtained.

Because of using, the BSC to support the environmental management has been investigated by several authors who argue that. The extension of the BSC to environmental management allows it to enjoy the use of this tool while favoring the treatment and analysis of the strategic aspects of the company's environmental action as argued by (Sanfiz and Guzmán, 1999; Ochovo et al., 2000; Dopico et al., 1998 and 2000; Da Rocha et al., 2001; Agudelo, 2001; Figge et al., 2002;)

Consequently, the literature sustains the idea that the BSC is an excellent way to control environmental and social management since it allows the establishment of a symbiosis between financial-economic and environmental-social aims. (Ribeiro, 2011). Then Kaplan (1996) stated that the environmental and social aspects could be implemented into BSC in three ways: (Kaplan N. , 1996).

1. Implementation in four existing perspectives.

Integration of Environmental and Social Aspects in four Perspectives Environmental, and social aspects should be included in the framework of four already existing perspectives through strategic elements, objectives, and measures.

2. Creation of a new (the fifth or even the sixth) perspectives which, will include these elements.

Appending New Environmental/Social Perspectives in, the previous model environmental and social aspects are not completely integrated into market changes. The reason is that these aspects are not market-oriented

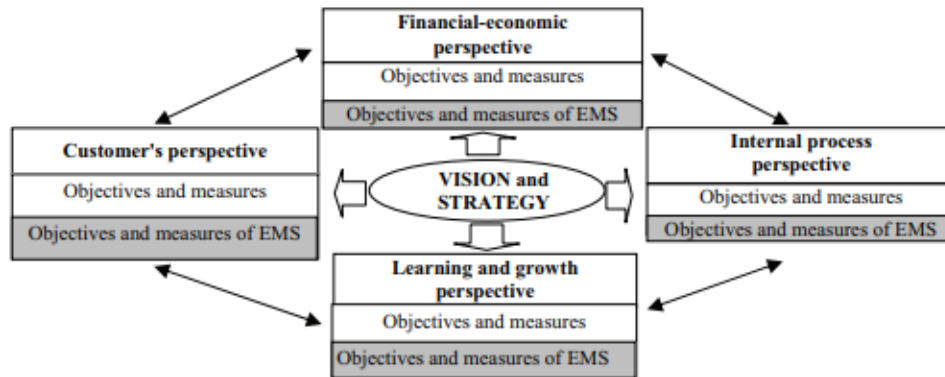


Fig. 3. *Integration of environmental and social aspects in 4 perspectives*

Figure (2.11): Integration of Environmental and Social Aspects in 4 Perspectives, Source (Kaplan N. , 1996)

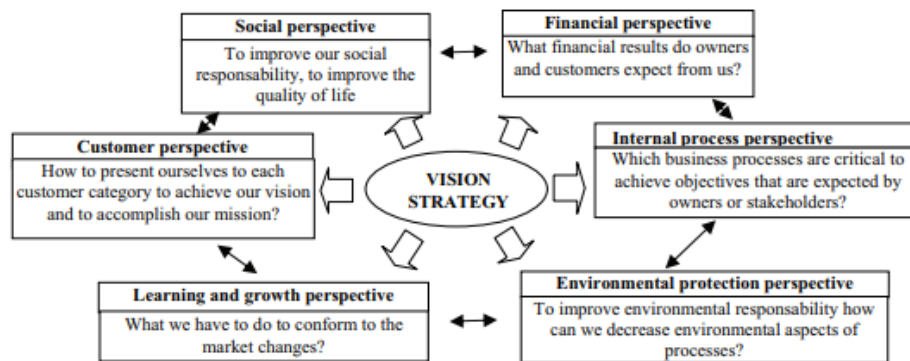


Fig. 4. *Adding one or more new perspectives*

Figure (2.12): Appending New Environmental/Social Perspectives into four Perspectives (Kaplan N. , 1996).

3. A creation of a special environmental/ social scorecard: This approach for the integration of environmental and social aspects into BSC is based on the creation of a special environmental/social scorecard.

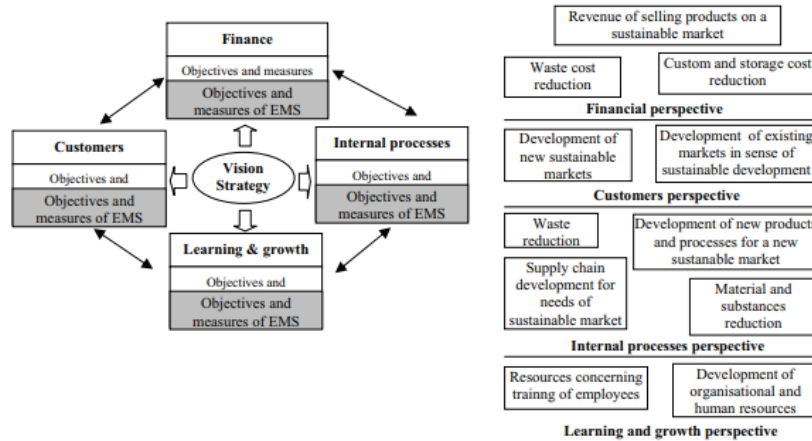


Fig. 5. Creation of induced environmental/social scorecard

Figure (2.13): Creation of Induced Environmental/Social Scorecard into four Perspectives
(Kaplan N. , 1996).

2.1.2.10 Building, Implementation and Evaluation Balance scorecard

2.1.2.10.1 Building Balance scorecard

To gain advantage and achieved our business goal, all companies regardless of the type of our business must build & implemented a BSC.

Otherwise, to implement it through the business, all companies must follow a number of steps in order to make it works, and these steps are summarized in the following Graph and in some detail in the following:



Figure (2.14): BSC Building & Implementation steps (Rohm, 2005)

Building Steps:

2.1.2.10.1.1 Assessment (BSC Development Plan)

The first step in building is assessed the whole companies from top to bottom taking in our consideration all organizational culture web from (Core assumptions, Symbols, Stories, Power structure, Control Systems, Organizational structure, and Rituals & routine). In addition, cultural organizations, companies' opportunities in the local & external market, market condition and competition. Furthermore, financial position, short-long term objectives, customer satisfaction, this field is important to the companies know what is more important to stakeholders and understand their stakeholder in some detailed manner.

To achieve all the previous, the companies must use a number of tools like follow in order to implement assessment in a detailed manner.

- 1- SWOT Analysis (Strength, weakness, opportunities, and threats).
- 2- TOWS Analysis (Threats, Opportunities, Weakness and Strength)
- 3- Capacity Building.

2.1.2.10.1.2 Strategy (Customer Value):

The strategy is a set of hypotheses about causes and effects, and in the BSC is instrumentation to achieve these strategies.

The best strategy ever conceived is simply a hypothesis of those who wrote it on behalf of the organization. It represents their best guess as to an appropriate course of action, given the best available knowledge concerning the environment, competencies, competitive positions, and so on (Niven, 2006)

A strategy is a step that companies determine several overarching strategic themes developed also identify what approaches have not been selected. (Rohm's, 2005).

To formulate a strategy for BSC, some research (Aleksey, 2018), conducting that we must follow some steps to be basic for BSC, and these steps are:

Define Mission, Vision, and Values, Formulating a business hypothesis and strategy, a strategy description of the strategy map, Strategy alignment (cascading) and Strategy Execution.

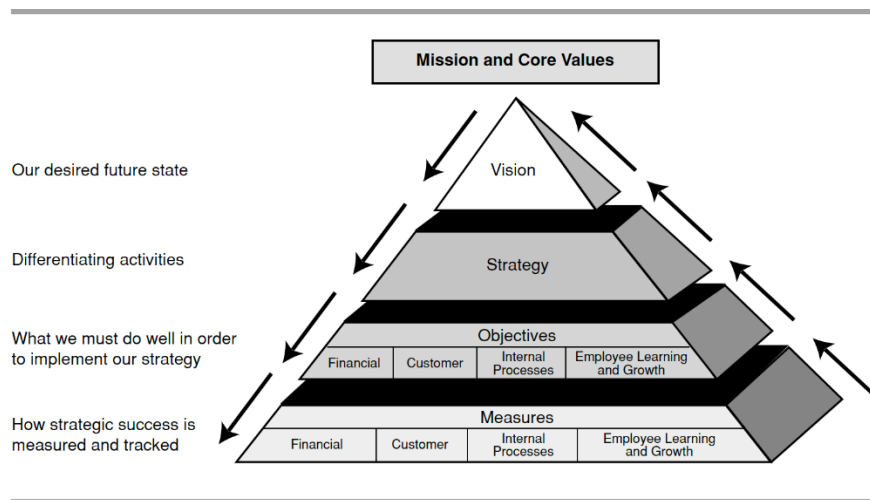


Figure (2.15): Development of Balanced Scorecard

2.1.2.10.1.3 Objective Strategy Action Components

Strategic objectives are the building blocks of strategy (“DNA”) (Rohm’s, 2005), the objectives are basic building blocks of strategy – components, or activities that make up complete strategies. Furthermore, objectives work as a strategy decomposition on the smaller components and linked them together in cause-effect relationship.

In order to improve follow steps of strategy mapping, performance measures, targets, and strategic initiatives are getting a strategic objective right is crucial to the success because it’s put into place all the elements required to create a successful balanced scorecard system, getting it wrong can lead to a poor implementation and days of re-work. To achieve the right strategic objective a company must go on to advocate four things that should be done in sequence when creating strategic objectives, as follows: (Intrafocus, 2014)

- 1- Develop strategic objectives for strategic themes
- 2- Create company-wide strategic objectives from theme objectives
- 3- Describe and document the strategic objectives

4- Identify objective owners, their roles and responsibilities

To provide an extensive understanding of the point, the follow figure (2.16) provides a snapshot for formulate a strategic objective in steps.

Strategic Objective: <ul style="list-style-type: none"> • Improve Employee Knowledge and Skills 		Perspective: <ul style="list-style-type: none"> • Organisational Capacity
Description: <ul style="list-style-type: none"> • Attract and retain skilled and experienced technical and consultative professionals • Improve recruitment processes to ensure motivated people join the company • Reduce the recruiting cycle to meet the company need to grow quickly • Improve early candidate screening process and assessment 		
Intended Results: <ul style="list-style-type: none"> • Match skills to the needs of the company • An enthusiastic and committed workforce • The ability to resize the workforce quickly 		Candidate Measures: <ul style="list-style-type: none"> • Annual staff attrition rate • Test scores before and after training • Professional certifications • Employee satisfaction scores
Owner: <ul style="list-style-type: none"> • Colin Redgrave 	Role: <ul style="list-style-type: none"> • HR Director 	E-Mail: <ul style="list-style-type: none"> • Colin@HRsvs.com

Figure (2.16): Example of formulation Strategic Objectives Source (Intrafocus, 2014).

2.1.2.10.1.4 Strategy Map (Cause -and -Effect Links)

The strategy map is a map outlines the fundamental business logic of the plan, demonstrates the implications for internal and external stakeholders, codifies the organizational competencies needed, explores what kind of skills and knowledge staff need, and identifies what resources need to be invested. In addition, the strategy map is generally complemented by a balanced scorecard to track how effectively the plan is being delivered, and an implementation plan to show how the activities to deliver the plan will be sequenced and rolled out (Management Centre).

According to Kaplan and Norton, they defined a strategy map as a: model of helping companies and management creating value (Connor, 2004) as identified in a figure (2.17). Otherwise, some researcher like Jun Xin (2009), and Yuhui Wei (Wei, 2009), provide us that Strategy map provides a normative checklist for the components and interrelationships of a strategy (Wei, 2009).

A strategy map provides the companies with some benefit as a: visual presentation of company's critical factors of succeeding, strategy map provides the cause- and- effect relationship between them, and to represent organizations' strategy in a consistent way. It considers as an effective tool to narrow the gap between the strategy formulation and strategy implementation. (Wei, 2009).

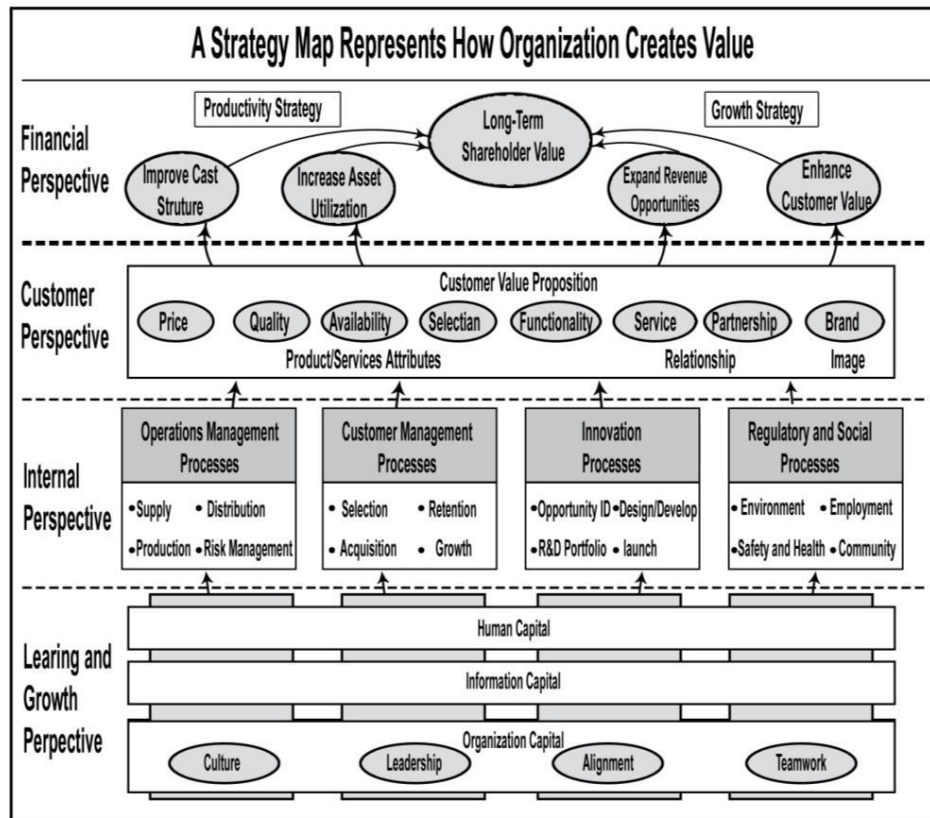


Figure (2.17): A Strategy Map Source (Kaplan & Norton, 2010)

2.1.2.10.1.5 Performance Measure (The Heart of the Balanced Scorecard)

Once the company selects and defines its objectives for the four BSC perspectives, it can select measures for each objective to develop meaningful measurement, to achieve these measures and its role effectively; it needs to be derived from the strategic objective (Al Tarazi, 2012).

Performance measures are the tools that use to determine whether companies meeting objectives and moving toward the successful implementation of strategy (Niven, 2006)

They function as a tool to drive the desired action, provide all employees with the direction in how they can help contribute to the organization's overall goals, and supply management with a tool in determining overall progress toward strategic goals (Niven, 2006).

A Key Performance Indicator (KPI) is often referred to as Performance Measure. Two sides of the same coin, but the difference is whom uses it in a formal Balanced Scorecard structure, the term Performance Measure is used. More frequently in business, a KPI is used. (Intrafocus, 2014).

When companies want to develop performance measure, they must distinguish between lagging (Lag indicators represent the consequences of actions previously taken) and leading measures (lead indicators are the measures that lead to—or drive—the results achieved in the lagging indicators) and this step is a starting point in developing measures for six perspectives. (Niven, 2006).

There are three main stages in the process of developing meaningful performance measures according to Intra focus as follows: (Intrafocus, 2014).

1. Describe the Result.
2. Describe the Measures.
3. Describe the Thresholds and Targets.

2.1.2.10.1.6 Initiatives

The last piece in the puzzle of using the Balanced Scorecard as a measurement system is the development and prioritization of initiatives that will help you achieve your targets.

Initiatives are: specific programs, activities, projects, or actions you will embark on to help ensure that you meet or exceed your performance targets. (Niven, 2006).

Every initiative of the companies undoubtedly drive local improvements in the area, it is focused on improving, because it translates strategy into operational terms, and provide a basis for prioritizing the budget and identifying the most important projects for the companies to undertake (Niven, 2006),and support Strategic Objectives, to build accountability throughout the organization. (Intrafocus, 2014)

Establishing the initiatives that are truly providing support in your pursuit of strategic goals is one of the best and easiest ways to gain a quick economic payback from a BSC project.

There are four steps that will lead us to the promised land of strategic initiatives as follows: (Niven, 2006)

1. Perform an inventory of all current initiatives taking place within the companies right now.
2. Map those initiatives to the objectives of our Balanced Scorecard.
3. Consider eliminating nonstrategic initiatives, and develop missing initiatives.
4. Prioritize the remaining initiatives.

2.1.2.10.2 Implantation Balance Scorecard

2.1.2.10.2.1 Performance Analysis (Automation)

The seventh step in building BSC, while the first step in the implementation process, this step focus on applying specific software related to performance measurement to get the right performance information to the right people at the right time.

In this step, the companies ask them a number of questions because these questions determine what the further work is required, this question like: ‘what are we trying to accomplish?’ and ‘what should we be measuring?’ (Intrafocus, 2014). For the answer, the companies must work in collecting information; examine it, analyzing, and sharing it through lunch something like “Data Dictionary”, to provide staff with all detailed information related to performance measure to get feedback from the different point of view to provide the decision maker with best decision related to companies’ capabilities.

When companies perform Automation, they gain some benefits like: adds structure and discipline to implementing the Balanced Scorecard system, helps transform disparate corporate data into information and knowledge, and helps communicate performance information (Intrafocus, 2014).

To achieve previous benefits, the companies must take into their consideration what tools that need to use, and asking themselves, what suitable tool is needed to achieve goals? While does the size of our company needs this software or not? Furthermore, does our staff and team member have a knowledge in using this software?

Because answering these questions can successful companies in implementing BSC.

On otherwise, when a company determines a suitable tool to use it, they must follow three stages to consider implemented BSC in the right way, and there are is:

1. Collect and describe performance data
2. Analyze and draw conclusions
3. Act (Intrafocus, 2014)

2.1.2.10.2.2 Alignment (“Cascading” the Balanced Scorecard)

Niven (2006) (Niven P. R., 2006), identified cascading as a: the process of developing Balanced Scorecards at each level of your organization, while these scorecards align organization’s highest-level scorecard with lower-level departments and groups to track their progress in contributing to overall company goals. Otherwise, Balance scorecard institute defined cascading as a: translate the corporate-wide scorecard down to first business units, support units or departments and then teams or individuals (Wes, 2018).

Once the companies want to apply to cascade on it, they must ask themselves some questions like: Does the companies have clear alignment of goals from top to bottom? Do the people answering the phones at your company know how their day-to-day actions are contributing to the achievement of the company’s strategy? The answering of these questions provides organizations with the basics to applied cascading process.

Cascading strategy focuses entire companies on strategy and creating line-of-sight between the work people do and high-level desired results. (Wes, 2018), while applying cascade process, they must follow a number of steps as shown in the figure below:

Exhibit 8.1 The Cascading Process

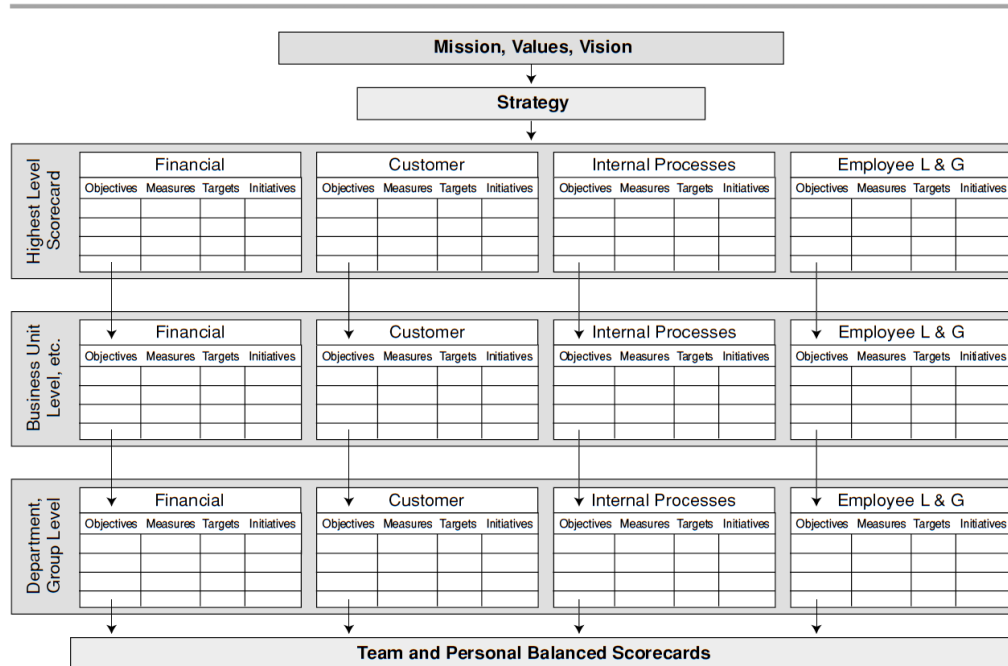


Figure (2.18): The Cascading Process- Balanced Scorecard Step-by Step, Source (Niven, 2006)

Therefore, applying the cascading process, they must follow a number of levels as follow:

- 1- First Level: highest-level Balanced Scorecard,
- 2- Second level: the objectives and measures contained in that Scorecard are then driven down to the next level in the organization, which will often comprise individual business units.
- 3- Third level: the specific departments and groups develop Balanced Scorecards based on the Scorecards.
- 4- The final level: team and personal Balanced Scorecards. Organizations cascading to this level will gain the maximum value from the Balanced Scorecard by ensuring that all employees, regardless of function or level, have developed objectives and measures that align with overall organizational objectives (Niven, 2006).

Furthermore, companies may face some of the challenges that organizations have with cascading include: (Wes, 2018)

- Employees don't understand enough about the process to be effective
- Cascading approach/structure was poorly planned (resulting in false starts)

- There is a disconnect between tiers due to delegation or other problems
- The companies level scorecard is misunderstood or hard to communicate
- Some units are cascading well, while others are lost.

2.1.2.10.2.3 BSC Evaluation

The final step in implementing any tool is evaluated the work process in achieving the desired objective & goal. Moreover, BSC it is like all these tools, the nine steps in building BSC and third step in implementation is an evaluation.

During the evaluation, the companies tries to answer questions such as, ‘Are our strategies working?’, ‘Are we measuring the right things?’, ‘Has our environment changed?’ and ‘Are we budgeting our money strategically?’ (Intrafocus, 2014).

The answer to these questions comes from the different point view of researches like Paul R Niven (2006), provide us that evaluation will help organizations determine how can make your current BSC stronger (Niven, 2006).

Otherwise, Cooper et.al, (2009) stated that companies would not apply evaluation; they must consider the two evaluation components as follows:

- 1- System performance: looks at the technical as well as the human behavior aspects of your system – the structure of your balanced scorecard system.
- 2- Strategic Performance evaluates strategic results as well as the strategy itself – and takes you through the process to adjust your strategies and strategic focus, as needed.

In this step, the companies make monitoring and evaluated the performance of the companies in implementing BSC, through using documented report something like Data Dictionary, through providing companies with all basics, measures, performance metrics and result from each step. Moreover, companies make it semiannually, or quarterly.

2.2 Strategic Performance Evaluation

Each company despite off their works, aim to evaluate their work in order to take a necessary action that needs to correct their path of works, and that what differentiated one company from other, the way of evaluation their works, does it evaluate some stage, companies a whole, their financial or evaluate their strategic performance.

The best way for maximizing market share of the companies, is through applying a concept of strategic performance evaluation in their business.

2.2.1 Definition

There are a number of researchers were defined the strategic performance evaluation according to their point of view. One of them is Ibrahim (Ibrahim, 2009) who defines it as: “a mechanism uses to verify the ability of the companies to implement their strategic objectives, competitive vision in the business environment, and whether its strategy is capable to respond in an effective way to the requirements of suitability, acceptability, and feasibility”.

While, (hajaj, 2015) define it as: “the accounting system used to evaluate the performance of the corporate managers from a strategic point of view. This system is used when delegating responsibilities to senior management to manage the strategic business. In addition, they contain a definition of strategic performance evaluation as a process of comparing the achieved results with the targeted result achieved, and providing the necessary feedback for performance, in order to evaluate the results and necessary adjustments”. (hajaj, 2015).

Also, some researcher called strategic performance evaluation as a strategic performance measurement (SPM) like “Chandrashekhar, Saxena, Gil, Jain” these researchers defined it as an approach that makes an organization’s strategic goals more transparent to line executives and provides an ongoing mechanism to monitor progress toward these goals through simple and intuitive performance measures. SPM creates a common language among all parts of the companies so they can interact transparently and effectively, thus helping to break down silos”. (Chandrashekhar, 2017).

The research argues that a Strategic performance evaluation can be defined as a: set of mechanisms that are used by decision-makers within the companies to compare the compatibility of a company's performance with the corporate strategic plan, which leads to an adequate assessment of all companies' aspects rather than evaluates one or two aspects of the companies.

2.2.3 The Important of Strategic Performance Evaluation

All approaches use in companies provides value- added and some benefits, and strategic performance evaluation is one of these approaches because it provided companies with some benefits as mention by Hajaj (2015) (hajaj, 2015) a follow:

- 1- Achieving a systematic approach to corporate strategy;
- 2- Reflects the degree of alignment and alignment between the corporate objectives and their strategy.
- 3- Make profits.
- 4- Allocate the resources of the companies in an efficient and effective way. (hajaj, 2015).

Another researcher provides some other benefits like:

- 1- Improve companies' strategic pillars, from vision, mission, and strategic objectives for each companies' units in order to improve short- and medium-term objectives.
- 2- Improve and develop a unique strategic communication and feedback, to enhance a company's work in achieving future.
- 3- Strategic performance evaluation helps and motivates (top and senior) management to implement strategic objectives. (Janan Abdel-Abbas).

While, (Chandrashekhar, 2017) contained that strategic performance measurements are provided companies with:

- 1- Aligning and cascading strategic objectives down to day-to-day operational goals.
- 2- Develop the balanced scorecards for reporting.
- 3- Make reporting easier and focusing on "metrics that matter".
- 4- Testing and validating operational and strategic decisions.

2.2 Empirical Studies

1. Kerazan, et al, (2018) identified the impact of corporate governance upon the performance level of Jordanian public joint stock industrial companies through using the BSC.

This study used a Quantitative research approach through conducting a Questionnaire' for study, while distributing it for financial managers who work in Jordanian public joint stock industrial companies listed on the Amman Financial Market as a population. The numbers of those companies are 66 companies; fifty questionnaires were received. Thus, the response rate is 75.75 %).

The study reached several results; one of them is the statistically significant impact of having an effective framework for corporate governance upon the performance level of Jordanian public joint stock companies through using the (BSC). In addition, there is a statistically significant impact for equity and the main functions of the owners of property rights on the performance level of Jordanian public joint stock companies through using the (BSC).

The study comes up with some recommendations, of which: having an effective framework for implementing corporate governance due to the major impact it has on companies' performance level. Moreover, increasing the transparency level of the disclosed financial statements of the company recommended utilizing the institution's resources optimally in order to develop its corporate governance frameworks and employees 'capabilities.

2. Yılmaz, and Nuri (2018), assessed the Turkish Banks sustainability performance by using TOPSIS Method and Balanced Scorecard Approach.

This study followed a Qualitative research approach for achieving their objectives. Through using intersected sustainability dimensions and balanced scorecard dimensions, while a generated model was evaluated by the TOPSIS. TOPSIS: is a Technique for order preference by similar to an ideal solution (TOPSIS) is an effective technique to solve multi-criteria decision-making problem.

The population was companies that publish a sustainability report in 2015 and 2016. Analyzed and examined twenty key performance indicators, are common to each company, were selected from the indicators included in the sustainability reports. Selected performance indicators were evaluated by TOPSIS method.

The study reaches some results as follow: the starting point of the sustainability of the performance report model is to provide traceability of the sustainability activities of the institutions in terms of indicators. In addition, there will be differences in the areas that will be highlighted in the performance report card models created.

While a study indicates that, the indicators in the model are the indicators shared by the banks. Especially, the indicators which are published by all banks and which are data are preferred. The differentiation of the indicators will also cause a difference in the performance order. Moreover, the model is open to development and can be viewed from different perspectives. Different methods (expert opinions, group interviews, extensive research, etc.) can be used to develop the model.

3. Osewe, et all, (2018) purposed is to determine the relationship between rational choice rationale for balanced scorecard (BSC) adoption and organizational performance of the state companies in Kenya.

This study used a Quantitative Research approach, through following explanatory cross-sectional survey research design. According to that the target population of the study is the 32 State Companies that have implemented balanced scorecard, while their sample size of 96 top and senior middle-level managers comprising of Managing Directors, Human Resource Directors, Finance Directors, Operations Directors, or their equivalent designations in senior management were surveyed using semi-structured questionnaires. According to that, a Data was analyzed using Statistical Packages for Social Sciences and Hypothesis tested by using Analysis of Variance (ANOVA) F test.

The study found, and indicated that rational choice is a good predictor of organizational performance of State Companies in Kenya. Also, showed that rational choice and organizational performance had a positive and significant relationship. Unique Contribution to Theory, Practice, and Policy.

In line with the findings, the study recommended that organizational decision makers should take account of the available information, potential costs, and benefits to determine adopting the balanced scorecard and to be lucid in choosing the best choice of action.

4. Al- Bawab (2017), use of Balanced Scorecard Perspective in the Service Sector.

This study adapts a Descriptive model for analyzing a Private Jordanians Universities, through conducting a Questionnaires and Distributed it to 48 accountants and financial employees in (20) Jordanian private universities, while Analyzing Data through using SPSS.

A study concludes that Jordanian private universities using the Balanced Scorecard (BSC) perspectives on the part, regarding of the financial perspective. Moreover, the study identified the use of each perspective of the BSC in detailed like as the following: the customers (students) perspective is not used as one of the Balanced Scorecard perspectives in the Jordanian private universities. The internal operations perspective as one of the Balanced Scorecard perspectives in the Jordanian private universities was not used. The learning and growth perspective as one of the Balanced Scorecard perspectives in the Jordanian private universities was not used. Like, The University did not train older workers

Although a study recommends that, the universities should use all the perspectives of Balanced Scorecard (BSC) in the work as well as follow-up students after graduation to give the Promotional League. In addition, the university must adopt feedback about the services provided to the students, also, the University should interest in developing the administrative work systems and the use of information technology.

5. Hussien, et all (2017), aimed to identify the difference between Jordanian banks in their use and application of the Balanced Scorecard. Measures represented by its four dimensions, and the effect of the use and application of these dimensions on measuring the performance of these banks, and the effect of using these measures on the real performance of these banks measured by the return on assets (ROA) and the return on equity (ROE).

The study used questionnaires to achieve objectives of the study to test the Hypothesis. One hundred and fifty questionnaires were distributed to the study population consisted of all

management personnel in the Jordanian commercial banks that licensed by the Central Bank. They are thirteen banks except the capital bank of Jordan (Capital Investments is a leading investment banking firm focused on providing corporate finance advisory, asset management, and brokerage services, to a broad, and diversified client base that includes companies, governments, and high net-worth individuals)

The results of the study indicated that the Jordanian banks used a set of financial and non-financial performance measures, which are similar and consistent with the Balanced Scorecard dimensions. While the most used the financial dimensions, followed by the internal operations dimensions, then the learning and growth dimensions and the dimensions related to receipt of the service.

The results show statistically significant differences in the use of performance measure, and indicated that the banks used the previously mentioned measures in the high way achieved a higher return on assets and a higher return on equity compared to other banks.

The results also indicated that there are no significant differences in the performance of JCBs performance measured by ROE within the three banks categories due to the implementation of Balanced Scorecard dimensions.

The study recommended that the Jordanian banks should apply the integrated concept of Balanced Scorecard in order to achieve the strategic management goals and maintain the actual performance and strength. The study also recommended that the JCBs should develop suitable legislation to make the Jordanian banks use the integrated concept of the Balanced Scorecard.

6. Manica, et all, (2017). Aims to present the methodology that used in the technology company in southern Brazil to implement the Balanced Scorecard in its operations.

The study was applied in a Brazilian technology company, which deployed the BSC as a strategic tool for monitoring performance indicators. She acts in various areas of industrial automation, present in more than 60 countries, with administrative headquarters and plant in the southern region of Brazil. Deploying developed between the months of January to June 2017, which were considered two aspects: the structure and management of the indicators based on management by processes and in the four BSC perspectives.

The result of the study showed that the company is aware of the economic development, increasing competitiveness in the business environment, how important it is to plan, execute, and measure their performance indicators. In this sense, we will continue to deploy new management tools such BSC, this increasingly demanding market.

While the recommendation of the study is to explore sectoral indicators, which are the basis for the achievement of strategic indicators, noting whether they are really aligned and measuring critical factors for achieving the metrics BSC.

7. Kerai (2017), Applying the Balanced Scorecard to Improve Student Satisfaction, Market Share and Profitability.

The purpose of the study is to improve (ITPA) student satisfaction and linking it to profitability, Student Satisfaction, and Market Share with the use of the balanced scorecard and implementation of the framework in an educational system.

The Study uses a Qualitative Approach for conducting the study by using structured interviews, the Interviews holding with eight students from ITPA and one of the staffs. In addition, the students and staff were selected for convenience sampling. The supervisor organized the staff interview.

The questions for the student interview were divided into four sections. First, the general information about age, and what attracted them to ITPA. Other sections were based on the three factors that lead to student satisfaction which are teaching quality, facilities competencies, and employment opportunities. The data for this research was collected from October to mid-November 2016. The study contributes to provide a cycle of BSC framework and how will be the effect on each perspective, this framework is a continuous cycle if the learning and growth and the business process perspectives satisfy the students that lead to student satisfaction and retention which in turn is likely to improve profits.

After conducting the interviews, it has been identified that students were more likely not satisfied with the facilities, the library and computer resources. Their main concerns were the lack of resources compared to student needs.

According to that, a study recommends ITPA to focus their resources on improving these facilities so that students can be satisfied. Improvements of facilities will come with a cost and that will deter the profits, but it is likely to increase profits at the end. Also, provide training and development programmers that should be available to the managers to explain the importance of the balanced scorecard and how it works within an organizational framework.

8. Valdez, et all (2017), aimed to Identify the key elements of BSC on Higher education institution. Also develop and manage the implementation of a BSC, which supports strategic decision making at all levels of an organization, using BI software to identify that strategic actions are carried out in accordance with the degree of progress of the defined key performance indicators.

The study uses a mixed research approach, and collected data through following a qualitative and quantitative approach for collecting Data, since (2010-2015) where the analyzed conduct in the Autonomous University of Coahuila, focused mainly on the situation presented in the Faculty of Mechanical and Electrical Engineering, supported by documentation provided, its strategic reflection is complemented by a SWOT analysis.

While the result of study concludes several points: One of them, that the BSC is a core of the strategic map that when we used it in the institution helps in Spring that, a strategy is clear enough and can be operated by converting a big ideas and visions in the structured, operative and actionable strategy. Clearly points out each of the company's units bring a differential and balanced values to the achievement of the organization's strategy. Although, reach to the development of the BSC indicators now play an important role, but in no case isolated and as an end, but always as a means directly related to the strategic objectives they measure.

9. Dan, (2017), assessed the performance of companies in the Indian by using BSC.

The study followed a Quantitative research method, through conducting Questioner after reviewing a literature. And distributed to a sample of the population that selected from BSE 30 listed companies, on the other hand, the questionnaires filled up by 36 companies, out of which 22 (61%) are from the HC sector and the rest 14 (39%) are from the FMCG industry. In addition, a

questionnaire verified from annual reports and the website of the Ministry of Company Affairs, Government of India (www.mca.gov.in), as far as possible and tabulated.

The study reaches several results: the most important one that some companies are following the facets of BSC, without following the pro-forma. The only lacuna is in framing those perspectives in a logical way. Therefore, implementation of the BSC will not invite any additional endeavor or resource, yet can serve as a scientific and better performance measurement and management tool.

In addition, a study identifies a difference holding between individual scores of perspectives differ from the overall Likert scores, this was because one significant perspective may not have all-important sub-parts; an insignificant perspective may have some important elements.

The recommended study is beside the traditional financial measurement tools, Indian organizations should include the other non-financial indicators in a more robust way to gain competitive advantage. Similarly, service to the society should become an integral part of their regular business.

10. Lee, et al, (2017) employed the Balanced Scorecard (BSC) and Analytic Hierarchy Process (AHP) to understand performance measurement metrics and construct the appropriate BSC and AHP combined model.

The study adapts Qualitative Research Method, through conducting two stages of analysis on athletic department as a member of a large NCAA Division I athletic department, for several sports (e.g., football, men's basketball, women's basketball, men's soccer, women's soccer, and volleyball).

The worthwhile study result is: the study showed success in cost saving for ticket sales operations was the most important performance measure by the senior managers. Given the recent recession and budget cuts facing many athletic departments across the country, this result was not surprising. Also, it was safe to believe that many athletic departments will continue to look for outsourcing options that could bring down cost reduction for their ticket sales operations, and they will measure their service provider's performance based on cost reduction should they hire the service provider

The recommended exit from the study is: the study examined only one athletic department, so another investigation of additional athletic departments will be worthwhile to broaden understanding about outsourcing performance measures. Also, Future research may want to examine if there is any difference between the senior managers, as each senior manager may have a different educational background, years of experience, experience with (ticket sales) outsourcing, and preference of either outsourcing or in-house. It is still recommended using different data sets for verification and generalization of the results

11. Nouicer, et all (2017) explained the impact of a customer-oriented strategy on (SMEs') performance.

A mixed methodology approaches a research was used, through Combining qualitative and quantitative approaches to validate our research model. This exploratory analysis, done based on a survey method that includes semi-structured interviews with an average duration of one hour. Moreover, work on 25 managers of Tunisian companies in the Nabeul region, which is a governorate situated in the North of Tunisia.

On the other hand, a quantitative confirmatory study based on exploratory study results. A questionnaire was administered on a sample of 137 SMEs owners-managers.

Results indicate that it is necessary to add a new item to evaluate the external dimension of customer intimacy: the importance of the personalized production of the good or the service.

The analysis of the effects of a customer-oriented strategy on the SMEs' global performance shows that the financial aspect of the global performance is affected by customer intimacy and continuous improvement of activity, which are two dimensions of the customer-oriented strategy.

The results also indicate that global performance is affected by customer intimacy, customer retention and business transparency. These three dimensions are key elements of a customer-oriented strategy. While the study shows that organizational learning is affected by customer retention, continuous improvement in activity and business transparency.

The study recommends future research in the significant moderating variable role (management commitment) led us to question the role played by the leadership in the relation between a customer-oriented strategy and the SMEs' global performance. We also believe that it would be interesting to carry out comparative studies between sectors and even between countries for the generalization of our results.

12. Hatem, (2017), applied the BSC six perspective for Evaluation a Strategic Performance of AL Qadisiyah University.

The Study used a combining Methodology containing (Descriptive and Analytical approach method), through obtaining Data from university records for 2015 & 2015 and financial information for 2013. In addition, designed a Questionnaires and distributed a (360) Questionnaires for students and (130) for university staff and employees. Moreover, holding an interview with senior managements and university officials, also, using Observations for some of contexts analysis.

A study concludes to some result: the most important one is the ability of the AL Qadisiyah University of using the Balanced Scorecard six perspectives for evaluating their strategic performance. While a study reaches that, a university is sufficient in exploiting the financial allocation related to the service requirements account and other expenses, and insufficient in exploiting the financial allocation related to salary, Commodity input, and fixed asset maintenance.

The Recommendations of the study appear through several points, one of them, related to the AL Qadisiyah University that must evaluate their performance in the continuous periodic process of identifying their strength and weaknesses. In addition, the senior management of the university provides a staff a training course for the Balance scorecard and how uses it.

13. (Anjomshoe, et all (2017) identified a conceptual framework for developing a Dynamic Balanced Scorecard (DBSC) for Hos.

The study uses (system dynamics methodology), and the most important result is proposing a conceptual BSC that encompasses key categories of performance indicators specific to the humanitarian supply chain. It provides an integrated view of corresponding indicators according to BSC perspectives. In addition, it developed a reference model that represents the key interdependencies of strategic resources, the developed model attempts to demonstrate the relationships between strategic resources and how these resources relate to the HOs' goal in providing timely response to the beneficiaries.

14. Smith, et all (2017) explains the role of BSC principles in improve satisfaction.

The methodology, obtaining for the study is a qualitative research approach, through identifying specific measurable time-bound goals relating to the clinical care, academic research, organizational operations, and education, new faculty can be guided in finding ways to succeed, implementing the BSC by departments with creating similar documentation.

The study concludes that faculty development is a large and broad category that can help the department reach larger goals, as well as help individuals find career satisfaction. Periodic training and seminars geared toward young faculty members provide opportunities to communicate a clear and shared vision. In addition, aside from showing expectation from the faculty, it makes clear the organizational support and mentorship that faculty can expect and trust. By working together with a clear vision and organization, both the faculty members individually and the departments can reach continued success and satisfaction.

15. Ngoc, (2016), amid to explore the reasons that make Balanced Scorecard popular and different from the other performance measurement frameworks.

According to that a study using the Qualitative Approach, for analyzing Data Based on annual reports of the company in the near time, on the other hand, a study returns to articles, reports, journals, websites, and books in order to provide information about performance measurement system and models, because of the sensitivity of the case study. The study concludes to some result that summarizes in several points, as follow:

The study plays a Balance Scorecard within the Group as the Steering Wheel, which combines the Group's resources and focuses the efforts of employees on delivering a little better everyday performance for customers, operations, finance, people, and community. Despite that the study concludes that a Balance Scorecard is a time- consuming and costly or it requires all employees in a companies³¹ having a certain knowledge to understand how this framework works.

16. Rajaei, et al (2016), Applied Balance scorecard with their four perspectives for evaluating performance of health care provider's institutions.

This study uses a Qualitative research approach through systematic reviewing surfing websites of Magiran, Irandoc, Google Scholar, Iranmedex, and SID as well as using keywords like evaluation, performance, healthcare system, balance, scorecard (BSC) in databases like PubMed, Scopus, EMBASE, and science direct, aiming to assess the health care and hospital using the BSC. In addition, comparing a subject with the present study, and then the related studies were briefly mentioned.

The study concludes to some Findings as follows: BSC is influential in focusing on the entire companies and performance improvement by transforming strategy to performance measures.

In addition, applying this technique improves organizational performance, while the combining models are a way for assessing function and increasing the satisfaction and commitment. Moreover, the balanced scorecard is recommended as a model that can help increase efficiency and better evaluation of the performance.

A study recommends for future research: to create a supportive approach of applying new systems of performance evaluation, started from higher-rank managers of universities. In addition, Chief executive officers' commitment during all steps of BSC application, creating effective relationships and making strategies and objectives understandable for all hospital levels,

17. (Humphreys et al, (2016), examined the effects of balanced scorecard framework (BSF) elements, causal linkages between strategic objectives ("causal linkages") and time delay information ("delays") in a strategy map.

The study used dynamic decision-making environment. Using a computer-based simulation task, we conduct a 33 (experiment (control group; causal linkages without delays; causal linkages with delays; four simulation rounds) and find that managers presented with causal linkages without delays generate greater long-term profit compared to a control group. In addition, the Participants are 69 graduate students enrolled in an advanced management accounting course.

A study reached several results as a: presenting a set of strategic objectives with causal linkages to managers, with or without time delays, has a beneficial impact on long-term profit generated relative to managers presented with a set of strategic objectives without causal linkages.

While information about causal linkages and time delays in a strategy map influences on the performance through managers' accuracy of managers' mental models of strategic causal relationships and delays.

Future research examines the elements effects of the strategy map presentation on the performance with this added layer of complexity. A worthwhile avenue for future research is to examine how other management accounting innovations may enhance decision makers' mental models and learning.

18. Hunt, et al, (2016), improved student understanding of the functional areas of business.

The methodology of the study is the Quantitative research approach, achieved through conducting an online survey designed to assess how much they perceived the BSC project contributed to their overall understanding of business and the functional areas. and distributed to students in two BSN 101 sections selected for the pilot study were invited to participate in a study, a total of 37 of the 64 (58%) students who completed the BSC project agreed to participate further in this pilot research study. All students participating completed the BSC project as part of their graded course requirements. Students were evaluated using an objective-grading rubric.

The result of study ensures that the BSC project had a positive impact on the students who participated, indicating their overall knowledge and understanding of functional areas and relationships within the business companies were enhanced.

19. AL Tarazi, (2015) measured the scope of using a Balance scorecard in the valuation performance of an Arab Palestine investment company.

The study used a Descriptive Model, for Analysis the APIC Company and testing the research Hypothesis, through conducting a Questioners as a tool for study, the Questionnaires were distributed to the population of study that they represented by Senior Management of APIC Company, and their size is 45 employees.

The study reaches the conclusion that an APIC Company has the Four Elements of application the Balanced Scorecard, where it has an ongoing assessment of its operations and it has a clear vision and mission. In addition, it provides that an APIC Company have a presence of integration between the administrative levels of the company in the implementation of the strategy.

The study Recommends to hold training courses and workshops that are required in the areas of evaluating performance, financial and strategic planning by professional organizations; such as Society of Accountants and the Palestinian auditors. The Palestinian Guild Leaders Association, the private Palestinian companies, and the in addition a need to treat the obstacles were faced by the application of the Balanced Scorecard because of its close association with ensuring the success of the application.

20. Valmohammadi, and Ahmadi, (2014), constructed a comprehensive conceptual framework based on a BSC approach to examine the effects of KM practices on organizational performance in the Iran National Petrochemical Company (INPC).

A study obtained a quantitative research approach, through using some instruments such as Knowledge management assessment tool (KMAT) and Companies for economic co-operation and development (OECD) assessment tools, and scholarly researches and designed an administered questionnaire. The questionnaire included 52 questions (26 for KM and 26 for organizational performance, and distributed via email and postal mail for organizations requesting them to respond within one month, after the end of the deadline as Baruch and Haltom (2008).

On the other hand, a study reaches for one of them is that the effect of KM practices on the four organizational performance dimensions of the survey organizations, though weak, is meaningful positively and meaningfully, this impact is significant only regarding growth and learning dimension and on the other dimensions is insignificant. In addition, as a customer and financial constructs were loaded on one factor based on the entity of their indicators, we considered these two constructs as stakeholder's construct. In addition, among the above-mentioned seven CSFs, motivation and rewarding system obtained the lowest rank among the survey organizations.

2.3 Comments on literature review

All studies have faith in that Balance scorecard is useful for evaluating a strategic Performance of business. Different studies taking Balance scorecard as a general idea, while the other conducted all four perspectives as deeply wise.

As a result, the following section will identify the agreement and disagreement with previous studies and identify a distinguished point that study is specific in conducting it.

2.3.1 Agreement with previous studies

The study agreed with some previous study as studies follow (“AL Tarazi, (2015), Hatem, (2017), Nouicer et al, (2017), Anish, (2017)”) in their methodology by using Mixed Research Design and descriptive research approach and the tool conducting to reach study objective and test hypotheses. On the other hand, a study agreed with “Hatem 2017”, in conducting Balance scorecard with their sex perspective rather than four perspectives. Also, a study upon agreed with “AL Tarazi, 2015”, in conducting a study on Palestinian companies listed on Palestine Exchange. Moreover, agreed with “AL Tarazi, 2015, “in identifying difficulties and obstacles that may hinder achieving a Balance scorecard.

2.3.2 Differences with Previous Studies

The research differs from other studies in conducting a research in companies aim to maximization profit and market share, rather than conducting a research on non-profit companies like a university, Hospitals like (“Rajae, et al (2016), Hatem, (2017), Dan, (2017) and Valdez, et al, (2017)”). Otherwise, a research differs in scope of study, by conducting it in all Palestinians Listed Companies listed on PEX.

In addition, a research differs from other researches in period and done through a (April- October 2018).

2.3.3 What Distinguishes the Study from Previous Studies

A research scope focuses on identifying the extent of using and applying a six diminution of Balance scorecard to evaluate a strategic performance of Palestinian listed companies from senior and middle manager's perspective.

According to that, A study conducted six perspectives (Financial, internal process, innovation & growth, Environment Management, Risk Management, and customer perspectives) rather than four perspectives like almost study.

This study examined Palestinian listed companies as the population of study; this provides a research a unique annexation in research conducted previous because lacking the previous study contains all Palestinian listed companies as a subject of study.

In addition, limited study contains Palestine as a population of study and differ in their sampling from (Telecommunication companies "AL Skaikh, 2007", Banks "Dergham & Abu feda, 2009 and Abu Jazar, 2012", Islamic University of Gaza" Abu Sharkh, 2012," Palestinian Economic Entities "EL- Daour, 2013" Electricity Distribution Company "Obaid, 2014", and Income Tax Department "Nour, 2017").

While a study, obtaining a Mixed Research approach (Quantitative & Qualitative) for fulfilling study, through design a Questionnaires containing a 7 Section distributed to the board of directors, senior & middle management and holding interviews with Senior & Middle Management.

Chapter 3

Research Methodology

3.1 Introduction

This chapter outlines a research Question, research method, research approach, research population, a sample of study, selected sample, study tool data collection method, the type of data analysis. Moreover, the interview questions, which were developed from the literature review, presented.

3.2 Research Questions

This study aims to answer the following Research Questions:

- 1- Do the Palestinians Listed Companies have all financial aspects to apply a financial dimension of Balance scorecard?
- 2- Do the Palestinians Listed Companies conducts each Customer perspective to apply Customer dimension of Balance scorecard?
- 3- Are the Palestinians Listed Companies is working on applying all characteristics of Internal Business Process to achieving Internal Business Process perspective of Balance scorecard?
- 4- Do the Palestinians Listed Companies use all tools and modules for continuous achieving business growth to apply a Learning and growth perspective of Balance scorecard?
- 5- Do the Palestinians Listed Companies applies a Social Environment Management perspective of Balance scorecard?
- 6- Do Palestinians Listed Companies applies a Risk Management perspective of Balance scorecard?
- 7-Do the Palestinians Listed Companies face some significant obstacles, which hinder them from applying Balance scorecard?

3.3 Research Method

To answer the research questions and collect data to analyze them in this study, a mixed research methodology (Qualitative & Quantitative) was employed. For achieving the study objectives, the researcher obtains data from different sources and makes comparisons between it to reach to the most truly and reliable sources.

3.4 Research Strategy

To answer research questions, a researcher used a case study of (Palestinian Listed Companies in Exchange Market) as a research strategy to fulfill study objective, and involves an empirical investigation of a contemporary phenomenon within its real-life context using multiple sources of evidence. (Robson, 2002).

3.5 Data allocation Method

- First, Secondary Data

The researcher started collecting data from, Books, research, articles, conference, publication journals, reports, and past researches on the same topic and website, to collecting data about research questions. The results are presented in Chapter 2 of this study.

- Second, Primary Data

The researcher uses different techniques to collect primary data: through holding interviews with Board of directors and Senior and Middle Management of Palestinians Listed Companies. Moreover, design a questionnaire for collecting data through answering some structured questions for study research terms and provide the researcher with necessary information related to objectives.

3.6 The Research Population

The study population consisted of all Managers, of (48) Palestinians Listed Companies listed on the Palestinian Exchange of different sectors. i.e.: (Service Sector, Banks & Financial Service Sector, Industry sector, Investment sector, and Insurance Sector). Table 3 shows the distribution of companies, according to sectors.

Table (3-1) the distribution of Palestinians Listed Companies listed in Palestinian Exchange.

Sector	Number of listed companies
Insurance Sector	7
Investment Sector	10
Industry Sector	13
Service Sector	11
Banking & Financial services sector	7
Total	48

Source: (Palestinian Capital Market Authority , 2018).PEX (2017).

3.6.1 Sample of Research

The sample of study is selected from a population of study, to determine sample size of the study population; the researcher categorizes companies in each sector and identifies a number of managers & employee, direction researcher to determine size in a reliable and accurate way.

In addition, each table from (3.2 to 3.6) below related to one sector, while defining the name of companies and the number of managers and employees as follow.

Table (3.2) The Distributions of Insurance Sector.

Insurance Sector		
Name of Company	Number of Manger	Number of Employee
AL-Mashreq Insurance	4	150
AL-Ahleia Insurance group	14	137

National Insurance	7	193
Palestine Insurance	5	132
AL-Takaful Insurance	13	174
Trust International Insurance	3	252
Global United Insurance	20	184
Total	66	1083

Source: (Palestinian Capital Market Authority , 2018)

Table (3.3) The Distributions of Investment Sector.

Investment Sector		
Name of Company	Number of Manger	Number of Employee
(APIC)	6	1650 Palestine, Jordan, United Arab Emirates and Saudi Arabia
AL-AQARIA Trading Investment	3	3
(ARAB)	5	3
(JREI)	2	11
(PADICO)	9	-
(PID)	1	-
(PIIC)	7	528
(PRICO)	1	-
(SANAD)	1	70
(UCI)	-	33
Total	35	2228

Source: (Palestine Exchange, 2018)

Table (3.4) The Distributions of Industry Sector.

Industry Sector		
Name of Company	Number of Manger	Number of Employee
(APC)	5	-
(AZIZA)	12	274
(BJP)	12	210
(BPC)	16	357
AL-Shark Electrode Company	5	24
(GMC)	4	36
(JCC)	7	85
(JPH)	4	400
(PPIC)	2	2
NAPCO Aluminum of Palestine	12	228
(NCI)	8	47
Dar AL-Shifa Pharmaceuticals Company	16	331
(VOIC)	7	74
Total	110	2068

Source: (Palestine Exchange, 2018)

Table (3.5) The Distributions of Service Sector.

Service Sector		
Name of Company	Number of Manger	Number of Employee
Al Wataniya Towers Company	3	9
(AHC)	10	172
(ARE)	3	28
(NSC)	6	205
PALAQAR For Real Estate Dev& Management	11	4
(PALTEL)	14	1060
(PEC)	3	148
(RSR)	3	15

(WASSEL)	4	-
Ooredoo Palestine	11	572
(GCOM)	3	-
Total	71	2213

Source: (Palestine Exchange, 2018).

Table (3.6) The Distributions of Banking & Financial services Sector

Banking & Financial Services Sector		
Name of Company	Number of Manger	Number of Employee
(AIB)	26	480
(ISBK)	14	638
(PIBC)	14	243
(BOP)	16	1127
(PEX)	6	34
Al-Quds Bank	10	718
(TNB)	11	520
Total	97	3042

Source: (Palestine Exchange, 2018)

3.6.1.1 The choose of Proportion Stratified Sample

The researcher uses a Proportion Stratified Sample, while the method of the chosen sample is identified in the following table from (3.7 to 3.12).

Table (3.7) First liar of proportion stratified sample

No	The sectors	Number of Managers	The percentage
1	Insurance	66	17.4%
2	Investment	35	9%
3	Industry	110	29%
4	Service	71	19%

5	Banking & financial service	97	26%
	Total	379	100%

The number of managers need is = 150 managers, because of that, each of the sector will take the manger through following simple calculation according to the following:

The insurance sectors

$0.174 * 150 = 26.10 = 26$ Managers from insurance sector

Table (3.8) Selected Sample from Insurance Sector.

Companies	Number of Managers	The calculation	The percentage	The calculation	The final number
1	4	$4/66 = .06$	6.06%	$26 * .06 = 1.58$	2
2	14	$14/66 = .20$	20%	$26 * .20 = 5.20$	5
3	7	$7/66 = .11$	10.61%	$26 * .11 = 2.76$	3
4	5	$5/66 = .08$	7.58%	$26 * .08 = 1.97$	2
5	13	$13/66 = .20$	19.70%	$26 * .20 = 5.12$	5
6	3	$3/66 = .05$	4.55%	$26 * .0455 = 1.18$	1
7	20	$20/66 = .30$	30.30%	$26 * .30 = 7.80$	8
	66		100%		26

The Investment sectors

$0.09 * 150 = 13.85 = 14$ Managers from investment sectors

Table (3.9) Selected Sample from Investment Sector.

Companies	Number of Managers	The calculation	The percentage	The calculation	The final number
1	6	$6/35 = .17$	17%	$14 * .17 = 2.38$	2
2	3	$3/35 = .09$	9%	$14 * .09 = 1.26$	1
3	5	$5/35 = .14$	14%	$14 * .14 = 1.96$	2
4	2	$2/35 = .06$	6%	$14 * .06 = .84$	1
5	9	$9/35 = .25$	25%	$14 * .25 = 3.50$	3
6	1	$1/35 = .03$	3%	$14 * .03 = .42$	1
7	7	$7/35 = .20$	20%	$14 * .20 = 2.80$	2
8	1	$1/35 = .03$	3%	$14 * .03 = .42$	1
9	1	$1/35 = .03$	3%	$14 * .03 = .42$	1
10	-	-	-	-	-
	35		100%		14

The industry sectors

.29*150= 43.54= 44 Managers from the industry sector.
--

Table (3.10) Selected Sample from Industry Sector.

Companies	Number of Managers	The calculation	The percentage	The calculation	The final number
1	5	$5/110 = .05$	4.55%	$44 * .05 = 2.20$	2
2	12	$12/110 = .11$	10.91%	$44 * .11 = 4.84$	5
3	12	$12/110 = .11$	10.91%	$44 * .11 = 4.84$	4
4	16	$16/110 = .15$	14.55%	$44 * .15 = 6.60$	7
5	5	$5/110 = .05$	4.55%	$44 * .05 = 2.20$	2
6	4	$4/110 = .04$	3.64%	$44 * .04 = 1.76$	2
7	7	$7/110 = .06$	6.36%	$44 * .06 = 2.64$	2
8	4	$4/110 = .04$	3.64%	$44 * .04 = 1.76$	2
9	2	$2/110 = .02$	1.82%	$44 * .02 = .88$	1

10	12	$12/110 = .11$	10.91%	$44 * .11 = 4.84$	5
11	8	$8/110 = .07$	7.27%	$44 * .07 = 3.08$	3
12	16	$16/110 = .15$	14.55%	$44 * .15 = 6.60$	7
13	7	$7/110 = .06$	6.36%	$44 * .06 = 2.64$	2
	110		100%		44

The service sectors

.19*150= 28.18= 28 Managers in service sector.

Table (3.11) Selected Sample from Service Sector.

Companies	Number of Managers	The calculation	The percentage	The calculation	The final number
1	3	$3/71 = .04$	4.23%	$28 * .04 = 1.12$	1
2	10	$10/71 = .14$	14.08%	$28 * .14 = 3.92$	4
3	3	$3/71 = .04$	4.23%	$28 * .04 = 1.12$	1
4	6	$6/71 = .08$	8.45%	$28 * .08 = 2.24$	3
5	11	$11/71 = .15$	15.49%	$28 * .15 = 4.20$	4
6	14	$14/71 = .20$	19.72%	$28 * .20 = 5.6$	6
7	3	$3/71 = .04$	4.23%	$28 * .04 = 1.12$	1
8	3	$3/71 = .04$	4.23%	$28 * .04 = 1.12$	1
9	4	$4/71 = .06$	5.63%	$28 * .06 = 1.68$	2
10	11	$11/71 = .15$	15.49%	$28 * .15 = 4.20$	4
11	3	$3/71 = .04$	4.23%	$28 * .04 = 1.12$	1
	71		100%		28

The Banking & financial service sector

.26*150=38.39 = 38 Managers in banking & financial service sector.

Table (3.12) the Selected Sample from Banking & Financial service Sector.

Companies	Number of Managers	The calculation	The percentage	The calculation	The final number
1	26	$26/97 = .27$	26.80%	$38 * .27 = 10.26$	10
2	14	$14/97 = .14$	14.43%	$38 * .14 = 5.32$	5
3	14	$14/97 = .14$	14.43%	$38 * .14 = 5.32$	5
4	16	$16/97 = .16$	16.49%	$38 * .16 = 6.08$	6
5	6	$6/97 = .06$	6.19%	$38 * .06 = 2.28$	3
6	10	$10/97 = .10$	10.31%	$38 * .10 = 3.80$	5
7	11	$11/97 = .11$	11.34%	$38 * .11 = 4.18$	4
	97		100%		38

3.6.2 The sample

According to categorization, the population size is: (379 managers) in 48 companies. While the sample size is: (150 managers) selected through using a: Proportion Stratified Sample technique, as identified in the table (3.13).

Table (3.13) The Sample of the study using a Proportion Stratified Sample.

Sectors name	Name of Company	Number of Manger
Insurance Sector	AL-Mashreq Insurance	2
	AL-Ahleia Insurance group	5
	Al Wataniya National Insurance	3
	Palestine Insurance	2
	AL-Takaful Insurance	5
	Trust International Insurance	1
	Global United Insurance	8
	(APIC)	2
	AL-AQARIA Trading Investment	1
	(ARAB)	2
	(JREI)	1

Investment Sector	(PADICO)	3
	(PID)	1
	(PIIC)	2
	(PRICO)	1
	(SANAD)	1
	(UCI)	0
Industry Sector	(APC)	2
	(AZIZA)	5
	(BJP)	4
	(BPC)	7
	AL-Shark Electrode Company	2
	(GMC)	2
	(JCC)	2
	(JPH)	2
	(PPIC)	1
	NAPCO Aluminum of Palestine	5
	(NCI)	3
	Dar AL-Shifa Pharmaceuticals Company	7
	(VOIC)	2
Service Sector	Al Wataniya Towers Company	1
	(AHC)	4
	(ARE)	1
	(NSC)	3
	PALAQAR For Real Estate Dev& Management	4
	(PALTEL)	6
	(PEC)	1
	(RSR)	1
	(WASSEL)	2
	Ooredoo Palestine	4

	(GCOM)	1
Banking & financial Service Sector	(AIB)	10
	(ISBK)	5
	(PIBC)	5
	(BOP)	6
	(PEX)	3
	Al-Quds Bank	5
	(TNB)	4
	Total	150

3.7 Study Tool

Through conducting a study, a researcher used some Quantitative and Qualitative tool, Like Questionnaires for a quantitative Data, and interview for Qualitative Data.

3.7.1. First: Questionnaires

In order to collect data from the sample, the researcher designed a questionnaire as a study tool taking into consideration, that a questionnaire takes a (112 statement) divided into four parts, on a five-point Likert scale that represented in table (3.14) bellows.

3.7.1.1 Method Correction:

Some of the result was produced by Likert scale method and the following distribution was used in the correction of questionnaire's paragraphs:

Table (3.14): Likert scale

Very high (Strongly Agree)	High (Agree)	Moderate (Neutral)	Low (Disagree)	Very low (Strongly Disagree)
5	4	3	2	1

Table (3.15): Correction Key

Mean	Degree
More 3.5	High
2.5-3.5	Moderate
Less 2.5	Low

The researcher uses this scale because it is the suitable one, and gives the best answer for Questionnaires statements.

3.7.1.2 Description of Questionnaires

The Questionnaires contain four Sections with 112 statements related to a specific hypothesis, also, toward answer a research question, and these parts are:

1- Section one, contains nine Statements related to the general information (Gender, Age, Academic qualification scientific specialization, Positions, years of experience, Sector, Company size and City). These statements answer main hypotheses number 4 and their sub-hypothesis (4.1, 4.2, 4.3, and 4.4) which is (H0: There is a significant difference in the level of applying Balance scorecard and the demographic variables (Career status, scientific specialization, academic qualification, and years of experience, size of organization, city, and sector).

2- Section two, represents components of application of Balance scorecard model in Palestinian listed companies, which contain 5 separated components, Mission contains 3 statements, Vision reflects through answer 3 statements, Goals & Objective through answer 2 statements, strategy contains 4 statements and end with organizational structure contains 6 statements. This statement answers the main hypotheses number1, which is: (Palestinian listed companies do not have and apply Fundamentals of strategic performance evaluation criteria).

3- Section three, which represents a Perspectives of Balance scorecard model in Palestinian listed companies, which contains (6) separated perspectives answer a main hypothesis number 2 which is: (Palestinian listed companies don't use and applying a Balance scorecard perspective for strategic performance evaluation) as follows:

i) The first perspective, the Financial perspective contains (16) statements related to sub-hypothesis No 2.1 (Ho 2.1) which is: (Palestinian listed companies using and applying a financial objective, measures, and indicators for evaluation a strategic performance.).

ii) The second perspective, a Customer perspective contains (14) statements related to sub-hypothesis No 2.2 (Ho 2.2) which is: (Palestinian listed companies don't use and applying a customer objective, measures, and indicators for evaluating a strategic performance).

iii) The third perspective, an Internal business process contains (16) statements related to sub-hypothesis No 2.3 (Ho 2.3) which is: (Palestinian listed companies don't use and applying an internal business process objective, measures, and indicators for evaluating a strategic performance).

iv) Forth perspective, a Learning, and growth perspective contain (11) statements related to sub-hypothesis No 2.4 (Ho 2.4) which is: (Palestinian listed companies don't use and applying an innovative, Learning and growth objective, measures and indicators for evaluation a strategic performance.)

v) Fifth perspective, a Risk management perspective contains 11 statements related to sub-hypothesis No 2.5 (Ho 2.5) which is: (Palestinian listed companies don't use and applying a Risk objective, measures, and indicators for evaluating a strategic performance).

vi) Sixth perspective, a Social, Environmental perspective contains seven statements related to sub-hypothesis No 2.6 (Ho 2.6) which is: (Palestinian listed companies don't use and applying a Social Environment objective, measures, and indicators for evaluating a strategic performance.).

4- Section four, which represent a Challenges hinder the application of Balance scorecard model in Palestinians Public shareholder's organizations, which contains 8 statements related to main hypothesis No 4 (Ho 4) which is: (Palestinian listed companies facing some obstacles abandon them from applying the Balanced scorecard.)

A copy of Questionnaires is shown in an appendix 1 and 2 both (Arabic and English) Language.

3.7.1.3 Pilot Study:

The questionnaire of the study was manipulated after a **pilot study**, which was made to measure the simplicity of filling the questionnaire and the required time to fill it, also to measure the validity and reliability of questionnaire's paragraphs. After that, some questions were deleted and others were replaced.

3.7.1.4 Questionnaire Validity:

Validity is the ability of an instrument to measure what is intended to measure.

The validity of the questionnaire was checked by two methods:

3.7.1.4.1 First: Context validity:

The validity of the questionnaire was checked by presenting the questionnaire to a 7-academic supervisors and specialists in the field of the study, and they reported that the questionnaire is valid and appropriate to achieve the purpose of the study.

3.7.1.4.2 Second: Structural validity:

The structural validity was checked by measuring the Pearson correlation between each section of the questionnaire and the total degree of it. The results showed that all correlations are statistically significant with P-values less than $\alpha=.05$. This indicates that there is a high internal consistency between paragraphs in the questionnaire and instrument to measure what is intended to measure. This is clear in the table below (3.16)

Table (3.16): Pearson Correlations between questionnaire's sections and total degree of questionnaire

Section's Number	Section's Tittle	Pearson correlation	Sig.
2	The fundamentals of strategic planning as the basis for implementation of Balanced scorecard model in Palestinians listed Companies.	.588	.000
3	Perspectives of Balance score card model in Palestinians listed Companies	.945	.000
4	The Challenges hinder application of Balance scorecard model in Palestinians listed Companies	.243	.005

3.7.1.5 Questionnaire Reliability:

The reliability of the questionnaire was checked by the test of internal consistency and calculates the extraction reliability coefficient (Cronbach's alpha) for each section and for whole questionnaire, where the reliability coefficient for whole questionnaire is equal (.931), which is a very good reliability coefficient for researches. It is clear in the table below that the reliability coefficient of all sections is acceptable and meets the objectives of the study.

Table (3.17): Reliability coefficients of questionnaire's sections

Section's Number	Section's Tittle	Reliability coefficient
2	The fundamentals of strategic planning as the basis for implementation of Balanced scorecard model in Palestinians listed Companies.	.945
3	Perspectives of Balance score card model in Palestinians listed Companies	.929
4	The Challenges hinder application of Balance scorecard model in Palestinians listed Companies	.884

Table (3.18) Reliability coefficients of all questionnaire's elements.

Section's Number	Section's Tittle	Reliability coefficient
1	Mission	.919
2	Vision	.885
3	Goals	.801
4	Strategy	.842
5	Organization structure	.858
6	Financial perspective	.814
7	Customer Perspective	.829
8	Internal business process	.879
9	Innovation, learning and growth	.791
10	Risk management	.742
11	Social environmental perspective	.773
12	The Challenges hinder application of Balance scorecard model in Palestinians Public shareholder's organizations	.884

3.7.1.6 Survey Administration

The survey was administered by the researcher, through identifying their sample, and defines a number of copies to be distributed. The researcher himself to all Managers distributed a Questionnaire, after contacting and taking a certain appointment, delivering by hand, in a personalized envelope to be more accurate of several copies for each company and sector, then distributed it and explaining the questionnaire to the respondent to provide them with additional information. Furthermore, a researcher gives companies 2 ways to collect a questionnaire, through send it by mail or come to collect it a few days later, this situation takes a time frame from 2 weeks and more for some companies s, after a number of reminders.

Although, the researcher before distributing a questionnaire he conducted the validity of such a tool, though tested it on a small sample. In addition, the concept validity occurs through using SPSS.

150 Questionnaires' were distributed to all sample during (September -October of 2018).

3.7.1.7 Survey Responses

136 Questionnaires' were returned from respondents, despite of that a researcher went to respondents several times with extra Questionnaires copies and pens to give them a new one because number the of questionnaires was missed. Of the 136 responses received, five were unusable because they are not answering all questions, and do not give useful information. Therefore, a total number of 131 Questionnaires from all companies s. (Table 3.18) shows the number of Questionnaires distributed, return, and the percentage from each company.

Table (3.19) the number of Questionnaires distributed, return, and the percentage from each company

Sectors	Companies	Number of Questionnaires distributed	Number of Questionnaires Return	The percentage
Insurance	AL-Mashreq Insurance	2	2	100%
	AL-Ahleia Insurance group	5	4	80%
	Al Wataniya National Insurance	3	3	100%
	Palestine Insurance	2	2	100%
	AL-Takaful Insurance	5	4	
	Trust International Insurance	1	1	100%
	Global United Insurance	8	5	62.5%
	Total	26	21	84%
Investment	(APIC)	2	2	100%
	AL-AQARIA Trading Investment	1	1	100%
	(ARAB)	2	1	50%
	(JREI)	1	1	100%
	(PADICO)	3	3	100%
	(PID)	1	1	100%

	(PIIC)	2	2	100%
	(PRICO)	1	1	100%
	(SANAD)	1	1	100%
	(UCI)	0	0	100%
	Total	14	13	92.85%
	(APC)	2	2	100%
	(AZIZA)	5	5	100%
Industry	(BJP)	4	4	100%
	(BPC)	7	7	100%
	AL-Shark Electrode Company	2	2	100%
	(GMC)	2	2	100%
	(JCC)	2	2	100%
	(JPC)	2	0	0%
	(PPIC)	1	0	0%
	NAPCO Aluminum of Palestine	5	5	100%
	(NCI)	3	3	100%
	Dar AL-Shifa Pharmaceuticals Company	7	7	100%
	(VOIC)	2	2	100%
	Total	44	41	93.13%
Service	Al Wataniya Towers Company	1	1	100%
	(AHC)	4	4	100%
	(ARE)	1	0	0%
	(NSC)	3	3	100%
	PALAQAR For Real Estate Dev& Management	4	4	100%
	(PALTEL)	6	4	66.66%
	(PEC)	1	0	0%

	(RSR)	1	1	100%
	(WASSEL)	2	2	100%
	Ooredoo Palestine	4	4	100%
	(GCOM)	1	0	0%
	Total	28	23	82.14%
Banking & financial Service Sector	(AIB)	10	10	100%
	(ISBK)	5	0	0%
	(PIBC)	5	5	100%
	(BOP)	6	6	100%
	(PEX)	3	3	100%
	Al-Quds Bank	5	5	100%
	(TNB)	4	4	100%
	Total	38	33	86.84%
	The Overall Total	150	131	87.33%

3.7.2 Second: Interviews

The qualitative approach using by a researcher to gain a deeper understanding of the extent of using and Applying Balance scorecard in Palestinians listed Companies.

Since the thesis is based on the mixed research methodology, which is a combination of both Quantitative & Qualitative approaches. So, interviews are used to achieve a qualitative objective in the study.

3.7.2.1 Structured Interviews

Amongst numerous types of the interviews, the research collected data through holding individual interview, conducted in a structured form, concluded standardized questions asked by the researcher as interviewer using a set of pre-established questions as shown in Appendix No 3. Despite, the researcher uses structured interview because it is easy to analyze and reach a large sample. Moreover, the interview questions were designed to adopt each specific research question

and to connect what is asked in each individual interview in the sector to the overall research design.

3.7.2.2 Description of interviews

The research, conducted interviews with some General Manager and financial manager in each company, because these managers have all information related to applying a Balance scorecard for evaluation of a strategic performance in their companies.

A full list of the interviewees, as well as the duration and date of each interview are found in Appendix 5.

. The interviews start with a general conversation between researchers and interviewee, in order to explain the purpose of the study, and the importance of answer to achieve research objectives. Furthermore, the researcher starts asking the open-ended questions which were prepared and validated before conducted by the supervisor and number of arbitrators, additionally, the researcher provides an opportunity for the interviewee to indicate any additional information they considered relevant. After each interview, a researcher makes a summary towards outlines and review main subjects, thoughts or topics arising from the interview. Uses summary allowed researcher & interviewee to make some modifications to what occurs in the interview

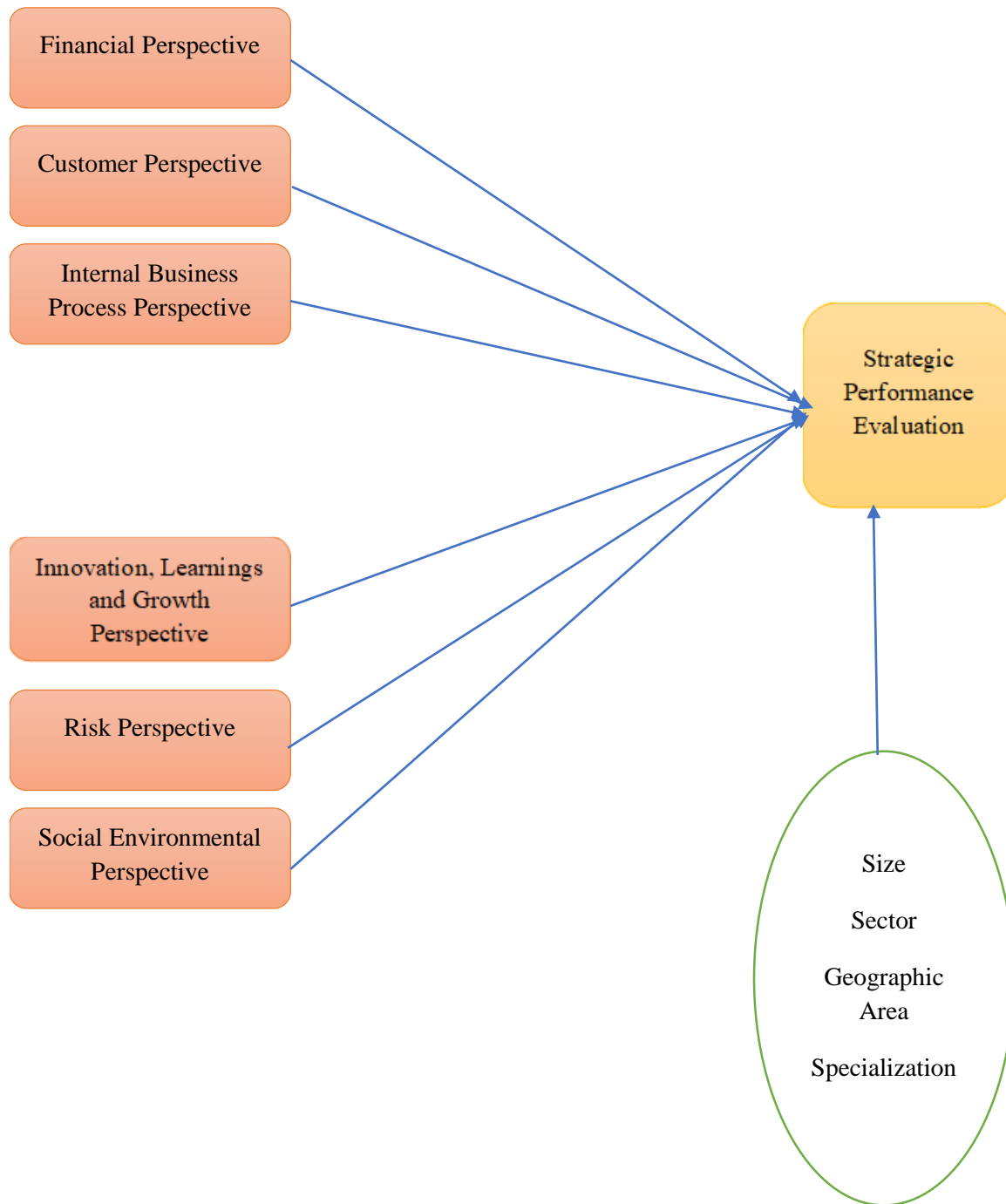
Interviews were held and documents related to the extent of using and applying a Balance Scorecard perspective in Palestinian Listed Companies in Exchange Market were examined to study. To gain an outline of BSC uses, the interview holding in the selected companies from each sector and the number of interviews holed is 10 interviews shown in Appendix 5.

3.8 Research Model

In order to identify dependent, independent, and moderator variables, researcher shown it through presented them in the model below.

Independent Variable

Dependent Variable



3.9 Data Coding Process

The researcher on SPSS (Statistical Package for Social Sciences) coded primary data collected, after inserting it and give each statement a specific code in order to make the coding process easier on software sheet. In addition, define the dependent and independent variable through giving each variable specific code to determine the relationship between it through appropriate statistical tests to reach the valuable outcomes and indicators support the subject of the study.

3.10 Data Analysis

The data obtained were analyzed using SPSS (Statistical Package for Social Sciences) for Quantitative data, the results were presented using tables and charts in chapter 4 in details manner, while the qualitative data was analyzed through a different technique like rating scale.

3.11 Statistical Analysis:

The Statically Approaches that used in Data Analysis is:

- 1- Descriptive Statics (Mean, Standard Deviation, Frequencies)
- 2- Correlation Analysis
 - 2.1- One-Way ANOVA Test was conducted to check the differences of using balanced scorecard perspectives between groups of company's city, company's size, company's sector, and Manager's specialties.
 - 2.2- Tukey's test was used to find the source of differences. With significance level 5%, a P-value less than .05 is considered statistically significant.
- 3- Simple Liner Regression

Chapter Four

Data Analysis and Discussion

4.1 Introduction:

This chapter displays a description of the study's population, also addresses the description of the study's tool, and the procedures followed in the implementation, in addition to statistical treatments that have been used in the analysis of the results.

4.2 Characteristics of the sample:

4.2.1 Gender

The results show that the number of males who work in a high administrative position is higher than the number of females, with percentages 77.9% and 22.1% respectively. This result is related to the Palestinian culture because the works of the female have started nearby in 1980, and reach at 2015 percentage of woman work at the Palestine market is 18.7 % (PEPS), also, to reach this position in those companies need a longer time.

4.2.2: Age

Most of them are between 30 and less than 50 with percentage 68.7%. This result can be explained because to reach this position in those companies they must have a number of years' experience because a directly proportional to age. Moreover, this is clear in the table below (4.1).

4.2.3: Academic qualifications.

60.1% of managers have a bachelor degree, 35.9% of them have a master degree, and 1.5% has a PHD. According to the Percentage of the university degree holders.

4.2.4 Scientific specialization

32.6% of manager specify in accounting, 20.9% in business administration and 17.8% of them in banking and finance. This is obvious in the table below (4.1).

4.2.5 Position

The position of sample is differing in our questionnaires', as shows 56.2% of managers are heads of departments, 20.8% of them are financed managers, 14.6% of them are executive managers, and 8.5% of them are general managers.

4.2.6: Years of Experience

The analysis show that 43.5% of managers have 10-less than 15 experience years ,26% of them have 5-less10 experience years also 26% of them have 15 and more experience years where 4.6% of them have 1-less than 5 years. This is clear in the table below (4.1).

4.2.7. The sectors of public Shareholding companies

The industrial sector has the largest share with percentage 31.3%, then Banking and finance, service, insurance, investment with percentages 25.2%, 17.6%, 16%, 9.9% respectively. This is clear in the table below (4.1).

4.2.8. Cities

66.4% in Ramallah, 22.9% in Nabulus, 3.8% in Tulkarm, 3.1 % in Bethlehem, 2.3% in Al-Eizariya, and 1.5% in Hebron. This is obvious in the table below (4.1).

4.2.9. Organization's size

67.2% of them have more than 151 employees, 14.5 % of them have less than 50 employees, 11.5 % of them have 101-150 employee and 6.9% have 51-100 employee. This is clear in the table below (4.1).

Table (4.1): The Sample Characteristics

Variable	Classifications	Frequency (%) N=131	Missing data (%)
Gender	Male	102 (77.9%)	-
	Female	29 (22.1%)	
Total		131 (100.0%)	
Age (Years)	20- less than 30	30(22.9%)	-
	30 – less than 40	51(38.9%)	
	40 – less than 50	39 (29.8%)	
	50 years and more	11 (8.4%)	
Total		131 (100.0%)	
Academic Qualifications	Diploma or less	2(1.5%)	-
	Bachelor	80(61.1%)	
	Master	47(35.9%)	
	PHD	2(1.5%)	
Total		131 (100.0%)	
Scientific Specialization	Business administration	27(20.9%)	2
	Accounting	42(32.6%)	
	Banking and finance	23(17.8%)	
	Economics	10(7.8%)	
	Business and finance	5(3.9%)	
	Engineering	6(4.7%)	
	Other specify	16(12.4%)	
Total		129(100%)	
Position	Chairman or board directors	-	1
	General manager	11(8.5%)	
	Executive manager	19 (14.6%)	
	Head of department	73 (56.2%)	
	Finance Manager	27 (20.8%)	
Total		130 (100%)	
Experience years	1 - Less than 5	6(4.6%)	-
	5 – Less than 10	34(26.0%)	
	10 – Less than 15	57(43.5%)	
	15 years and more	34(26.0%)	
Total		131(100.0%)	
Sector Service	Industrial	41(31.3%)	-
	Service	23(17.6%)	
	Insurance	21(16.0%)	
	Investment	13(9.9%)	
	Banking and Financial	33(25.2%)	
Total		131(100.0%)	
Region	Ramallah	87(66.4%)	-

	Hebron	2(1.5%)	
	Nablus	30(22.9%)	
	Tulkarm	5(3.8%)	
	Bethlehem	4(3.1%)	
	Al-Eizariya	3(2.3%)	
Total		131(100.0%)	
Organization's size	Less than 50 workers	19(14.5%)	-
	From 51 to 100 workers	9(6.9%)	
	From 101 to 150 workers	15(11.5%)	
	More than 150 workers	88(67.2%)	
Total		131(100.0%)	

Figure (4.1): Sample distribution of Geographic Area

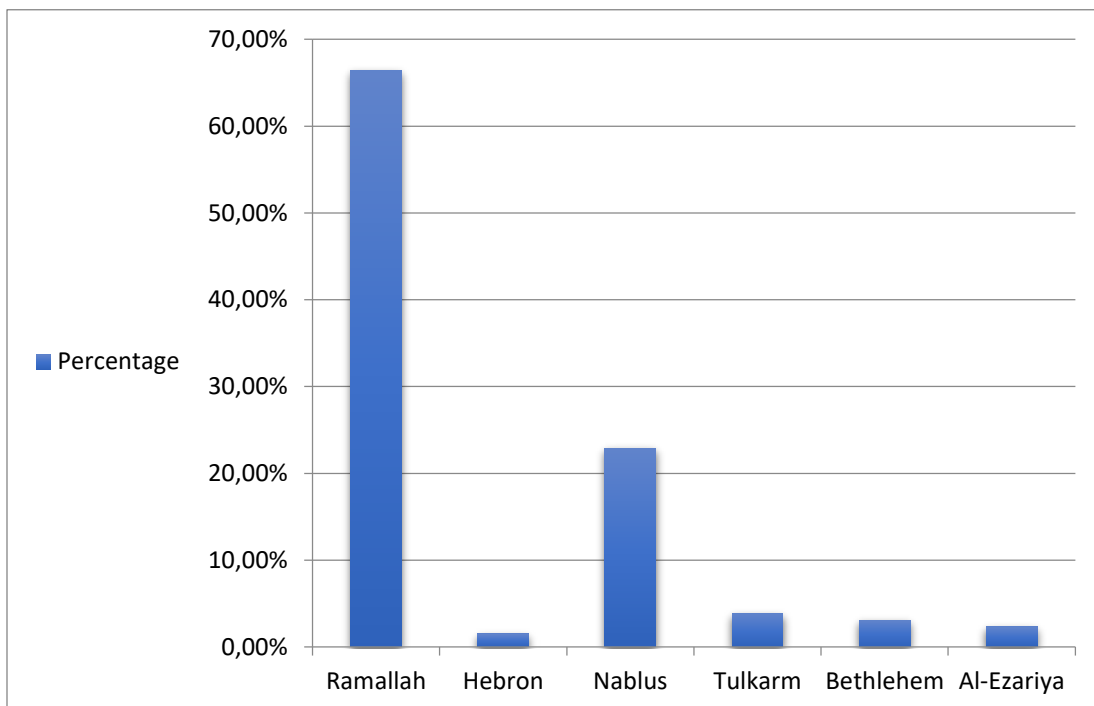
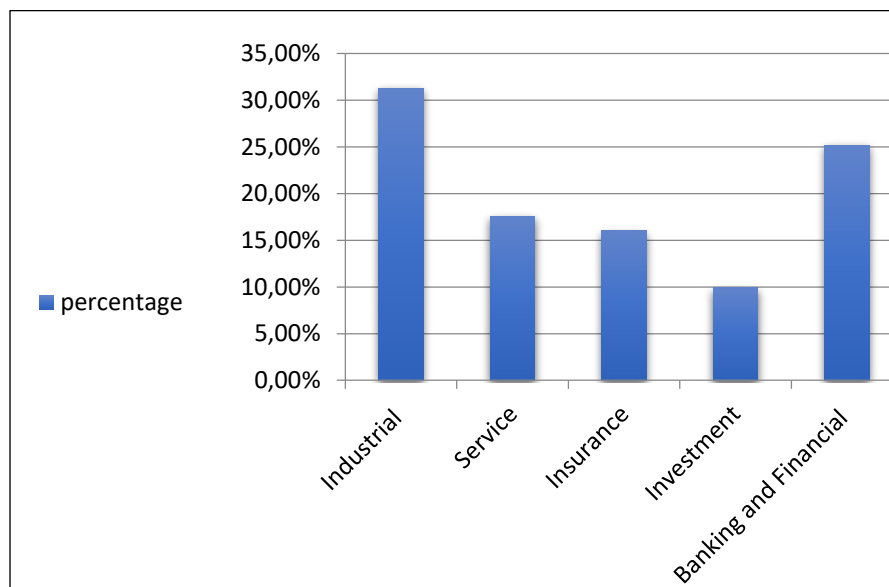


Figure (4.2): Sample Distribution according for Market Sector

2. The results of the study:

4.1- The level of applying of the balanced scorecard model in public shareholding companies listed on the Palestine Stock Exchange.

The results showed that the level of applying Mission, Vision, and strategy criteria is a Moderate with means 3.08, 2.96, 2.95 respectively. While the level of applying Financial, customer perspective and risk management is high with means 3.8, 3.77, and 3.9 respectively. This is clear in the table below (4.2).

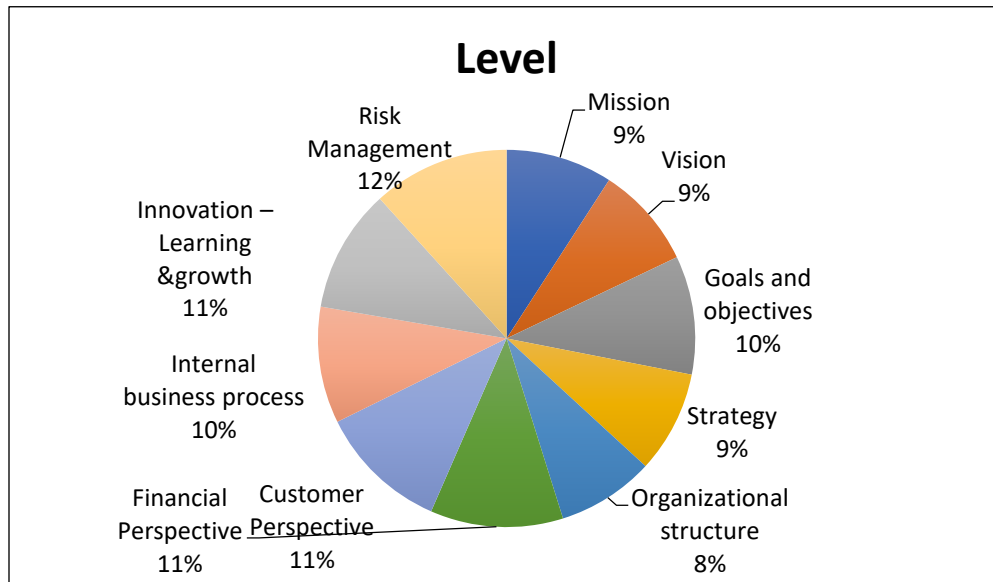
Table (4.2): The level of applying of the balanced scorecard model in the context of Palestinian listed companies.

Criteria	Mean	Level	Std. Deviation
Mission	3.0891	Moderate	1.07164
Vision	2.9644	Moderate	1.08860
Goals and objectives	3.4351	Moderate	.89313
Strategy	2.9580	Moderate	.99863

Organizational structure	2.8168	Moderate	.87854
Financial Perspective	3.8469	High	.53108
Customer Perspective	3.7737	High	.62246
Internal business process	3.3764	Moderate	.72831
Innovation – Learning & growth	3.5720	High	.62846
Risk Management	3.9625	High	.53934
Social Environmental	3.3043	Moderate	.87102
Hinder challenges	3.6145	High	.94335

These results are in conformity with (Al- Bawab, 2017) and (Hatem, 2017) studies which conclude that Jordanians Private and AL Qadisiyah Universities using financial perspectives for evaluation strategic performance. Also, matching with (Hussien, ALedwan and, Zreqat, 2017) study, because they conclude that Jordanian banks applying financial performance measures.

Figure (4.3): The level of applying of the balanced scorecard model in Palestinian listed companies



4.3 The Analysis for fundamentals of strategic planning

The fundamentals of strategic planning as the basis for implementation of the balanced scorecard model in public shareholding companies listed on the Palestine Stock Exchange.

Testing the first main hypothesis, which states: “Palestinian listed companies don’t have and apply a Fundamentals of strategic performance evaluation criteria”.

For testing this hypothesis, a researcher analyzes each fundamental itself, in order to agree or disagree with the hypothesis as follow:

4.10.1 Mission

The results showed that the level of applying the mission's criteria is moderate with mean 3.21 for preparing a mission about BSC model. 3.11 for Mission clearly generalized BSC Model to all organization’s stakeholder’s .and 2.94 for applying BSC mission in the work they are doing. This is clear in the table below (4.3)

Table (4.3): The level of applying mission's criteria

Criteria	Mean	Std. Deviation	Level
The company prepares a mission about BSC model.	3.21	1.130	moderate
The company Mission clearly generalized BSC Model to all organization’s stakeholders.	3.11	1.114	moderate
The company applying their BSC mission in work they are doing.	2.94	1.220	moderate
Total	3.0891	1.07164	Moderate

A previous table shows that applying the mission is moderate because companies prepares, applying and generalized a mission for all companies rather than prepare a specific mission for Balance scorecard using for evaluation as mentioned by interviewees, while a number of companies s prepare a specific part of the company’s mission for BSC. This might be because these companies are not aware of the role of BSC in their mission.

4.10.2 Vision

The analysis showed that the level of applying the vision's criteria is moderate, with mean 3.03 for preparing a vision about BSC model and 2.93 for vision clearly generalized BSC Model to all organization's stakeholders, and 2.93 for applying their BSC vision at work they are doing. This is obvious in below from table (4.4).

Table (4.4): The level of applying Vision's criteria

Criteria	Mean	Std. Deviation	Level
The company prepares a vision about BSC model.	3.03	1.176	moderate
The company vision clearly generalized BSC Model to all organization's stakeholders.	2.93	1.178	moderate
The company applying their BSC vision in work they are doing.	2.93	1.266	moderate
Total	2.9644	1.08860	Moderate

A previous table shows that applying of vision is moderate because companies prepare, applying and generalized a vision for all companies rather than prepare a specific vision for Balance scorecard using for evaluation as mentioned by interviewees. This might be because these companies are not aware of the role of BSC in their vision.

4.10.3 Goals

According to the level of applying goals and objective criteria, it is obvious that the level of having clear and specific objective related to BSC model is moderate with mean 3.08. In addition, the level of using adequate performance measure for achieving their objectives is moderate with mean 3.79. This is clear in the table below (4.5).

Table (4.5): The level of applying goals and objective's criteria

Criteria	Mean	Std. Deviation	Level
The company have clear and specific objective related to BSC model.	3.08	1.157	Moderate
The company uses adequate performance measure for achieving their objectives.	3.79	1.095	Moderate
Total	3.4351	.89313	Moderate

According to previous table that shows that companies applying and works on preparing some goals and objective related to use BSC, but according to interviewees they mentioned that their companies doesn't prepare specific goals for BSC because they are using a general objective related to all companies. This might be because these companies are not aware of the role of BSC in their goals and objectives.

4.10.4 Strategy

Table (4.6) show that the level of preparing a strategy to use BSC is moderate with mean 3.18, and the level of generalizing the strategy of BSC to all companies' stakeholders is moderate with mean 2.93. Also, the levels of employee understanding of the BSC strategies. Moreover, BSC Strategy consistency with company unit's objectives, are moderate with means 2.79, 2.92 respectively.

Table (4.6): The level of Strategy criteria

Criteria	Mean	Std. Deviation	Level
The company Prepare a strategy to use BSC.	3.18	1.142	Moderate
Strategy of BSC is clearly generalized to all organization's stakeholders.	2.93	1.235	Moderate
The employees have understood of BSC strategies.	2.79	1.194	Moderate
BSC Strategy of is consistent with company unit's objectives.	2.92	1.275	Moderate
Total	2.9580	.99863	Moderate

As mention earlier in previous criteria, a company's makes a whole company strategy rather than works to prepare a separate one for BSC but find some company's works on it but using different names like bank sector. This might be because these companies are not aware of the role of BSC in their strategy.

4.10.5 Organizational Structure

The result showed that the level of applying Organizational Structure criteria is moderate for all criteria, with mean 3.07 for having an organizational structure consistent with BSC perspectives,

and 2.54 for BSC requires an organizational structure they facilitate communication with Stakeholder. This is clear in the table below (4.7).

Table (4.7): The level of applying Organizational Structure criteria

Criteria	Mean	Std. Deviation	Level
The company has an organizational structure consistent with BSC perspectives.	3.07	1.158	Moderate
The company edits their organizational structure as appropriate with BSC perspectives.	2.97	1.189	Moderate
There is integration and harmony between organizational structure and BSC.	2.85	1.167	Moderate
BSC requires an organizational structure support team works.	2.80	1.146	Moderate
The organizational structure of BSC reduces administrative layers.	2.78	1.198	Moderate
organizational structure of company is fast response to environmental requirements	2.71	1.212	Moderate
BSC requires an organizational structure they facilitate communication with Stakeholder	2.54	1.291	Moderate
Total	2.8168	.87854	Moderate

According to the previous results, a null hypothesis is rejected and the alternative is accepted, because a result shows that a Palestinian listed company exposed that, the level of applying Mission, Vision, strategic goals and objectives and organizational structure criteria is a Moderate with means 3.08, 2.96, 2.95, 3.4351, 2.8168 respectively. Therefore, Palestinian listed companies have and apply Fundamentals of strategic performance evaluation criteria.

4.11 Balance Scorecard and Perspective Analysis

Perspectives of Balance scorecard model in Palestinians Listed Companies.

Testing the second main hypothesis, which stating “Palestinian listed companies doesn’t use and apply a Balance scorecard perspective for strategic performance evaluation”.

In order to test the main hypothesis, we tested some of sub-hypotheses as follows:

4.11.1 Financial Perspective

To testing the hypothesis, which states “Palestinian public shareholding companies use and apply a financial objective, measures and indicators for evaluation a strategic performance”.

For financial perspective, the levels of using Return on Investment (ROI) indicators to maximize its revenue growth and using the Return on Assets (ROA) indicators to maximize its revenue growth are high with means 4.53 and 4.42 respectively. Because of these two indicators are a main indicator used by all companies despite if these companies differ in nature, size...etc. The levels of relying on using (Return on capital employed) indicators to effective asset utilization and while the levels of relying on using (Sales Turnover) indicators to maximize revenue growth and relying on using (Inventory Turnover) indicators to effective assets utilization are moderate with means 3.34 and 2.96 respectively, because not all companies in Palestine have inventory in their works because the nature of these companies differ from one to another. This is clear in table below (4.8).

Table (4.8): The level of applying Financial Perspective criteria

Criteria	Mean	Std. Deviation	Level
The company uses Return on Investment (ROI) indicator to maximize its revenue growth.	4.53	.768	High
The company uses the Return on Assets (ROA) indicator to maximize its revenue growth.	4.42	.803	High
The company uses (Net profit margin) indicator to maximizing revenue growth.	4.31	.869	High
The company uses (Operating margin) indicator to maximize revenue growth.	4.05	.876	High
The company uses Return on Equity (ROE) indicator to maximize revenue growth.	4.01	.965	High
The company uses (Operating expense margin) indicator to maximize revenue growth.	3.90	.867	High
The company uses increase sales indicator to maximize revenue growth.	3.77	1.071	High
The company relies on using (Sales Turnover) indicator to maximize revenue growth.	3.34	1.233	Moderate
The company relies on using (Inventory Turnover) indicator to effective assets utilization.	2.96	1.350	Moderate
The company relies on using (Cash-flow cycle) indicator to effective assets utilization.	3.91	1.106	High
The company relies on using (Return on capital) indicator to effective assets utilization.	3.98	.992	High
The company relies on using (Earnings per share) indicator to effective assets utilization.	4.41	.902	High
The company relies on using (Unit cost reduction) indicator to achieve objective of effective cost management.	3.66	1.029	High
The company uses (Rate of working hours per unit) indicator to reduction cost goal of effective cost management.	3.44	1.082	Moderate
The company relies (Indirect cost per unit) indicator to reduction cost goal of effective cost management.	3.34	1.194	Moderate
The company relies on using (Revenue per employee) indicator to effective cost management.	3.53	1.217	High
Total	3.8469	.53108	High

This table (4.8) shows that, a null hypothesis accepted and the alternative is rejected because a Palestinian public shareholding company applying a financial perspective is high so, Palestinian

listed companies using and applying a financial objective, measures and indicators for evaluating a strategic performance. While this result is matched with (Al- Bawab, 2017) and (Hatem, 2017) studies which conclude that Jordanians Private and AL Qadisiyah Universities using financial perspectives for evaluation strategic performance. Also, matching with (Hussien, ALedwan and, Zreqat, 2017) study because they conclude that Jordanian banks applying financial performance measures. Moreover, they explained for this result is all companies need the financial objective to complete their works, otherwise a number of companies must be using it because the existence of laws they force them for following these standards.

4.11.2 Customer Perspective

Testing the hypothesis, which states “Palestinian Listed companies doesn’t use and apply a customer objective, measures, and indicators for evaluation a strategic performance.

The results show that the level of consideration an attainment market shares growth as one of the objectives of the customer perspective of BSC is high with mean 4.33, also, the level of attainment Customer retention as one of the objectives of the customer perspective of BSC is high with mean 3.91. While the levels of using (Number of defects) indicators to attainment customer retention and using (Increase of sales to current customers) indicators to attainment customer retention are moderate with means 3.28 and 3.47 respectively because companies did not, but all effort to work on this indicator as mention by some interviewee. In addition, the explanation of this result is that a customer is considered as a king to all companies s and they aim to satisfy their needs and follow all standards that maximize their satisfying in their companies. This is shown in table (4.9) below.

Table (4.9): The level of applying Customer Perspective criteria.

Criteria	Mean	Level	Std. Deviation
The company is seeking to attain market share growth as one of the objectives of the customer perspective of BSC.	4.33	High	1.019
The company uses (Sales rate to aggregate demand rate) indicator to attain market share growth.	3.85	High	1.124
The company uses (Percentage of sales of the company for a certain period to the same industry sales) indicator to attain market share growth.	3.55	High	1.145

The company seeking to attainment Customer retention as one of the objectives of the customer perspective of BSC	3.91	High	1.026
The company uses (Number of defections) indictors to attainment customer retention.	3.28	Moderate	1.223
The company uses (Increase of sales to current customers) indictors to attainment customer retention.	3.47	Moderate	1.185
The company is seeking to attain Customer Acquisitions as one of the objectives of the customer perspective of BSC.	3.94	High	1.182
Company uses (Number of new customer) indictor to attainment customer Acquisitions.	4.05	High	1.025
Company uses (Ratio of sales inquiries) indictor to attain customer Acquisitions.	3.54	High	1.223
The company is seeking to achieve Customer Satisfaction as one of the objectives of the customer perspective of BSC.	3.97	High	1.022
The company uses (Number of complaints) indictor to achieve Customer Satisfaction.	3.63	High	1.132
The company uses (Number of customers that indicate their satisfaction) indictor to achieve Customer Satisfaction.	3.53	High	1.166
The company is seeking to attain Customer Profitability as one of the objectives of the customer perspective of BSC.	3.90	High	1.029
Company uses (Total cost per customer) indictor to attainment Customer Profitability.	3.88	High	1.123
Total	3.7737	High	.62246

As stated in the table (4.9), a null hypothesis is rejected and the alternative is accepted because a Palestinian public shareholding companies applying a customer perspective is high, so, Palestinian public shareholding company use and apply a customer objective, measures, and indicators for evaluation a strategic performance. This result agrees with (Hussien, ALedwan and, Zreqat, 2017) because a Jordanian bank using smaller objective related to the customer. On the other hand, a result is not matching with (Bawab, 2017) study, which concludes that Jordanians Private Universities do not use customer perspectives for evaluating strategic performance.

4.11.3 Internal Business Process Perspective

Testing the hypothesis which states “Palestinian Listed companies doesn’t use and applying an internal business process objective, measures, and indicators for evaluation a strategic performance.”

According to the applying Internal Business Process criteria, the level of identifying or making market as one of the objectives of internal business process of BSC is high with mean 4.20, because companies needs to identify a workspace and their target before their started works, also the level of using (Profitability by product or service) indicator to identify or make market is high with mean 4.11 and this result can analyze because company make a feasibility study before start their works in order to identify which product or service is valuable or not. While the levels of seeking to Re-Design in a Rapid way as one of the objectives of the internal business process of BSC and using (Time to Market) indicator to make Rapid Re-Design are moderate with mean 2.95 for both criteria. Because not all companies have the same work and this differs from service to industry and insurance this is clear in the table (4.10) below.

Table (4.10): The Level of Applying Internal Business Process Criteria.

NO.	Criteria	Mean	Std. Deviation	Level
1	The company is seeking to identify or make market as one of objectives of internal business process of BSC.	4.20	.964	High
2	Company uses (Profitability by product or service) indicator to identify or make market.	4.11	.917	High
3	Company uses (% of revenue from new customers) indicator to identify or make market.	3.64	.953	High
4	The company is seeking to Re-Design in Rapid way as one of objectives of internal business process of BSC.	2.95	1.242	Moderate
5	Company uses (Time to Market) indicator to make Rapid Re- Design.	2.95	1.255	Moderate
6	Company uses (Break even time) (the amount of time needed for the discounted cash flows of an investment to equal the initial cost of the investment) indicator to make Rapid Re-Design.	2.89	1.377	Moderate
7	The company is seeking to production in efficient way as one of objectives of internal business process of BSC.	3.80	1.166	High
8	Company uses (Process time) indicator to Production in Efficient way.	3.51	1.199	High
9	Company uses (Number of Defects) indicator to Production in Efficient way.	3.24	1.253	Moderate

10	Company uses (Employee Productivity) indicator to Production in Efficient way.	3.32	1.260	Moderate
11	Company uses (Hourly Production rate) indicator to Production in Efficient way.	3.63	1.267	High
12	The company is seeking to do Efficient Delivery as one of objectives of internal business process of BSC.	3.15	1.350	Moderate
13	Company uses (% of Defects) indicator to success in Efficient Delivery.	2.94	1.226	Moderate
14	Company uses (% of Delivery on time) indicator to success in Efficient Delivery.	3.11	1.357	Moderate
15	The company is seeking to provide After Sales Service as one of objectives of internal business process of BSC.	3.41	1.306	Moderate
16	Company uses (Number of reorder) indicator to provide After Sales Service.	3.16	1.329	Moderate
	Total	3.3764	.72831	Moderate

According to the previous result, a null hypothesis is rejected and the alternative is accepted because a Palestinian public shareholding company applying internal business process perspective is a moderate so Palestinian public shareholding companies use and applying an internal business process objective, measures, and indicators for evaluation a strategic performance. This result agrees with (Ngoc, (2016) which is concluded that industrial sector applying operations measures to enable business operated and monitored on a balanced basis with due regard to the needs of all stakeholders.

4.11.4 Innovation, Learning & Growth Perspective

Testing the hypothesis that states “Palestinian Listed companies doesn’t use and applying an innovative, Learning and growth objective, measures and indicators for evaluation a strategic performance.”

The analysis shows that the level of looking for (improved employee capabilities) as one of the objectives of Innovation, Learning & Growth perspective of BSC is high with mean 4.27, also the level of using (employee satisfaction) indicator to improve employee capabilities is high with mean 4.02 because all companies must follow a labor law, also works to maintain its employees while, achieved a good reputation and attract the best capabilities and they provides companies with some point needs to follow as mention by the interviewees, but the levels of using (staff rotation) indicator to Improved employee capabilities and using (suggestion revised and implemented)

indicator to Increase motivation, Empowerment and Alignment are moderate with means 3.11 and 3.25 respectively and that can be explained by return to the interviewees they mention the number of companies provide staff rotation and empowerment and external workshops just for the beginners in companies , not for all employees . This is obvious in the table (4.11) below.

Table (4.11): The Level of Applying Innovation, Learning & Growth Criteria.

NO.	Criteria	Mean	Std. Deviation	Level
1	The company is looking for Improved employee capabilities as one of the objectives of Innovation, Learning & Growth perspective of BSC.	4.27	.920	High
2	Company uses (Employee Satisfaction) indicator to Improve employee capabilities.	4.02	1.085	High
3	Company uses (Number of training course for employees) indicator to Improve employee capabilities.	3.57	1.103	High
4	Company uses (Attend internal and external workshops) indicator to Improve employee capabilities.	3.38	1.237	Moderate
5	Company uses (Staff Rotation) indicator to Improve employee capabilities.	3.11	1.191	Moderate
6	The company is obtaining Effective use of information technology as one of the objectives of Innovation, Learning & Growth of BSC.	3.79	.985	High
7	Company uses Return on Data) indicator to Effective use of information technology.	3.66	1.051	High
8	Company uses (Extent and validity of information flow between companies' departments) indicator to Effective use of information technology.	3.58	1.018	High
9	The company is seeking to Increase motivation, Empowerment and Alignment as one of the objectives of Innovation, Learning & Growth of BSC.	3.39	1.193	Moderate
10	Company uses (Suggestion revised and implemented) indicator to Increase motivation, Empowerment and Alignment.	3.25	1.126	Moderate
11	Company uses (Suggestion received) indicator to Increase motivation, Empowerment and Alignment.	3.26	1.181	Moderate
	Total	3.5720	.62846	High

According to the previous result, a null hypothesis is rejected and the alternative is accepted because a Palestinian public shareholding companies applying Innovative, Learning & Growth perspective is a high, so Palestinian public shareholding companies use and applying an innovation, Learning and growth objective, measures and indicators for evaluating a strategic performance. This result is corresponding with (Ngoc (2016) which is concluded that industrial sector applying the BSC as a steering wheel and focuses their efforts on employees to delivering a little better everyday performance.

4.11.5 Risk Management Perspective

Testing the hypothesis which states “Palestinian listed companies doesn’t use and applying a Risk objective, measures, and indicators for evaluation a strategic performance.”

The table (4.12) shows that, the levels of applying Risk Management criteria are high for all criteria. by means between 4.11 to consider the Financial risk, it is the most serious risk for the company because of that all company’s problems and risks are related to the financial issues, 3.77 for requiring clarifications of the risk aspects and development of the business scenarios when presented idea. This result is matched with an interviewee’s opinion because almost companies are working on their risk to follow some laws and rules this is obvious in the table (4.12) below.

Table (4.12): The Level of Applying Risk Management Criteria.

NO.	Criteria	Mean	Std. Deviation	Level
1	Company is exposed several types of risks that hinder application of BSC.	4.01	1.120	High
2	Company deals with each type of risk in different way for each type.	4.08	.869	High
3	Operational risk is one of most serious risks faces company's	4.07	.986	High
4	Financial risk is most serious risk to the company.	4.11	.874	High
5	Strategic risks are one of most serious risks faces companies.	3.83	.843	High
6	Reputation risk is one of most serious risks faces companies.	4.08	1.057	High
7	Company follows a specific mechanism to deal with risks emanating from their section.	4.08	.886	High
8	Company follows a specific risk management model.	3.79	1.307	High

9	Company requires clarification of risk aspects and development of business scenarios when presented idea	3.77	1.085	High
10	Company has a specific well-known entity to deal and monitor the risks of applying a balanced performance card.	3.86	1.029	High
11	Company has a specific informed entity to evaluate the risks of applying the Balanced Scorecard.	3.90	1.080	High
	Total	3.9625	.53934	High

According to the previous result, a null hypothesizes is rejected and the alternative is accepted because a Palestinian public shareholding company applying Risk perspective is a high, so Palestinian public shareholding companies use, and applying a Risk objective, measures and indicators for evaluating a strategic performance. This result agrees with (Hatem, 2017) study, which concludes that AL-Qadisiyah universities applying a risk in their evaluation strategic performance.

4.11.6 Social Environment Perspective

Testing the hypothesis that states “Palestinian listed companies doesn’t use and applying a Social Environment objective, measures and indicators for evaluating a strategic performance.”

According to Social Environment Perspective, the results show that the levels of Company's awareness of their need to participate in national and religious festivals as one of the ways to deal with the external environment, and company's working on support charities in achieving their goals as one way of social responsibility are high with means 3.6 and 3.25 respectively. Because its need to have a good reputation between competitor and society while the level of rest criteria is moderate with means, among 2.97 – 3.47. This is clear in the table (4.13) below.

Table (4.13): The level of Social Environment criteria.

NO.	Criteria	Mean	Std. Deviation	Level
1	The Company is creating range of entertainment facilities to strengthen its relationship with surrounding environment.	2.97	1.564	Moderate
2	The Company sponsors sport activities as a kind of networking with the local environment.	2.87	1.516	Moderate
3	Company is working to implement the highest standards of safety and health to avoid risks of pollution.	3.19	1.484	Moderate
4	Company offers a range of cultural and social services projects to support local community.	3.47	1.105	Moderate
5	Company works on preservation environment by afforestation existing area.	3.16	1.306	Moderate
6	The Company aware of their needs to participate in the national and religious festivals, as one of the ways to deal with the external environment.	3.60	1.135	High
7	Company works on support charities in achieving their goals as one way of social responsibility.	3.88	1.183	High
	Total	3.3043	.87102	Moderate

According to table (4.13) shows that, a null hypothesizes is rejected and the alternative is accepted because a Palestinian public shareholding company applying Social Environment Perspective is a moderate, so Palestinian listed companies use and applying a Social Environment objective, measures, and indicators for evaluation a strategic performance.

4.12 The Analysis for a challenge hinder application of Balance scorecard

The Challenges hinder application of Balance scorecard model in Palestinians Public shareholding organizations:

Testing the third main hypothesis states “Palestinians Listed Companies facing some obstacles which hinders them from applying the balanced scorecard”.

The evaluation of challenges, which hinder the application of Balance scorecard model in the Palestinians listed companies that shows the restrictions on the internal information system, which prevent applying of the BSC and lacking the practical experience in applying the BSC. There are big challenges with means 3.81 and 3.77 respectively, because when the information department cannot share all information to all employees in companies, this prevents applying the BSC. The internal system of the company and organizational structure are considered a moderate level challenges that hinder the application of the BSC because some companies have a functional organizational structure other have a matrix one, while a division and all of them affect the applying BSC. This is clear in the table below (4.14).

Table (4.14): The Challenges hinder application of Balance scorecard model in Palestinians listed companies.

NO.	Criteria	Mean	Std. Deviation	Level
1	Company's message is one of obstacles of applying the BSC.	3.42	1.603	Moderate
2	Internal system of the company is one of most important obstacles that prevent the application BSC	3.36	1.409	Moderate
3	Lack of the practical experience in applying BSC.	3.77	1.020	High
4	Company's strategy is one of barriers in applying BSC.	3.56	1.254	High
5	Organizational structure is one of most important impediments in applying BSC.	3.32	1.267	Moderate
6	The dominant culture in the company plays a major role in preventing the application BSC.	3.82	1.108	High
7	Restrictions on the internal information system prevent the application of BSC.	3.81	1.203	High
8	Staff resistance and ridicule around the idea of applying BSC.	3.86	1.175	High
	Total	3.6145	.94335	High

Table (4.14) shows that, a null hypothesizes is accepted, and the alternative is rejected because a Palestinian listed company facing some obstacles abandon them from applying Balanced scorecard. This result is same with (AL-Tarazi, 2015), which contain that companies facing some obstacles hinder applying BSC.

4.13 The Analysis for a Difference between Groups

- One Way ANOVA (One Way Analysis of Variance) Test of Differences between groups:

Testing the forth-main hypothesis which stating: “There is a significant difference of the level of applying Balance scorecard and the demographic variables (Career status, scientific specialization, academic qualification, and years of experience, size of the organization, city, and sector)”

4.13.1 Geographic Area

Testing the hypothesis that states, “There is a significant difference of the level of applying Balance scorecard according to the Geographical Area of the Palestinian listed Companies”.

One Way ANOVA Test was conducted to check the differences by using the balanced scorecard perspectives between groups in the company's Geographic Area variable (Ramallah, Hebron, Bethlehem, Nabulus, Tulkarm, and Al-Eizariya).

4.13.1.1 The fundamentals of strategic planning are Mission, Vision, goals, and objectives, Strategy, Organizational structure.

The results showed that there are significant differences between Geographic Area of applying the fundamentals of strategic planning criteria, and those criteria are Mission, strategy and organizational structure, with P-values .034,.008,.005 respectively, which is less than the significance level ($\alpha=.05$). This is clear in the table below (4.15).

Table (4.15): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to Geographic Area.

Criteria		Sum Squares	of Df	Mean Square	F	Sig.
Mission	Between Groups	13.610	5	2.722	2.508	.034
	Within Groups	135.685	125	1.085		
	Total	149.294	130			
Vision	Between Groups	9.612	5	1.922	1.664	.148
	Within Groups	144.444	125	1.156		
	Total	154.056	130			
	Between Groups	4.334	5	.867	1.090	.369

goals and objectives	Within Groups	99.365	125	.795		
	Total	103.698	130			
Strategy	Between Groups	15.141	5	3.028	3.306	.008
	Within Groups	114.503	125	.916		
	Total	129.644	130			
Organizational structure	Between Groups	12.432	5	2.486	3.535	.005
	Within Groups	87.906	125	.703		
	Total	100.338	130			

Table (4.16): Means and Standard Deviations of applying Fundamentals of strategic planning criteria according to Geographic Area.

Criteria		N	Mean	Std. Deviation
Mission	Ramallah	87	2.9885	1.07886
	Hebron	2	2.8333	1.17851
	Nablus	30	3.2111	1.01891
	Tulkarm	5	2.6000	.82999
	Bethlehem	4	4.6667	.47140
	Al-Eizariya	3	3.6667	.57735
	Total	131	3.0891	1.07164
Vision	Ramallah	87	2.8889	1.03887
	Hebron	2	3.0000	.94281
	Nablus	30	3.0667	1.22051
	Tulkarm	5	2.4667	1.12052
	Bethlehem	4	4.3333	.38490
	Al-Eizariya	3	3.1111	1.01835

	Total	131	2.9644	1.08860
goals and objectives	Ramallah	87	3.3966	.93739
	Hebron	2	3.5000	1.41421
	Nablus	30	3.4833	.78216
	Tulkarm	5	3.1000	.82158
	Bethlehem	4	4.3750	.47871
	Al-Eizariya	3	3.3333	.57735
	Total	131	3.4351	.89313
Strategy	Ramallah	87	2.8161	.94658
	Hebron	2	2.6250	.53033
	Nablus	30	3.1583	1.00962
	Tulkarm	5	2.7500	1.29904
	Bethlehem	4	4.6250	.32275
	Al-Eizariya	3	3.4167	.52042
	Total	131	2.9580	.99863
Organizational structure	Ramallah	87	2.6568	.83341
	Hebron	2	3.1429	.80812
	Nablus	30	2.9905	.92805
	Tulkarm	5	3.2286	.62760
	Bethlehem	4	4.2500	.44224
	Al-Eizariya	3	2.9048	.43644
	Total	131	2.8168	.87854

The Tukey's Test was used to check the source of differences in applying the Fundamentals of strategic planning criteria (Mission, Strategy, organizational structure) between Geographic Area.

The two-dimensional comparisons show that there are differences of applying Mission, strategy and organizational structure criteria between Bethlehem and Ramallah, with P-values .024, .004,

.004 respectively; this means that Bethlehem applies those criteria more than Ramallah. In addition, there are differences of applying Strategy criteria between Bethlehem and Tulkarm with P-value .047 in favor of Bethlehem. Which this is less than the significance level ($\alpha=.05$). This is clear in table below (4.17).

Table (4.17): Results of Tukey's Test of source of differences of applying Fundamentals of strategic planning criteria according to Geographic Area.

Dependent Variable	(I) company city	(J) company city	Mean Difference (I-J)	Sig
Mission	Bethlehem	Ramallah	1.67816	.024
Strategy	Bethlehem	Ramallah	1.80891	.004
Strategy	Bethlehem	Tulkarm	1.87500	.047
Organizational Structure	Bethlehem	Ramallah	1.59319*	.004

4.13.1.2 Perspectives of Balance Scorecard Model in Palestinians Listed Companies: Financial, Customer, Internal Business process, Innovation-learning & growth, Risk management and Social environmental perspectives.

The results showed that there are significant differences between Geographic Area of applying Perspectives of Balance scorecard model in Palestinians listed companies' criteria, and those criteria are Financial, Internal Business Process, Innovation-Learning, and growth, and Risk Management, with P-values .037,.000,.000,006 respectively, which is less than the significance level ($\alpha=.05$). This is clear in the table below (4.18).

Table (4.18): Results of ANOVA (One Way Analysis of Variance) of applying Perspectives of Balance score card model criteria according to Geographic Area

Perspective		Sum Squares	Df	Mean Square	F	Sig.
Financial	Between Groups	3.283	5	.657	2.458	.037
	Within Groups	33.383	125	.267		
	Total	36.666	130			
Customer	Between Groups	3.316	5	.663	1.762	.126
	Within Groups	47.053	125	.376		

	Total	50.369	130			
Internal Business Process	Between Groups	11.334	5	2.267	4.918	.000
	Within Groups	57.622	125	.461		
	Total	68.957	130			
Innovation, Learning and growth	Between Groups	9.680	5	1.936	5.817	.000
	Within Groups	41.270	124	.333		
	Total	50.950	129			
Risk Management	Between Groups	4.552	5	.910	3.421	.006
	Within Groups	33.264	125	.266		
	Total	37.816	130			
Social Environmental	Between Groups	4.629	5	.926	1.231	.298
	Within Groups	93.999	125	.752		
	Total	98.628	130			

Table (4.19): Means and Standard Deviations of applying Perspectives of Balance score card model criteria according to Geographic Area.

Perspective		N	Mean	Std. Deviation
Financial	Ramallah	87	3.8527	.53493
	Hebron	2	2.7813	.04419
	Nablus	30	3.8271	.48957
	Tulkarm	5	4.2625	.22273
	Bethlehem	4	3.9844	.28125
	Al-Eizariya	3	3.7083	.83229
	Total	131	3.8469	.53108
Customer	Ramallah	87	3.7939	.57448
	Hebron	2	3.3571	1.01015
	Nablus	30	3.6405	.70498
	Tulkarm	5	4.4000	.16444
	Bethlehem	4	3.9821	.22112
	Al-Eizariya	3	3.4762	1.22127
	Total	131	3.7737	.62246

Internal Business Process	Ramallah	87	3.2234	.70882
	Hebron	2	2.8125	.53033
	Nablus	30	3.6417	.64221
	Tulkarm	5	4.4750	.32954
	Bethlehem	4	3.7188	.44047
	Al-Eizariya	3	3.2500	.76035
	Total	131	3.3764	.72831
Innovation, Learning and growth	Ramallah	87	3.4650	.58283
	Hebron	2	2.6818	.32141
	Nablus	30	3.7606	.58697
	Tulkarm	5	4.5455	.23177
	Bethlehem	3	4.1212	.20995
	Al-Eizariya	3	3.2121	.91060
	Total	130	3.5720	.62846
Risk Management	Ramallah	87	3.9687	.48953
	Hebron	2	2.7273	.77139
	Nablus	30	3.9030	.59538
	Tulkarm	5	4.3636	.17008
	Bethlehem	4	4.3409	.60473
	Al-Eizariya	3	4.0303	.53268
	Total	131	3.9625	.53934
Social Environmental	Ramallah	87	3.2841	.90652
	Hebron	2	2.7143	.80812
	Nablus	30	3.2429	.80301
	Tulkarm	5	3.7143	.72843
	Bethlehem	4	4.1429	.67006

	Al-Eizariya	3	3.0952	.50170
	Total	131	3.3043	.87102

Tukey's Test was used to check the source of differences of applying Perspectives of Balance Scorecard model in Palestinians listed companies' criteria, and those criteria are Financial, Internal Business Process, Innovation-Learning and growth, and Risk Management between cities.

The two-dimensional comparisons show that there are differences of applying financial perspective criteria between Tulkarm and Hebron, with P-value .011 in favor of Tulkarm. While the differences through applying the Internal Business process criteria are between Tulkarm and Hebron, Tulkarm and Ramallah with P-values .001, .046 respectively. In addition, the differences of applying Innovation, Learning, and growth perspective are between Tulkarm and (Ramallah, Hebron, Al-Eizariya) in favor of Tulkarm, with P-values. .001, .002, .023 respectively. But the differences of applying Risk Management perspective are between Hebron and (Ramallah, Nablus, Tulkarm, Bethlehem) in favor of Ramallah, Nablus, Tulkarm, Bethlehem with P-values: .013, .027, .003, .006 respectively because the size of those companies in cities different than Hebron. All P-values are less than the significance level ($\alpha=.05$). This is clear in the table below (4.20).

Table (4.20): Results of Tukey Test of source of differences Perspectives of Balance scorecard model criteria according to Geographic Area.

Dependent Variable	(I) company city	(J) company city	Mean Difference (I-J)	Sig
Financial	Tulkarm	Hebron	1.48125*	.011
Internal Bus. Process	Tulkarm	Ramallah	1.25158*	.001
	Tulkarm	Hebron	1.66250*	.046
Innovation	Tulkarm	Ramallah	1.08046*	.001
	Tulkarm	Hebron	1.86364*	.002
	Tulkarm	Al-Eizariya	1.33333*	.023
Risk Management	Ramallah	Hebron	1.24138*	.013
	Hebron	Nablus	-1.17576*	.027
	Hebron	Tulkarm	-1.63636*	.003
	Hebron	Bethlehem	-1.61364*	.006

4.13.1.3 The challenges hinder the application of the balanced scorecard model in Palestinians Listed Companies.

The results showed that there are significant differences between the cities of the challenges hinder the application of the balanced scorecard model in Palestinians listed companies. With P-value .001 which is less the significance level $\alpha=.05$. This is clear in the table below (4.21).

Table (4.21): Results of ANOVA (One Way Analysis of Variance) of the challenges hinder the application of the balanced scorecard model.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16.895	5	3.379	4.275	.001
Within Groups	98.794	125	.790		
Total	115.689	130			

Table (4.22): Means and Standard Deviations of challenges hinder the application of the balanced scorecard model according to Geographic Area.

City	N	Mean	Std. Deviation
Ramallah	87	3.6322	.91347
Hebron	2	2.5625	.79550
Nablus	30	3.7958	.85190
Tulkarm	5	4.3000	.40117
Bethlehem	4	2.0313	1.23058
Al-Eizariya	3	2.9583	.28868
Total	131	3.6145	.94335

The **Tukey's Test** was used to check the source of differences of challenges hinders the application of the balanced scorecard model between cities.

The two-dimensional comparisons show that there is a differences, challenges hinder the application of the Balanced Scorecard model between Bethlehem and (Ramallah, Nabulus, Tulkarm) with P-values .008,.004,003 respectively, in favor of Ramallah, Nabulus and Tulkarm, which is less than the significance level $\alpha=.05$. This is obvious in table below (4.23).

Table (4.23): Results of Tukey's Test of source of differences of challenges hinders the application of the balanced scorecard model according to Geographic Area.

Dependent Variable	(I) company city	(J) company city	Mean Difference (I-J)	Sig
Challenges	Ramallah	Bethlehem	1.60093*	.008
	Nabulus	Bethlehem	1.76458*	.004
	Tulkarm	Bethlehem	2.26875*	.003

According to the previous result, a null hypothesizes is accepted and the alternative is rejected because there is a significant difference in the level of applying Balance scorecard (Fundamentals, perspective and challenges) according to Geographic Area of Palestinian listed companies.”

4.13.2 Company's Size:

To Testing the hypothesis which states: There is a significant difference in the level of applying Balance scorecard according to size of Palestinian listed companies.”

One Way ANOVA Test was conducted to check the differences by using the balanced scorecard perspectives between groups of company's size variable (less than 50 workers, 51-100,101-150, more than 150 workers).

4.13.2.1 Fundamentals of strategic planning are Mission, Vision, goals, and objectives, Strategy, Organizational structure.

The results showed that there is a significant difference of applying Mission and Vision strategic planning criteria according to the company's size, with P-values .013,.022 respectively. Which is less than significant level $\alpha=.05$. This is clear in the table below (4.24).

Table (4.24): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of the strategic planning criteria according to the company's size.

Criteria		Sum Squares	df	Mean Square	F	Sig.
Mission	Between Groups	12.132	3	4.044	3.744	.013
	Within Groups	137.163	127	1.080		
	Total	149.294	130			
Vision	Between Groups	11.211	3	3.737	3.322	.022
	Within Groups	142.845	127	1.125		
	Total	154.056	130			
Goals and objectives	Between Groups	.341	3	.114	.140	.936
	Within Groups	103.357	127	.814		
	Total	103.698	130			
Strategy	Between Groups	6.618	3	2.206	2.277	.083
	Within Groups	123.026	127	.969		
	Total	129.644	130			
Organizational Structure	Between Groups	4.441	3	1.480	1.961	.123
	Within Groups	95.897	127	.755		
	Total	100.338	130			

Table (4.25): Means and Standard Deviations of applying Fundamentals of the strategic planning criteria according to the company's size.

Criteria		N	Mean	Std. Deviation
Mission	Less than 50 workers	19	2.5263	.75617
	From 51 to 100 workers	9	3.3333	1.34371
	From 101 to 150 workers	15	2.6444	1.10889
	More than 150 workers	88	3.2614	1.04613
	Total	131	3.0891	1.07164
Vision	Less than 50 workers	19	2.4561	.80285
	From 51 to 100 workers	9	2.9259	1.43157
	From 101 to 150 workers	15	2.5111	1.13994
	More than 150 workers	88	3.1553	1.05403
	Total	131	2.9644	1.08860
Goals and objective	Less than 50 workers	19	3.3421	.86687
	From 51 to 100 workers	9	3.3333	1.11803
	From 101 to 150 workers	15	3.4333	.84233
	More than 150 workers	88	3.4659	.89634
	Total	131	3.4351	.89313
Strategy	Less than 50 workers	19	2.6711	.67727
	From 51 to 100 workers	9	2.6944	.88192

	From 101 to 150 workers	15	2.5667	1.01975
	More than 150 workers	88	3.1136	1.03939
	Total	131	2.9580	.99863
Organization al structure	Less than 50 workers	19	2.4135	.68660
	From 51 to 100 workers	9	2.9206	1.07407
	From 101 to 150 workers	15	2.6667	.82890
	More than 150 workers	88	2.9188	.88774
	Total	131	2.8168	.87854

The **Tukey's Test** was used to check the source of differences in applying the Fundamentals of strategic planning criteria (Mission and Vision) according to the company's size.

The two-dimensional comparisons show that there are differences of applying Fundamentals of strategic planning criteria (Mission and Vision) between companies with more than 150 workers and companies less than 50 workers in favor of large companies, with P-values .030 and .048 respectively, which is less than the significance level $\alpha=.05$. This is clear in the table below (4.26).

Table (4.26): Results of Turkey's Test of differences of applying Fundamentals of the strategic planning criteria according to the company's size

Dependent Variable	(I) company size	(J) company size	Mean Difference (I-J)	Sig.
Mission	More than 150 workers	Less than 50 workers	.73505*	.030
Vision	More than 150 workers	Less than 50 workers	.699	.048

4.13.2.2 Perspectives of Balance scorecard Model in Palestinians Listed Companies: Financial, Customer, Internal Business process, Innovation-learning & growth, Risk management and Social environmental perspectives.

The results showed that there are significant differences in applying Perspectives of Balance scorecard model in Palestinians listed companies' criteria according to the company's size. Moreover, those criteria are Financial, Internal Business Process, and social environment, with P-values .000, .000, .000 respectively, which is less than the significance level ($\alpha=.05$). This is clear in the table below (4.27).

Table (4.27): Results of ANOVA (One Way Analysis of Variance) of applying Perspectives of the BSC criteria according to the company's size.

Perspective		Sum of Squares	Df	Mean Square	F	Sig.
Financial	Between Groups	4.990	3	1.663	6.669	.000
	Within Groups	31.676	127	.249		
	Total	36.666	130			
Customer	Between Groups	1.055	3	.352	.905	.441
	Within Groups	49.314	127	.388		
	Total	50.369	130			
Internal Business process	Between Groups	9.550	3	3.183	6.806	.000
	Within Groups	59.406	127	.468		
	Total	68.957	130			
Innovation, Learning and Growth	Between Groups	.679	3	.226	.567	.638
	Within Groups	50.271	126	.399		
	Total	50.950	129			
Risk Management	Between Groups	.856	3	.285	.980	.404
	Within Groups	36.960	127	.291		
	Total	37.816	130			
Social Environmental	Between Groups	16.373	3	5.458	8.426	.000
	Within Groups	82.256	127	.648		
	Total	98.628	130			

Table (4.28): Means and Standard Deviations of applying Perspectives of the Balance scorecard model criteria according to the company size

Perspective		N	Mean	Std. Deviation
Financial	Less than 50 workers	19	3.4638	.64728
	From 51 to 100 workers	9	4.0278	.58138
	From 101 to 150 workers	15	3.6000	.24298
	More than 150 workers	88	3.9531	.48664
	Total	131	3.8469	.53108
Customer	Less than 50 workers	19	3.5677	.68779
	From 51 to 100 workers	9	3.8175	.79789
	From 101 to 150 workers	15	3.7286	.50594
	More than 150 workers	88	3.8214	.60764
	Total	131	3.7737	.62246
Internal business process	Less than 50 workers	19	2.8750	.95765
	From 51 to 100 workers	9	3.6528	.70718
	From 101 to 150 workers	15	2.9917	.54274
	More than 150 workers	88	3.5220	.63222
	Total	131	3.3764	.72831

Innovation, learning and growth	Less than 50 workers	19	3.4641	.52913
	From 51 to 100 workers	9	3.6768	.74428
	From 101 to 150 workers	15	3.4424	.67932
	More than 150 workers	87	3.6071	.63189
	Total	130	3.5720	.62846
Risk Management	Less than 50 workers	19	3.7751	.62204
	From 51 to 100 workers	9	4.0202	.51981
	From 101 to 150 workers	15	4.0545	.41631
	More than 150 workers	88	3.9814	.54041
	Total	131	3.9625	.53934
Social Environmental	Less than 50 workers	19	2.7970	.79727
	From 51 to 100 workers	9	3.4127	.80952
	From 101 to 150 workers	15	2.6095	.68611
	More than 150 workers	88	3.5211	.82337
	Total	131	3.3043	.87102

The **Tukey's Test** was used to check the source of differences of applying Perspectives of Balance scorecard model in Palestinians listed companies' criteria, and those criteria are Financial, Internal Business Process and Social environmental between companies.

The two-dimensional comparisons show that there are differences of applying Financial perspective criteria between companies with less than 50 workers and companies (more than 50 workers and 51-100 worker), with P-values .001, .031 respectively.

The differences of applying Internal business process are among companies with more than 150 workers and (less than 50 workers, from 101 to 150 workers) with P-values .002, .032 respectively. In addition, there are differences in applying internal business process between companies less than 50 worker and companies with 51-100 workers with P-value .029.

While the differences of applying, Social environmental perspective are between companies of more than 150 worker and companies with (less than 50worker and 101-150 workers) with P-value .003, .000 respectively. All P-values less than the significance level $\alpha=.05$. this is clear in the table below (4.29).

Table (4.29): Results of Turkey's Test of differences of applying Perspectives of the balance scorecard model criteria according to the company size.

Dependent Variable	(I) company size	(J) company size	Mean Difference (I-J)	Sig.
Financial	Less than 50 workers	More than 150 workers	-.48931 [*]	.001
	51-100 worker	Less than 50 workers	.56396 [*]	.031
Internal business process	Less than 50 workers	From 51 to 100 workers	-.77778 [*]	.029
	More than 150 workers	Less than 50 workers	.64702 [*]	.002
	More than 150 workers	From 101 to 150 workers	.53035 [*]	.032
Social environmental	More than 150 workers	Less than 50 workers	.72411 [*]	.003
	More than 150 workers	From 101 to 150 workers	.91158 [*]	.000

4.13.2.3 The challenges hinder the application of the balanced scorecard model in Palestinians Listed Companies.

The ANOVA analysis showed that there are not significant differences of the challenges hinder application of balanced scorecard model in Palestinians listed companies between companies according to their size. This is obvious in the table below (4.30).

Table (4.30): Results of ANOVA (One Way Analysis of Variance) of the challenges hinder the application of balanced scorecard model.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.739	3	.246	.272	.845
Within Groups	114.950	127	.905		
Total	115.689	130			

Table (4.31): Means and Standard Deviations of challenges hinder the application of the balanced scorecard model according to the company's size.

Company's size	N	Mean	Std. Deviation
Less than 50 workers	19	3.6447	1.05924
From 51 to 100 workers	9	3.4028	1.14867

From 101 to 150 workers	15	3.7583	.72958
More than 150 workers	88	3.6051	.93922
Total	131	3.6145	.94335

According to the previous result, a null hypothesis is accepted and the alternative is rejected because there is a significant difference in the level of applying the Balance scorecard (Fundamentals, perspective and challenges) according to size of the Palestinian public shareholding organization.

4.13.3 Market Sector:

Testing the hypothesis that states, “There is a significant difference in the level of applying the Balance scorecard according to sector of Palestinian listed companies.”

One Way ANOVA Test was conducted to check the differences of using Balanced scorecard perspectives between groups of market sector variable (Industrial, Service, Insurance, Investment, Banking & Financial).

4.13.3.1 Fundamentals of strategic planning are Mission, Vision, goals, and objectives, Strategy, Organizational structure.

The results showed that there are not significant differences of applying Fundamentals of the strategic planning criteria between sectors. This is shown in the table (4.32).

Table (4.32): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of the strategic planning criteria according to the market sector.

Criteria		Sum Squares	df	Mean Square	F	Sig.
Mission	Between Groups	2.080	4	.520	.445	.776
	Within Groups	147.214	126	1.168		
	Total	149.294	130			
Vision	Between Groups	3.237	4	.809	.676	.610
	Within Groups	150.819	126	1.197		
	Total	154.056	130			
Goal and objectives	Between Groups	4.145	4	1.036	1.312	.269
	Within Groups	99.553	126	.790		
	Total	103.698	130			
Strategy	Between Groups	2.371	4	.593	.587	.673
	Within Groups	127.273	126	1.010		
	Total	129.644	130			

Organizational structure	Between Groups	2.168	4	.542	.696	.596
	Within Groups	98.169	126	.779		
	Total	100.338	130			

Table (4.33): Means and Standard Deviations of applying Fundamentals of the strategic planning criteria according to the market Sector

Criteria		N	Mean	Std. Deviation
Mission	Industrial	41	2.9675	1.09495
	Service	23	3.0290	.93697
	Insurance	21	3.0952	1.16019
	Investment	13	3.0513	1.36657
	Banking& Financial Service	33	3.2929	.97808
	Total	131	3.0891	1.07164
Vision	Industrial	41	2.8130	1.11068
	Service	23	2.9130	1.09737
	Insurance	21	2.9206	1.11008
	Investment	13	2.9487	1.37333
	Banking& Financial Service	33	3.2222	.93045
	Total	131	2.9644	1.08860
Goals and objective	Industrial	41	3.3171	.72246
	Service	23	3.6522	.87171
	Insurance	21	3.2619	1.05616
	Investment	13	3.8077	.72280
	Banking& Financial Service	33	3.3939	1.02132
	Total	131	3.4351	.89313
Strategy	Industrial	41	2.8415	1.11489
	Service	23	2.8804	.90412
	Insurance	21	2.9405	1.11777
	Investment	13	2.9231	1.13369
	Banking& Financial Service	33	3.1818	.77377
	Total	131	2.9580	.99863
Companies	Industrial	41	2.7596	.90994
	Service	23	2.7205	.88429
	Insurance	21	3.0748	.99244
	Investment	13	2.6484	1.07320

	Banking& Financial Service	33	2.8571	.66911
	Total	131	2.8168	.87854

4.13.3.2 Perspectives of the Balance Scorecard Model in the Palestinians Listed Companies are Financial, Customer, Internal Business process, Innovation-learning, & growth, Risk management and Social environmental perspectives.

The results showed that there are significant differences of applying Perspectives of Balance scorecard model in Palestinians listed companies' criteria according to the market sector. Moreover, those criteria are Internal Business Process, Innovation-learning & growth and social environment, with P-values.006, .001, .001 respectively, which is less than the significance level ($\alpha=.05$). This is clear in table below (4.34).

Table (4.34): Results of ANOVA (One Way Analysis of Variance) of applying Perspectives of Balance score card model criteria according to the market sector.

Perspective		Sum of Squares	Df	Mean Square	F	Sig.
Financial	Between Groups	.624	4	.156	.545	.703
	Within Groups	36.042	126	.286		
	Total	36.666	130			
Customer	Between Groups	.982	4	.246	.626	.645
	Within Groups	49.387	126	.392		
	Total	50.369	130			
Internal business process	Between Groups	7.508	4	1.877	3.849	.006
	Within Groups	61.448	126	.488		
	Total	68.957	130			
Innovation, Learning and Growth	Between Groups	6.923	4	1.731	4.914	.001
	Within Groups	44.027	125	.352		
	Total	50.950	129			
Risk Management	Between Groups	2.635	4	.659	2.360	.057
	Within Groups	35.181	126	.279		
	Total	37.816	130			
Social Environmental	Between Groups	14.088	4	3.522	5.249	.001
	Within Groups	84.540	126	.671		
	Total	98.628	130			

Table (4.35): Means and Standard Deviations of applying Perspectives of Balance score card model criteria according to the market sector.

Perspective		N	Mean	Std. Deviation
Financial	Industrial	41	3.8933	.44222
	Service	23	3.7364	.43258
	Insurance	21	3.8452	.49237
	Investment	13	3.7452	.79609
	Banking& Financial Service	33	3.9072	.60336
	Total	131	3.8469	.53108
Customer	Industrial	41	3.8641	.56735
	Service	23	3.6149	.79590
	Insurance	21	3.7687	.57804
	Investment	13	3.7143	.68636
	Banking& Financial Service	33	3.7987	.56567
	Total	131	3.7737	.62246
Internal business process	Industrial	41	3.7241	.64937
	Service	23	3.1685	.72237
	Insurance	21	3.1518	.58047
	Investment	13	3.2933	.74275
	Banking& Financial Service	33	3.2652	.78546
	Total	131	3.3764	.72831
Innovation, Learning and growth	Industrial	40	3.7545	.61458
	Service	23	3.8379	.41020
	Insurance	21	3.2424	.73312
	Investment	13	3.6364	.56894
	Banking& Financial Service	33	3.3499	.58525
	Total	130	3.5720	.62846
Risk Management	Industrial	41	3.8869	.54195
	Service	23	4.0553	.45680
	Insurance	21	3.7100	.54136
	Investment	13	4.0769	.56754
	Banking& Financial Service	33	4.1074	.53371

	Total	131	3.9625	.53934
Social Environmental	Industrial	41	3.1080	.73871
	Service	23	3.4720	.66789
	Insurance	21	3.1769	.90114
	Investment	13	2.6923	1.03649
	Banking& Service	33	3.7532	.86180
	Total	131	3.3043	.87102

The **Tukey's Test** was used to check the source of differences of applying Perspectives of Balance scorecard model in Palestinians listed companies' criteria, and those criteria are Internal Business Process, Innovation-Learning and growth, and Social environmental between sectors.

The two-dimensional comparisons show that there are differences of applying Internal business process between the Industrial sector and (Service, Insurance and Banking & Financial) sectors with P-value .023, .023, .045 respectively, in favor of the Industrial sector and this result is matched with (Noerat, (2018) study.

While the differences of applying Innovation-Learning & growth criteria are between the Industrial sector and (Insurance, Banking & financial) with P-values .015, .035 respectively, in favor of the industrial sector. In addition, there are differences between Service sector and (Insurance, Banking & financial) sectors with P-values .01, .025 respectively, in favor of Service sector.

According to the Social environmental perspective, there are differences between Banking & financial service and (Industrial and investment) with P-values .009, .001 respectively, in favor of Banking and Financial service. All P-values are less than the significance level ($\alpha=.05$). This is clear in the table below (4.36).

Table (4.36): Results of Tukey's Test of Perspectives of Balance score card model criteria according to the market sector.

Dependent Variable	(I) Sector of respondents works	(J) Sector of respondents works	Mean Difference (I-J)	Sig.
Internal business process	Industrial	Service	.55561*	.023
	Industrial	Insurance	.57230*	.023
	Industrial	Banking& Financial Service	.45893*	.045
Innovation	Industrial	Insurance	.51212*	.015

	Industrial	Banking& Financial Service	.40468*	.035
	Service	Insurance	.59552*	.010
	Service	Banking& Financial Service	.48808*	.025
Social Environmental	Banking& Financial Service	Industrial	.64523*	.009
	Banking& Financial Service	Investment	1.06094*	.001

4.13.3.3 The challenges hinder application of the balanced scorecard model in the Palestinians Listed Companies.

The results showed that there are significant differences between sectors of the challenges that hinder the application of the balanced scorecard model in the Palestinians listed companies. With P-value .011 which is less the significance level $\alpha=.05$. This is clear in the table below (4.37).

Table (4.37): Results of ANOVA (One Way Analysis of Variance) of the challenges hinder the application of balanced scorecard model according to the market sector.

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	11.341	4	2.835	3.424	.011
Within Groups	104.348	126	.828		
Total	115.689	130			

Table (4.38): Means and Standard Deviations of challenges hinder the application of the balanced scorecard model according to the market sector.

Sector	N	Mean	Std. Deviation
Industrial	41	3.7470	.90290
Service	23	3.9457	.86012
Insurance	21	3.0417	.98689
Investment	13	3.3365	1.20371

Banking& Financial Service	33	3.6932	.76233
Total	131	3.6145	.94335

The **Tukey's Test** was used to check the source of differences of challenges hinders the application of the balanced scorecard model between sectors.

The two-dimensional comparisons show that there is a differences challenges hinder the application of Balanced scorecard model between Insurance sector and (industrial and service) sectors with P-values .036,.011, respectively, in favor of industrial and service, which is less than the significance level $\alpha=.05$. This is obvious in the table below (4.43).

Table (4.39): Results of Tukey's Test of source of differences of challenges hinder application of the balanced scorecard model according to the market sector.

(I) Sector of respondents works	(J) Sector of respondents works	Mean Difference (I-J)	Sig.
Industrial	Insurance	.70528*	.036
Service	Insurance	.90399*	.011

According to the previous result, a null hypothesizes is accepted and the alternative is rejected because there is a significant difference in the level of applying Balance scorecard (Fundamentals, perspective and challenges) according to sectors of the Palestinian public shareholding organization.

4.13.4 Manager's scientific specialization:

Testing the hypothesis that states, “There is a significant difference of the level of applying Balance scorecard according to specialization.”

One Way ANOVA Test was conducted to check the differences of using Balanced scorecard perspectives between groups of **Manager's scientific specialization** variable (Business Administration, Accounting, Banking & Finance, Economics, Business and finance, Engineering, other specify).

4.13.4.1 Fundamentals of strategic planning are Mission, Vision, goals, and objectives, Strategy, Organizational structure.

The results showed that there are not significant differences of applying Fundamentals of strategic planning criteria according to Manager's scientific specialization. This is obvious in the table below (4.40).

Table (4.40): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of the strategic planning criteria according to Manager's specialization.

Criteria		Sum Squares	df	Mean Square	F	Sig.
Mission	Between Groups	8.528	6	1.421	1.265	.279
	Within Groups	137.090	122	1.124		
	Total	145.618	128			
Vision	Between Groups	7.769	6	1.295	1.132	.348
	Within Groups	139.530	122	1.144		
	Total	147.299	128			
Goals and objectives	Between Groups	7.848	6	1.308	1.725	.121
	Within Groups	92.524	122	.758		
	Total	100.372	128			
Strategy	Between Groups	5.968	6	.995	1.040	.403
	Within Groups	116.631	122	.956		
	Total	122.599	128			
Organizational Structure	Between Groups	7.818	6	1.303	1.752	.115
	Within Groups	90.710	122	.744		
	Total	98.528	128			

Table (4.41): Means and Standard Deviations of applying Fundamentals of the strategic planning criteria according to Manager's Specialization.

Criteria		N	Mean	Std. Deviation
Mission	Business Administration	27	3.0123	.86963
	Accounting	42	3.1111	1.17717
	Banking & Finance	23	3.1304	1.07186
	Economics	10	2.4667	1.09093
	Business & Finance	5	2.6000	1.14018
	Engineering	6	3.3889	1.20031
	Other specify	16	3.5000	.90267

	Total	129	3.0853	1.06660
Vision	Business Administration	27	2.9012	.88586
	Accounting	42	2.9286	1.15126
	Banking & Finance	23	3.1159	1.18751
	Economics	10	2.3000	1.02379
	Business & Finance	5	2.8000	1.36626
	Engineering	6	3.3333	1.28236
	Other specify	16	3.2917	.75890
	Total	129	2.9664	1.07274
Goals and objectives	Business Administration	27	3.1667	1.07417
	Accounting	42	3.4762	.93673
	Banking & Finance	23	3.5217	.79026
	Economics	10	3.1500	.57975
	Business & Finance	5	2.9000	.22361
	Engineering	6	3.6667	.51640
	Other specify	16	3.8750	.74162
	Total	129	3.4302	.88553
Strategy	Business Administration	27	2.7963	1.06074
	Accounting	42	2.9643	.91494
	Banking & Finance	23	3.0435	.97600
	Economics	10	2.5500	1.06589
	Business & Finance	5	2.6500	.78262
	Engineering	6	3.2083	1.42668
	Other specify	16	3.3594	.78512
	Total	129	2.9593	.97867
Organizational structure	Business Administration	27	2.7989	.82186
	Accounting	42	2.7619	.87761
	Banking & Finance	23	2.6832	.97078
	Economics	10	2.5143	.93847
	Business & Finance	5	2.2571	.44493
	Engineering	6	3.1667	1.03181
	Other specify	16	3.3214	.67310
	Total	129	2.8051	.87735

4.13.4.2 Perspectives of Balance Scorecard Model on the Palestinians Listed Companies: Financial, Customer, Internal Business process, Innovation-learning & growth, Risk management and Social environmental perspective.

The results showed that there are not significant differences of applying Perspectives of Balance scorecard model in Palestinians public shareholding organization's criteria according to Manager's specialization. This is clear in the table below (4.42).

Table (4.42): Results of ANOVA (One Way Analysis of Variance) of applying Perspectives of the balance score card model criteria according to Manager's specialization.

Perspective		Sum of Squares	Df	Mean Square	F	Sig.
Financial	Between Groups	1.491	6	.249	.878	.514
	Within Groups	34.555	122	.283		
	Total	36.046	128			
Customer	Between Groups	1.641	6	.274	.696	.653
	Within Groups	47.912	122	.393		
	Total	49.553	128			
Internal Business Process	Between Groups	4.357	6	.726	1.419	.213
	Within Groups	62.444	122	.512		
	Total	66.801	128			
Innovation, Learning and growth	Between Groups	1.069	6	.178	.447	.846
	Within Groups	48.233	121	.399		
	Total	49.301	127			
Risk Management	Between Groups	.986	6	.164	.551	.769
	Within Groups	36.411	122	.298		
	Total	37.397	128			
Social environmental	Between Groups	8.345	6	1.391	1.907	.085
	Within Groups	88.971	122	.729		
	Total	97.316	128			

Table (4.43): Results of ANOVA (One Way Analysis of Variance) of applying Perspectives of the balance score card model criteria according to Manager's specialization.

Perspective		N	Mean	Std. Deviation
Financial	Business Administration	27	3.9352	.38036
	Accounting	42	3.7054	.61226
	Banking & Finance	23	3.8940	.46138
	Economics	10	3.8125	.34985
	Business & Finance	5	4.0250	.28160
	Engineering	6	3.7500	1.02850
	Other specify	16	3.9492	.51852
	Total	129	3.8401	.53067
Customer	Business Administration	27	3.8783	.58929
	Accounting	42	3.6514	.73051
	Banking & Finance	23	3.7516	.46634
	Economics	10	3.8286	.59685

	Business & Finance	5	3.7286	.40216
	Engineering	6	3.5714	.65621
	Other specify	16	3.9375	.64358
	Total	129	3.7652	.62220
Internal Business process	Business Administration	27	3.4583	.67181
	Accounting	42	3.1726	.76407
	Banking & Finance	23	3.3342	.74635
	Economics	10	3.2875	.68160
	Business & Finance	5	3.2250	.54414
	Engineering	6	3.6042	.70341
	Other specify	16	3.7227	.66731
	Total	129	3.3605	.72241
Innovation, Learning and growth	Business Administration	27	3.4276	.53831
	Accounting	42	3.5649	.70890
	Banking & Finance	23	3.6403	.62051
	Economics	9	3.4848	.68182
	Business & Finance	5	3.4545	.50206
	Engineering	6	3.5909	.63441
	Other specify	16	3.7045	.57063
	Total	128	3.5582	.62306
Risk Management	Business Administration	27	3.9596	.34232
	Accounting	42	3.9221	.58109
	Banking & Finance	23	3.9684	.58378
	Economics	10	4.1091	.65807
	Business & Finance	5	4.2909	.21704
	Engineering	6	3.8030	.88964
	Other specify	16	3.9375	.51503
	Total	129	3.9634	.54052
Social environmental	Business Administration	27	3.3386	.79158
	Accounting	42	3.0782	.92054
	Banking & Finance	23	3.2981	.88997
	Economics	10	3.1286	.93423
	Business & Finance	5	3.1143	.91138
	Engineering	6	3.6667	.95047
	Other specify	16	3.8571	.56665
	Total	129	3.3012	.87194

4.13.4.3 The challenges hinder the application of the balanced scorecard model in the Palestinians Listed Companies.

The results showed that there are not significant differences of the challenges that hinder the application of the balanced scorecard model in Palestinians Listed Companies according to manager's specialization. This is shown in the table below (4.44).

Table (4.44): Results of ANOVA (One Way Analysis of Variance) of the challenges hinder the application of the balanced scorecard model according to Manager's specialization.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.636	6	.439	.507	.802
Within Groups	105.783	122	.867		
Total	108.419	128			

Table (4.45): Means and Standard Deviations of challenges hinder the application of the balanced scorecard model according to Manager's specialization.

Specialization	N	Mean	Std. Deviation
Business Administration	27	3.5463	.84719
Accounting	42	3.6756	.99429
Banking & Finance	23	3.7337	.95666
Economics	10	3.6500	1.04217
Business & Finance	5	4.0750	.18957
Engineering	6	3.5833	1.16100
Other specify	16	3.3672	.80812
Total	129	3.6298	.92034

According to the previous result, a null hypothesis is rejected and the alternative is accepted because there is a no significant difference in the level of applying Balance scorecard (Fundamentals, perspective and challenges) according to Manager's specialization of Palestinian listed companies.

4.14 Analysis a Regression:

Simple Linear Regression was conducted to check the association between the levels of applying business scorecard in Palestinian listed companies.

The results show that the model is fitted at 95% confidence interval. Moreover, there is a significant relationship between the level of applying business scorecard and (Geographic Area, companies' size). This is clear in table no.50.

The **R square** is about 0.173(17.3%), this means that the risk factors (company's city, companies' size, Sector) explain 0.173 from the variation of the level of applying business score card. This is clear in the table below (4.46).

Table (4.46): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.154	.47726
a. Predictors: (Constant), company size, company city, Sector of respondents works				

Table (4.47): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.012	3	2.004	8.799	.000 ^b
	Residual	28.700	126	.228		
	Total	34.712	129			

The Regression Line that is obtained for predicting the total level of applying business scorecard from company' size and company's Geographic Areas given by:

$$\text{The Level of applying business score card} = 2.49 + .128\text{city} + .147 \text{ company's size}$$

- Explanation:

If the Geographic Area changed, the level of applying business scorecard will increase by .128, also if the company's size changed the level of applying business scorecard will increase by .147. This is clear in the table below (4.52).

Table (4.48): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.493	.181		13.807	.000
	Sector of respondents works	.055	.030	.169	1.851	.066
	company city	.128	.035	.333	3.671	.000
	company size	.147	.039	.314	3.797	.000

Chapter Five

Conclusion and Recommendation

5.1 Study Result

- 1- Palestinian listed companies have and apply Fundamentals of strategic performance evaluation criteria (Mission, Vision, strategy, goals objective and organizational structures) in a moderate way.
- 2- Palestinian listed companies use and apply a financial objective, measures, and indicators for evaluation a strategic performance in a high way and the most important objective used by a company is Return on Investment (ROI), Return on Assets (ROA) and (Net profit margin).
- 3- Palestinian listed companies use and apply a customer objective, measures and indicators for evaluation of a strategic performance in a high way especially customer satisfaction, customer acquisition, and customer retention.
- 4- Palestinian listed companies use and apply an internal business process objective, measures, and indicators for evaluation a strategic performance in a moderate way while the most important index uses by a company are (identify or make a market) and (Profitability by product or service) index.
- 5- Palestinian listed companies use and apply an innovation, Learning and growth objective, measures and indicators for evaluation a strategic performance in a high way, especially using of Improved employee capabilities, (Employee Satisfaction) and (Number of a training course for employees).

- 6- Palestinian listed companies use and apply a Risk objective, measures, and indicators for evaluation a strategic performance in a high way like deals with each type of risk in a different way for each type and identified each type of risks like Operational risk and financial risk.
- 7- Palestinian listed companies use and apply a Social Environment objective, measures, and indicators for evaluation a strategic performance in a moderate way like working on offers a range of cultural and social services projects to support the local community, participate in national and religious festivals and works on support charities.
- 8- Palestinian listed companies face some obstacles like lack of practical experience in applying BSC, the Company's strategy, Restrictions on the internal information system, Staff resistance and ridicule and dominant culture abandon them from applying the balanced scorecard.
- 9- A study reaches that, there is a significant difference in the level of applying Balance scorecard according to the Geographic Area of Palestinian listed companies in (Fundamentals like Bethlehem and Ramallah and Bethlehem Tulkarm) perspective like Tulkarm -Hebron and Tulkarm- Ramallah) and (challenges like Ramallah- Bethlehem, Nabulus- Bethlehem, Tulkarm- Bethlehem).
- 10- A study reaches that, there is a significant difference in the level of applying Balance scorecard according to the size of Palestinian listed companies in (Fundamentals like More than 150 workers-Less than 50 workers, More than 150 workers-Less than 50 workers) (perspective like Financial -Less than 50 workers-More than 150 workers)
- 11- A study reaches that, there is a significant difference in the level of applying Balance scorecard according to sectors of Palestinian listed companies on (perspective like the difference in Internal business process between Industrial Service, Industrial – Insurance) and (challenges like Industrial- Insurance, Service-Insurance).

- 12- A study shows that there is a no significant difference in the level of applying Balance scorecard (Fundamentals, perspective, and challenges) according to Manager's specialization of Palestinian listed companies.
- 13- A study concludes that a number of a company's s apply a Balance Scorecard perspective because they restrict to low, they enforce them to using such these criteria like banking and financial service sector.
- 14- A study shows that a number of a companies do not apply BSC Model because is needed a money to apply it is in companies s and the top management not put this money.
- 15- A study reaches that number of companies s apply a perspective of Balance scorecard in general without knowing that these criteria are a BSC Model.
- 16- A study concludes that a number of the companies in the insurance sector applying governance criteria, not the BSC model in the evaluation.

5.2 Recommendation

- 1- A study recommends companies to prepare separate strategic planning fundamentals for applying the BSC model.
- 2- The need for formulating a law, which obliges companies to apply Balance scorecard model.
- 3- The need for conducting training courses for companies about BSC and how it can be used.
- 4- The necessity of Palestine Security Exchange to work on using Balance scorecard, and force all companies listed in PEX for disclosure the result of applying BSC for strategic performance evaluation.
- 5- Compliance department is recommended to be aware of the use of BSC and its implementation in the company. Companies, which do not have compliance department, internal audit department, can do this job.

- 6- The need of including Balance scorecard topic in teaching, especially in accounting and finance, otherwise provide a training course in such topic.

5.3 Future research

1. The effect of using one perspective of the BSC model in companies in improving strategic performance.
2. Works on the study and prepare a model to be used in each sector to apply a Balance scorecard model.
3. Conducting a study on the effect of applying the BSC Model on increasing market value for companies is listed on the Palestine exchange market.
4. Preparing a SWOT analysis as a basis for strategic planning.
5. Works on the study the relationship between governance and strategic planning.

5.4 Limitation of research

Through any Survey research process, a researcher may face a variety of obstacles and limitation prevent them from getting a valuable information through using a questionnaire as a survey tool, which may seem obvious in distribution a questionnaire and return it back. Which leads to biased, nonresponse and inaccuracy, while all that affect the study findings.

In addition, these limitations and obstacles are:

1. Some of the companies refused to fill the questionnaire and holding interviews.
2. Left number of questions unanswered.
3. A delay, lengthening and taking a long time to fill a questionnaire some took 3 weeks.
4. Lost follow-up of questionnaires and miss many copies of questionnaires in companies.
5. Lack a contact and communication with the researcher.
6. Change companies address and the way to contact us without update it on their website.
7. The Geographic distance between cities and check point by Israel.

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Appendix

Appendix No.1



Arab American University

Faculty of Graduate Studies

Faculty of

Strategic Planning & Fundraising Master Program

Questionnaires

Dear sirs / after compliment

The researcher is conducting a study titled **“The extent of using Balance scorecard perspectives to Evaluation Of a strategic performance”**

“Case Study of Senior and middle managers of Palestinian Listed Companies in Exchange Market”

To complete the requirements of obtaining master's degree in strategic planning and fundraising program from Faculty of Graduate Studies of the Arab American University.

The researcher hopes to find cooperation in answer the questions of questionnaire. Providing your answers accurately and objectively contributes to the achievement of objectives of the study. The data will be treated with complete confidentiality and statistical programs and will only be used for research purposes.

The data collected will be treated with strict confidentiality and statistical programs also, will only be used for scientific research purposes only.

Thank you for your cooperation

Researcher

Rumouz Rafe Abu Markhiya

Supervisor

Dr. / Hisham Jabr

Section one: General Information
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
Age: <input type="checkbox"/> 20 - less than 30 Years <input type="checkbox"/> In 30-less than 40 years <input type="checkbox"/> 40-less than 50 years <input type="checkbox"/> 50 and more
Academic Qualification: <input type="checkbox"/> Diploma or less <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> PHD
Scientific specialization: <input type="checkbox"/> Business Administration <input type="checkbox"/> Accounting <input type="checkbox"/> Banking & Finance <input type="checkbox"/> Economics <input type="checkbox"/> Business & Finance <input type="checkbox"/> Engineering <input type="checkbox"/> Other specify
Positions: <input type="checkbox"/> Chairman of board director <input type="checkbox"/> General manager <input type="checkbox"/> Executive Manager <input type="checkbox"/> Head of Department <input type="checkbox"/> Finance Manager
Experience Years: <input type="checkbox"/> 1-less than 5 Years <input type="checkbox"/> 5-less than 10 Years <input type="checkbox"/> 10-less than 15 Years <input type="checkbox"/> 15 and more
Sector: <input type="checkbox"/> Industrial <input type="checkbox"/> Service <input type="checkbox"/> Insurance <input type="checkbox"/> Investment <input type="checkbox"/> Banking & Financial Service.
Company size: <input type="checkbox"/> Less than 50 workers <input type="checkbox"/> From 51 to 100 workers <input type="checkbox"/> From 101 to 150 workers <input type="checkbox"/> More than 150 workers
City: Hebron <input type="checkbox"/> Ramallah <input type="checkbox"/> Nablus <input type="checkbox"/> Tulkarm <input type="checkbox"/> Bethlehem <input type="checkbox"/> Al-Eizariya

Note: Please tick (X) in front of the appropriate answers according to your point of view.

Section two: The fundamentals of strategic planning as the basis for implementation of Balanced scorecard model in public shareholding companies listed on the Palestine Stock Exchange.						
First: Mission						
#		Always	Frequently	Sometimes	Scarcely	Very rarely
1-	The company prepare a mission about BSC model.					
2-	The company Mission clearly generalized BSC Model to all organization's stakeholders.					
3-	The company applying their BSC mission in work they are doing.					
Second: Vision						
1-	The company prepare a vision about BSC model.					
2-	The company vision clearly generalized BSC Model to all organization's stakeholders.					

3-	The company applying their BSC vision in work they are doing.					
Third: Goals & Objective						
1-	The company have clear and specific objective related to BCS model.					
2-	The company using adequate performance measure for achieving their objectives.					
Forth: Strategy						
1-	The company Prepare a strategy to use BSC.					
2-	Strategy of BSC is clearly generalized to all organization's stakeholders.					
3-	The employees have understood of BSC strategies.					
4-	BSC Strategy of is consistent with company unit's objectives.					
Fifth: Organizational Structure						
a-	The company have an organizational structure consistent with BSC perspectives.					
b-	The company edit their organizational structure as appropriate with BSC perspectives.					
c-	There is integration and harmony between organizational structure and BSC.					
d-	BSC requires an organizational structure support team works.					
e-	The organizational structure of BSC reduce administrative layers.					
f-	organizational structure of company is fast response to environmental requirements					
G-	BSC requires an organizational structure they facilitate communication with Stakeholder.					

Section three: Perspectives of Balance score card model in Palestinians Public shareholder's organizations.
First: Financial Perspective

A financial perspective: is a perspective focus on prepare internal and external standards to determine the extent of strategy and their applications in achieving financial improvements. It describes the company's financial performance and goes with results using in achieving financial objectives such as maximizing its revenues and using assets effectively.

#		Always	Frequently	Sometimes	Scarcely	Very really
1-	The company uses Return on Investment (ROI) indictor to maximize its revenue growth.					
2-	The company uses the Return on Assets (ROA) indictor to maximize its revenue growth.					
3-	The company uses (Net profit margin) indictor to maximizing revenue growth.					
4-	The company uses (Operating margin) index to maximizing revenue growth.					
5-	The company uses Return on Equity (ROE) index to maximizing revenue growth.					
6-	The company uses (Operating expense margin) index to maximizing revenue growth.					
7-	The company uses increase sales indictor to maximizing revenue growth.					
8-	The company relies on using (Sales Turnover) indictor to maximizing revenue growth.					
9-	The company relies on using (Inventory Turnover) indictor to effective assets utilization.					
10-	The company relies on using (Cash-flow cycle) indictor to effective assets utilization.					
11-	The company relies on using (Return on capital employed) indictor to effective assets utilization.					
12-	The company relies on using (Earnings per share) indictor to effective assets utilization.					
13-	The company relies on using (Unit cost reduction) indictor to achieve objective of effective cost management.					

14	The company uses (Rate of working hours per unit) index to reduction cost goal of effective cost management.					
15-	The company relies (Indirect cost per unit) index to reduction cost goal of effective cost management.					
16-	The company relies on using (Revenue per employee) indictor to effective cost management.					
<i>Second: Customer Perspective.</i>						
A customer perspective: is a perspective focus on prepare external standards to determine future and current position from customer & supplier It describes the company performance in dealing with customer interest such as time, quality, performance and cost.						
1-	The company seeking to attainment market share growth as one of the objectives of the customer perspective of BSC.					
1.1	The company uses (Sales rate to aggregate demand rate) indictor to attainment market share growth.					
1.2	The company uses (Percentage of sales of the company for a certain period to the same industry sales) index to attainment market share growth.					
2-	The company seeking to attainment Customer retention as one of the objectives of the customer perspective of BSC					
2.1	The company uses (Number of defections) indictor to attainment customer retention.					
2.2	The company uses (Increase of sales to current customers) indictor to attainment customer retention.					
3-	The company seeking to attainment Customer Acquisitions as one of the objectives of the customer perspective of BSC.					
3.1	Company uses (Number of new customer) indictor to attainment customer Acquisitions.					

3.2	Company uses (Ratio of sales inquiries) indicator to attainment customer Acquisitions.					
4-	The company seeking to achieving Customer Satisfaction as one of the objectives of the customer perspective of BSC.					
4.1	The company uses (Number of complaints) indicator to achieve Customer Satisfaction.					
4.2	The company uses (Number of customers that indicate their satisfaction) indicator to achieve Customer Satisfaction.					
5-	The company seeking to attainment Customer Profitability as one of the objectives of the customer perspective of BSC.					
5.1	Company uses (Total cost per customer) indicator to attainment Customer Profitability.					

Third: Internal Business Process Perspective

An Internal Business Process perspective: is a perspective focus on prepare standards describe the internal business procedures, as it relates to all company activities and internal procedures that distinguish them from other companies.

1-	The company seeking to identify or make market as one of objectives of internal business process of BSC.					
1.1	Company uses (Profitability by product or service) index to identify or make market.					
1.2	Company uses (% of revenue from new customers) indicator to identify or make market.					
2-	The company seeking to Re-Design in Rapid way as one of objectives of internal business process of BSC.					
2.1	Company uses (Time to Market) indicator to make Rapid Re- Design.					
2.2	Company uses (Break even time) (the amount of time needed for the discounted cash flows of an investment to equal the initial cost of the investment) indicator to make Rapid Re-Design.					
3-	The company seeking to production in efficient way as one of objectives of internal business process of BSC.					

3.1	Company uses (Process time) index to Production in Efficient way.					
3.2	Company uses (Number of Defects) index to Production in Efficient way.					
3.3	Company uses (Employee Productivity) index to Production in Efficient way.					
3.4	Company uses (Hourly Production rate) index to Production in Efficient way.					
4-	The company seeking to do Efficient Delivery as one of objectives of internal business process of BSC.					
4.1	Company uses (% of Defects) indicator to success in Efficient Delivery.					
4.2	Company uses (% of Delivery on time) indicator to success in Efficient Delivery.					
5-	The company seeking to provide After Sales Service as one of objectives of internal business process of BSC.					
5.1	Company uses (Number of reorder) indicator to provide After Sales Service.					

Forth: Innovation, Learning & Growth Perspective

Innovation, Learning & Growth Perspective: is a perspective focus on prepare some internal and external standers related to foundations adopted by the company in its works, in order to achieve their objectives in short and long term, as it relates to the development of company infrastructure and development of human capabilities through a series of activities.

1-	The company looking for Improved employee capabilities as one of the objectives of Innovation, Learning & Growth perspective of BSC.					
1.1	Company uses (Employee Satisfaction) index to Improved employee capabilities.					
1.2	Company uses (Number of training course for employees) index to Improved employee capabilities.					
1.3	Company uses (Attend internal and external workshops) index to Improved employee capabilities.					

1.4	Company uses (Staff Rotation) index to Improved employee capabilities.					
2-	The company obtaining Effective use of information technology as one of the objectives of Innovation, Learning & Growth of BSC.					
2.1	Company uses Return on Data) index to Effective use of information technology.					
2.2	Company uses (Extent and validity of information flow between companies/departments) index to Effective use of information technology.					
3-	The company seeking to Increase motivation, Empowerment and Alignment as one of the objectives of Innovation, Learning & Growth of BSC.					
3.1	Company uses (Suggestion revised and implemented) index to Increase motivation, Empowerment and Alignment.					
3.2	Company uses (Suggestion received) index to Increase motivation, Empowerment and Alignment.					

Fifth: Risk Management Perspective

Risk perspective: is a perspective focus on development internal and external standards related to risks may be exposed company during conduct various activities, which may affect their performance and impede the achievement of its objectives, also determines how dealing with different types of risks.

1-	Company is exposed several types of risks that hinder application of BSC.					
2-	Company deals with each type of risk in different way for each type.					
3-	Operational risk is one of most serious risks faces company's					
4-	Financial risk is most serious risk to the company.					
5-	Strategic risks are one of most serious risks face companies.					

6-	Reputation risk is one of most serious risks faces companies.					
7-	Company follows a specific mechanism to deal with risks emanating from their section.					
8-	Company follows a specific risk management model.					
9-	Company requires clarification of risk aspects and development of business scenarios when presented idea					
10-	Company have a specific well-known entity to deal and monitor the risks of applying a balanced performance card.					
11-	Company has a specific informed entity to evaluate the risks of applying the Balanced Scorecard.					

Sixth: Social Environmental Perspective

Social Environmental Perspective: is a perspective focus on development internal and external standards related to the foundations adopted by the company in dealing with the external environment in order to strengthen the links between company and surrounding environment of customers and beneficiaries.

1-	Company creating range of entertainment facilities to strengthen its relationship with surrounding environment.					
2-	Company sponsors sport activities as a kind of networking with the local environment.					
3-	Company is working to implement the highest standards of safety and health to avoid risks of pollution.					
4-	Company offers a range of cultural and social services projects to support local community.					
5-	Company works on preservation environment by afforestation existing area.					
6-	Company aware of their need to participate in national and religious festivals as one of the ways to deal with the external environment.					
7-	Company works on support charities in achieving their goals as one way of social responsibility.					

Section Four: The Challenges hinder application of Balance scorecard model in Palestinians Public shareholder's organizations

#		Always	Frequently	Sometimes	Scarcely	Very really
1-	Company's message is one of obstacles of applying the BSC.					
2-	Internal system of the company is one of most important obstacles that prevent the application BSC					
3-	lack of practical experience in applying BSC.					
4-	Company's strategy is one of barriers in applying BSC.					
5-	Organizational structure is one of most important impediments in applying BSC.					
6-	The dominant culture in the company plays a major role in preventing the application BSC.					
7-	Restrictions on the internal information system prevent the application of BSC.					
8-	Staff resistance and ridicule around the idea of applying BSC.					

Appendix No.2



الجامعة العربية الأمريكية

كلية الدراسات العليا

برنامج التخطيط الاستراتيجي وتجنيد الاموال

استبانة

السيدة/..... المحترم/ة

تحية طيبة وبعد،

تقوم الباحثة بدراسة بعنوان "مدى استخدام محاور بطاقة الاداء المتوازن في تقييم الاداء الاستراتيجي"

دراسة لمدرء الإدارة العليا والوسطى لشركات المساهمة العامة المدرجة في بورصة فلسطين

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في برنامج التخطيط الاستراتيجي وتجنيد الاموال، من كلية

الدراسات العليا في الجامعة العربية الأمريكية

وتأمل الباحثة تعاونكم في الاجابة على الاسئلة الواردة في الاستبانة، حيث أن تقديم اجاباتكم بدقة وموضوعية يساهم في تحقيق

اهداف الدراسة، علماً بأن البيانات التي ستدلون بها سوف يتم التعامل معها بسرية تامة وضمن برامج إحصائية ولن تستخدم

إلا لأغراض البحث العلمي فقط

.... شاكرين لكم حسن تعاونكم

الباحثة

رموز رافع ابو مرخية

المشرف د. هشام جبر

القسم الاول: معلومات عامة	
يرجى وضع علامة (x) امام الإجابة المناسبة لكل من العبارات التالية:	
الجنس: () ذكر () انثى	
العمر: () ٢٠- أقل من ٣٠ سنة () ٣١- أقل من ٤٠ سنة () ٤١- أقل من ٥٠ سنة () ٥١ فأكثر	
المؤهل العلمي: () دبلوم () بكالوريوس () ماجستير () دكتوراه فأكثر	
التخصص العلمي: () إدارة اعمال () محاسبة () علوم مالية ومصرفية () اقتصاد () إدارة وتمويل () هندسة () أخرى (حدد).....	
المسمى الوظيفي: () مدير مجلس الإدارة () مدير عام () مدير تنفيذي () مدير دائرة () مدير مالي	
سنوات الخبرة: () ١- أقل من ٥ سنوات () ٥ - أقل من ١٠ سنوات () ١٠- أقل من ١٥ سنة () ١٥ فأكثر	
القطاع: () الصناعة () الخدمات () التأمين () الاستثمار () البنوك والخدمات المالية	
حجم الشركة: () أقل من 50 عامل () من 51 - 100 عامل () من 101 - 150 عامل () أكثر من 150 عامل	
المدينة: الخليل () رام الله () نابلس () طولكرم () بيت لحم () العيزرية ()	

القسم الثاني: اساسيات التخطيط الاستراتيجي كونها اساساً لتطبيق نموذج بطاقة الأداء المتوازن لدى شركات المساهمة العامة المدرجة في بورصة فلسطين					
أولاً: الرسالة (Mission)					
١-	تقوم الشركة بإعداد رسالة (Mission) حول بطاقة الأداء المتوازن.				
٢-	رسالة الشركة تعمم نموذج بطاقة الأداء المتوازن لجميع ذوي العلاقة في الشركة (Stakeholder)				
٣-	تطبق الشركة رسالتها المتعلقة بنموذج بطاقة الأداء المتوازن (Mission) في الاعمال التي تمارسها.				
ثانياً: الرؤية (Vision)					
١-	تقوم الشركة بإعداد رؤية (Vision) حول بطاقة الأداء المتوازن.				
٢-	رؤية الشركة تعمم نموذج بطاقة الأداء المتوازن لجميع ذوي العلاقة في الشركة (Stakeholder)				
٣-	تطبق الشركة رؤيتها المتعلقة بنموذج بطاقة الأداء المتوازن (Vision) في الاعمال التي تمارسها.				
ثالثاً: الأهداف (Goals & Objectives)					
١-	تقوم الشركة بإعداد أهداف واضحة ومحددة متعلقة ببطاقة الأداء المتوازن.				
٢-	تستخدم الشركة مقاييس أداء مناسبة لتحقيق الأهداف المحددة				
رابعاً: الاستراتيجية (Strategy)					
١-	تقوم الشركة بإعداد استراتيجية (Strategy) لاستخدام بطاقة الأداء المتوازن.				

٢-	استراتيجية بطاقة الأداء المتوازن معممة بشكل واضح لجميع المستفيدين (Stakeholder).				
٣-	موظفي الشركة لديهم فهم واضح لاستراتيجية بطاقة الأداء المتوازن.				
٤-	استراتيجية بطاقة الأداء المتوازن تتوافق مع أهداف الوحدات التنظيمية في الشركة.				
خامساً: الهيكل التنظيمي (CompaniesStructure)					
أ-	لدى الشركة هيكل تنظيمي يتناسب مع محاور بطاقة الأداء المتوازن.				
ب-	تقوم الشركة بتعديل الهيكل التنظيمي بما يتناسب مع محاور بطاقة الأداء المتوازن.				
ت-	هنالك تكامل وتجانس ما بين الهيكل التنظيمي وبطاقة الأداء المتوازن.				
ث-	الهيكل التنظيمي لبطاقة الأداء المتوازن يقلل من الطبقات الموجودة (المستويات الإدارية).				
ج-	بطاقة الأداء المتوازن تتطلب وجود هيكل تنظيمي يدعم فرق العمل.				
ح-	الهيكل التنظيمي لبطاقة الأداء المتوازن سريع الاستجابة للمتطلبات البيئية.				
خ-	بطاقة الأداء المتوازن تتطلب وجود هيكل تنظيمي يسهل التواصل مع المستفيدين (Stakeholder).				

القسم الثالث: محاور بطاقة الأداء المتوازن لدى شركات المساهمة العامة المدرجة في بورصة فلسطين					
المحور الأول: المحور المالي (Financial Perspective)					
المحور المالي هو المحور الذي يعنى بوضع المقاييس الداخلية والخارجية لتحديد مدى مساهمة الاستراتيجية وتطبيقاتها في تحقيق التحسينات المالية، حيث يعمل على وصف أداء الشركة من الناحية المالية حيث تخرج بنتائج تستخدم في تحقيق الأهداف المالية كتعظيم إيراداتها واستخدام الأصول بشكل فعال.					
		نادراً جداً	نادراً	أحياناً	غالباً
١-	تستخدم الشركة مقياس معدل العائد على الاستثمار (on Investment Return) من أجل تعظيم الإيرادات لديها.				
٢-	تستخدم الشركة مقياس معدل العائد على الأصول (Return on Assets) من أجل تعظيم الإيرادات لديها.				
٣-	تستخدم الشركة مقياس هامش الربح (Net profit margin) من أجل تعظيم الإيرادات.				
٤-	تستخدم الشركة مقياس هامش التشغيل (Operation margin) من أجل تعظيم الإيرادات.				
٥-	تستخدم الشركة مؤشر معدل العائد على المستفيدين (Return on Equity) من أجل تعظيم الإيرادات لديها.				
٦-	تعتمد الشركة استخدام مقياس هامش النفقات التشغيلية (Operating expenses margin) من أجل تحقيق الهدف المتعلق بتعظيم ونمو الإيرادات.				
٧-	تعتمد الشركة استخدام مقياس زيادة المبيعات (Increase Sales) من أجل تحقيق الهدف المتعلق بتعظيم ونمو الإيرادات.				
٨-	تعتمد الشركة استخدام معدل دوران المبيعات (Sales Turnover) من أجل تحقيق الهدف المتعلق بتعظيم ونمو الإيرادات.				

					٩- تعتمد الشركة استخدام مقياس زيادة معدل دوران المخزون (Inventory Turnover) من اجل تحقيق الهدف المتعلق بإدارة واستخدام الأصول بشكل فعال.
					١٠- تعتمد الشركة استخدام مقياس الدورة النقدية (Cash-flow cycle) من اجل تحقيق الهدف المتعلق بإدارة واستخدام الأصول بشكل فعال.
					١١- تعتمد الشركة استخدام مقياس معدل العائد على راس المال العامل (Return on capital employed) من اجل تحقيق الهدف المتعلق بإدارة واستخدام الأصول بشكل فعال.
					١٢- تعتمد الشركة استخدام مقياس معدل العائد على راس المال العامل (Earnings per share) من اجل تحقيق الهدف المتعلق بإدارة واستخدام الأصول بشكل فعال.
					١٣- تعتمد الشركة استخدام مقياس تخفيض تكاليف الإنتاج (Unit cost reduction) من اجل تحقيق الهدف المتعلق بإدارة التكاليف بشكل فعال.
					١٤- تستخدم الشركة مقياس معدل ساعات العمل للوحدة (Rate of working hours per unit) من اجل تحقيق تخفيض التكاليف بشكل فعال
					١٥- تستخدم الشركة مقياس نصيب الوحدة من التكاليف غير المباشرة (Indirect cost per unit) من اجل تحقيق تخفيض التكاليف بشكل فعال
					١٦- تعتمد استخدام مقياس الإيرادات المتعلقة بكل موظف (Revenue per employee) من اجل تحقيق الهدف المتعلق بإدارة الإيرادات بشكل فعال.
المحور الثاني: المحور المتعلق بالزبائن (Customer Perspective)					
محور الزبائن: هو المحور الذي يعنى ب وضع مقاييس لمجموعة من المعايير الخارجية التي تحدد مكانة الشركة الحالية والمستقبلية من وجهة نظر الزبائن والموردين، حيث يعمل على وصف أداء الشركة في التعامل مع أربعة مجالات تهم الزبائن مثل: الوقت، النوعية، الأداء والتكلفة.					
					١- تسعى الشركة الى تحقيق الهدف المتعلق ب نمو الحصة السوقية (Market Share Growth) كإحدى اهداف بعد الزبائن في بطاقة الأداء المتوازن.
					١,١ تستخدم الشركة مقياس معدل المبيعات الى معدل الطلب الكلي (Sales rate to aggregate demand rate) من اجل تحقيق الهدف المتعلق بنمو الحصة السوقية.
					١,٢ تستخدم الشركة مقياس نسبة مبيعات الشركة لفترة زمنية معينة الى مبيعات كافة الشركات في نفس الصناعة (Percentage of sales of the company for a certain period to the same industry sales). من اجل تحقيق الهدف المتعلق بنمو الحصة السوقية.
					٢- تسعى الشركة الى تحقيق الهدف المتعلق ب المحافظة على الزبائن (Customer retention) كإحدى اهداف بعد الزبائن في بطاقة الأداء المتوازن.
					٢,١ تستخدم الشركة مقياس عدد الوحدات المنتجة بخلل ومردودة من قبل الزبائن (Number of defections) من اجل تحقيق الهدف المتعلق بالمحافظة على الزبائن.
					٢,٢ تستخدم الشركة مقياس زيادة المبيعات بالنسبة للزبائن الحاليين (Increase of sales to current customers) من اجل تحقيق الهدف المتعلق بالمحافظة على الزبائن.

٣-	تسعى الشركة الى تحقيق الهدف المتعلق ب استقطاب الزبائن (Customer Acquisitions) كإحدى اهداف بعد الزبائن في بطاقة الأداء المتوازن.				
٣,١	تستخدم الشركة مقياس عدد الزبائن الجدد المستقطبين (Number of new customers) من اجل تحقيق الهدف المتعلق باستقطاب الزبائن.				
٣,٢	تستخدم الشركة مقياس نسبة المبيعات الى عدد استفسارات الزبائن (Ratio of sales to inquiries) من اجل تحقيق الهدف المتعلق باستقطاب الزبائن.				
٤-	تسعى الشركة الى تحقيق الهدف المتعلق ب تحقيق رضا الزبائن (Customer Satisfaction) كإحدى اهداف بعد الزبائن في بطاقة الأداء المتوازن.				
٤,١	تستخدم الشركة مقياس عدد الشكاوى المقدمة من قبل الزبائن (Number of complaints) من اجل تحقيق الهدف المتعلق بتحقيق رضا الزبائن.				
٤,٢	تستخدم الشركة مقياس عدد الزبائن الذين يعبرون عن رضاهم (Number of customers that indicate their satisfaction) من اجل تحقيق الهدف المتعلق بتحقيق رضا الزبائن.				
٥-	تسعى الشركة الى تحقيق الهدف المتعلق ب ربحية الزبائن (Customer Profitability) كإحدى اهداف بعد الزبائن في بطاقة الأداء المتوازن.				
٥,١	تستخدم الشركة مقياس اجمالي التكلفة لكل زبون (Total cost per customer) من اجل تحقيق الهدف المتعلق بربحية الزبائن.				
المحور الثالث: المحور المتعلق بالعمليات الداخلية (Internal Business Process Perspective)					
محور العمليات الداخلية: هو المحور الذي يعنى ب وضع مقاييس لوصف الإجراءات الداخلية للشركة، حيث يتعلق بجميع أنشطة الشركة وفعاليتها وإجراءاتها الداخلية التي تميزها عن غيرها من الشركات.					
١-	تسعى الشركة الى تحقيق الهدف المتعلق ب تعريف السوق المتواجدة فيه (Identify or make the Market) كإحدى اهداف بعد العمليات الداخلية في بطاقة الأداء المتوازن.				
١,١	تستخدم الشركة مقياس الربحية الخاصة بكل منتج او خدمة (Product or service Profitability) من اجل تحقيق الهدف المتعلق بتعريف السوق.				
١,٢	تستخدم الشركة مقياس النسبة المئوية للإيرادات المتعلقة بالزبائن الجدد من كل قطاع (%) (of revenue from new customers) من اجل تحقيق الهدف المتعلق بتعريف السوق.				
٢-	تسعى الشركة الى تحقيق الهدف المتعلق ب سرعة وإعادة التصميم (Re- Design) كإحدى اهداف بعد العمليات الداخلية في بطاقة الأداء المتوازن.				
٢,١	تستخدم الشركة مقياس تحديد الزمن الخاص بالدخول الى السوق (Time to Market) من اجل تحقيق الهدف المتعلق بسرعة وإعادة التصميم.				
٢,٢	تستخدم الشركة مقياس تحديد زمن التعادل (Break even time) (وهو مقدار الوقت اللازم للتدفقات النقدية المخصصة لاستثمار من اجل مساواة التكلفة الأولية للاستثمار) من اجل تحقيق الهدف المتعلق بسرعة وإعادة التصميم.				
٣-	تسعى الشركة الى تحقيق الهدف المتعلق ب كفاءة الانتاج (Efficient Production) كإحدى اهداف بعد العمليات الداخلية في بطاقة الأداء المتوازن.				

					٣,١ تستخدم الشركة مقياس الفترة الزمنية الخاصة بكل عملية (Process time) من أجل تحقيق الهدف المتعلق بكفاءة الإنتاج.
					٣,٢ تستخدم الشركة مقياس عدد الوحدات المنتجة بخلل (Number of Defects) من أجل تحقيق الهدف المتعلق بكفاءة الإنتاج.
					٣,٣ تستخدم الشركة مقياس معدل الإنتاج بالساعة (Hourly production rate) من أجل تحقيق الهدف المتعلق بكفاءة الإنتاج.
					٣,٤ تستخدم الشركة مقياس إنتاجية العامل الواحد (Employee Productivity). من أجل تحقيق الهدف المتعلق بكفاءة الإنتاج.
					٤- تسعى الشركة إلى تحقيق الهدف المتعلق بكفاءة إيصال المنتجات (Efficient Delivery) كأحدى أهداف بعد العمليات الداخلية في بطاقة الأداء المتوازن.
					٤,١ تستخدم الشركة مقياس النسبة المئوية لعدد المنتجات التي تصل بشكل متضرر وبخلل (% of Defects) من أجل تحقيق الهدف المتعلق بتوصيل المنتجات بشكل كفؤ.
					٤,٢ تستخدم الشركة مقياس النسبة المئوية لعدد المرات التي يتم إيصال المنتجات فيها بالوقت المحدد ((% of Delivery on time)) من أجل تحقيق الهدف المتعلق بتوصيل المنتجات بشكل كفؤ.
					٥- تسعى الشركة إلى تحقيق الهدف المتعلق بخدمات ما بعد البيع (After Sales Service) كأحدى أهداف بعد العمليات الداخلية في بطاقة الأداء المتوازن.
					٥,١ تستخدم الشركة مقياس عدد الزبائن الذين يقومون بالطلب من الشركة مرة أخرى (Number of reorder) من أجل تحقيق الهدف المتعلق بتوفير خدمات ما بعد البيع.
المحور الرابع: المحور المتعلق بالابتداع والتعلم والنمو (Innovation, Learning & Growth Perspective)					
محور الابتداع والتعلم والنمو: هو المحور الذي يعنى ب وضع مقاييس داخلية وخارجية متعلقة ب الأسس التي تتبناها الشركة في عملها من أجل تحقيق الأهداف قصيرة وطويلة الأجل، حيث يتعلق بتطوير البنية التحتية للشركة وتطوير قدراتها البشرية من خلال اتباع مجموعة من الأنشطة.					
					١- تسعى الشركة إلى تحقيق الهدف المتعلق بتطوير مهارات وقدرات العاملين (Improved Employee capabilities) كأحدى أهداف بعد الابتداع والتعلم والنمو في بطاقة الأداء المتوازن.
					١,١ تستخدم الشركة مقياس تحقيق رضا العاملين (Employee Satisfaction) من أجل تحقيق الهدف المتعلق بتطوير مهارات وقدرات العاملين.
					١,٢ تستخدم الشركة مقياس عدد الدورات المقدمة للموظفين (Number of training course for employees) من أجل تحقيق الهدف المتعلق بتطوير مهارات وقدرات العاملين.
					١,٣ تستخدم الشركة مقياس عدد ورش العمل الداخلية والخارجية التي يحضرها الموظفون (Attend internal and external workshops) من أجل تحقيق الهدف المتعلق بتطوير مهارات وقدرات العاملين.
					١,٤ تستخدم الشركة مقياس معدل دوران الموظفين بين الأقسام (Staff Rotation) من أجل تحقيق الهدف المتعلق بتطوير مهارات وقدرات العاملين.

					٢- تسعى الشركة الى تحقيق الهدف المتعلق ب الاستخدام الكفؤ لأنظمة المعلومات في الشركة (Effective use of information technology) كإحدى اهداف بعد الابداع والتعلم والنمو في بطاقة الأداء المتوازن.
					٢,١ تستخدم الشركة مقياس رجوع الموظفين للمعلومات داخل الشركة (Return on Data) من اجل تحقيق الهدف المتعلق بالاستخدام الكفؤ لأنظمة المعلومات.
					٢,٢ تستخدم الشركة مقياس مدى سريان وتدفق المعلومات ما بين اقسام الشركة المختلفة (Extent and validity of information flow between companiesdepartments) من اجل تحقيق الهدف المتعلق بالاستخدام الكفؤ لأنظمة المعلومات.
					٣- تسعى الشركة الى تحقيق الهدف المتعلق ب زيادة تحفيز وتمكين وموامة الموظفين داخل الشركة (Increase motivation, Empowerment and Alignment) كإحدى اهداف بعد الابداع والتعلم والنمو في بطاقة الأداء المتوازن.
					٣,١ تستخدم الشركة مقياس النظر في اقتراحات الموظفين والعمل على تنفيذها (Suggestion revised and implemented) من اجل تحقيق الهدف المتعلق بزيادة تحفيز وتمكين وموامة الموظفين.
					٣,٢ تستخدم الشركة مقياس تشجيع الموظفين على تقديم الشكاوى والاقتراحات (Suggestion received) من اجل تحقيق الهدف المتعلق بزيادة تحفيز وتمكين وموامة الموظفين.
المحور الخامس: المحور المتعلق بإدارة المخاطر (Risk Management Perspective)					
محور إدارة المخاطر: هو المحور الذي يعني ب وضع مقاييس داخلية وخارجية متعلقة بالمخاطر التي قد تتعرض لها الشركة خلال قيامها بأنشطتها المختلفة، الامر الذي قد يؤثر على أداء الشركة ويعيق تحقيق أهدافها، أيضاً يحدد طريقة التعامل مع المخاطر الموجودة داخل الشركة وكيفية العمل على متابعتها من اجل تحقيق الأهداف قصيرة وطويلة الاجل.					
					١- تتعرض الشركة لعدة أنواع من المخاطر تعيق تطبيق مناظير بطاقة الأداء المتوازن.
					٢- تتعامل الشركة مع كل نوع من أنواع المخاطر التي قد تتعرض لها بالطريقة الأنسب لكل نوع.
					٣- تعتبر المخاطر التشغيلية من أكثر المخاطر التي تعيق عمل الشركة.
					٤- تعتبر المخاطر المالية من أكثر المخاطر التي تعيق عمل الشركة.
					٥- تعتبر المخاطر الاستراتيجية من أكثر المخاطر التي تعيق عمل الشركة.
					٦- تعتبر مخاطر السمعة من أكثر المخاطر التي تعيق عمل الشركة.
					٧- تتبع الشركة الية للتعامل مع المخاطر النابعة في مختلف اقسام الشركة.
					٨- تعمل الشركة على اتباع نموذج محدد لإدارة المخاطر.
					٩- تشترط الشركة توضيح جوانب المخاطرة ووضع سيناريوهات تعامل عند التقدم بأفكار جديدة من قبل موظفيها.
					١٠- يتوافر لدى الشركة جهة محددة ومعلومة للتعامل ومتابعة مخاطر تطبيق بطاقة الأداء المتوازن.
					١١- يتوافر لدى الشركة جهة محددة ومعلومة لتقييم مخاطر تطبيق بطاقة الأداء المتوازن.

المحور السادس: إدارة البيئة المجتمعية (Social Environment Management)					
محور إدارة البيئة المجتمعية: هو المحور الذي يعنى ب وضع مقاييس داخلية وخارجية متعلقة ب الأسس التي تتبناها الشركة في تعاملها مع البيئة الخارجية من أجل تعزيز وتقوية الروابط ما بين الشركة والبيئة المحيطة من زبائن ومستفيدين.					
١-					تقوم الشركة بإيجاد مجموعة من الوسائل الترفيحية من أجل تقوية علاقتها بالبيئة المحيطة.
٢-					تعمل الشركة على رعاية النشاطات الرياضية كنوع من أنواع التشبيك مع البيئة المحلية.
٣-					تعمل الشركة على تطبيق أعلى معايير السلامة والصحة وذلك من أجل تجنب مخاطر التلوث.
٤-					تقدم الشركة مجموعة من مشاريع الخدمات الثقافية والاجتماعية من أجل دعم المجتمع المحلي.
٥-					تساهم الشركة في المحافظة على البيئة من خلال العمل على تشجير المنطقة الموجودة فيها.
٦-					تعي الشركة بضرورة المشاركة بالنشاطات المتعلقة بالمهرجانات الوطنية والدينية كإحدى طرق التعامل مع البيئة الخارجية.
٧-					تعمل الشركة على دعم الجمعيات الخيرية في تحقيق أهدافها كإحدى طرق المسؤولية الاجتماعية.

الموضوع الرابع: التحديات التي تواجه بطاقة الأداء المتوازن وتعيق تطبيقها					
	نادراً جداً	نادراً	أحياناً	غالباً	دائماً
١-					تعتبر رسالة الشركة احدى موانع تطبيق بطاقة الأداء المتوازن
٢-					ان النظام الداخلي للشركة من اهم المعوقات التي تحول دون تطبيق بطاقة الأداء المتوازن.
٣-					يعتبر افتقار الموظفين للخبرة العملية في تطبيق بطاقة الأداء المتوازن احدى معوقات تطبيق بطاقة الأداء المتوازن.
٤-					استراتيجية الشركة هي احدى موانع تطبيق بطاقة الأداء المتوازن
٥-					اهم معوقات تطبيق بطاقة الأداء المتوازن هو الهيكل التنظيمي للشركة.
٦-					الثقافة السائدة في الشركة تلعب دوراً كبيراً في منع تطبيق بطاقة الأداء.
٧-					القيود المقروضة على نظام المعلومات داخل الشركة يحول دون تطبيق بطاقة الأداء المتوازن.
٨-					مقاومة العاملين والسخرية حول فكرة تطبيق بطاقة الأداء المتوازن.

Appendix No.3

The Interviews Questions

Part One (Background Questions)	
1.	What is your position and responsibility area in the Companies?
2.	How long have you worked in your current position?
3.	have you ever heard about balanced scorecard? a) Yes b) No
4.	What is your previous experience of the balanced scorecard?

Part Two (Balance Scorecard Questions)	
#	Statement
1	Does your administration use the BSC, and if so, how is it used in the administration?
2	Do companies use Balance Scorecard as a strategic tool?
3	In terms of time, effort, and disruption to the companies, was the using of Balance Scorecard is cost-effective? Why or why not?
4	How has the performance measurement been affected since the introduction of the Balance scorecard in companies?
5	Overall, to what extent did you find using of Balance Scorecard is useful? Why or why not? How could the utility be improved?
6	What actions, do you expect the companies will take in order to use Balance Scorecard?
7	Does your companies using BSC 4 perspectives or using a 6 BSC perspectives?
8	What Challenges facing your companies that hinder achieving and applying Balance scorecard?
9	In your own opinion would you recommend BSC as a strategic management evaluation tool? a) . Yes b) . No Please give details

Thank you for your participation!

Appendix No.4

List of arbitrators

#	Arbitrators	Specialization	University
1	Prof. Marwan Jalouds	Professor of HR and Business Administration.	Palestine Polytechnic University (PPU)
2	Dr. Islam Hassouneh	Assistant professor of Business Economics.	Palestine Polytechnic University (PPU)
3	Amjad Al-Natsheh	Lecture of strategic planning and strategic management.	Palestine Polytechnic University (PPU)
4	Dr. Iqbal Al Sharif	Assistant professor of Accounting.	Palestine Polytechnic University (PPU)
5	Dr. Mohammad Hassouneh	Assistant professor of Accounting.	Palestine Polytechnic University (PPU)
6	Dr. Kamel Abu Kuwiek	Assistant professor of Accounting.	Al Quds University
7	Dr. Mahmoud EL- Jafari	Assistant professor of Accounting.	Al Quds University
8	Dr. Afif Hamad	Assistant professor of Accounting.	Al Quds University

Appendix No. 5

The Interview Hold

Sector	Companies	Interviewee	Time for interview	Date of interview
Insurance Sector	AL-Takaful Insurance	Mohammad Salamh	Half Hour	14-9-2018
	Trust International Insurance	Atyaa Mousa	Half Hour	13-9-2018
Investment Sector	(SANAD)	Mohammad Makhloof	Half Hour	26-9-2018
	(JREI)	Husam AL Taher	Hour	13-9-2018
Industry Sector	AL-Shark Electrode Company	Jalal AL Herbawi	Hour	10-9-2018
	(BJP)	Alaa Jundia	Half Hour	26-9-2018
Service Sector	(RSR)	Mohammoud Nail	Half Hour	19-9-2018
	PALTEL	Asala Mousa	Half Hour	19-9-2018
Banking and Financial Service Sector	(AIB)	Waseem AL Haj	Hour	12-9-2018
	Al-Quds Bank	Wisam Salah	Hour	12-9-2018
	(PIBC)	Tariq Sawafteh	Hour	12-9-2018

الدراسة أيضاً أن شركات المساهمة العامة تواجه مجموعة من التحديات والمعوقات التي تحول دون تطبيق بطاقة الاداء المتوازن في تقييم الاداء الاستراتيجي.

ويوصي البحث العمل على: صياغة قانون يتم من خلاله اجبار الشركات على تطبيق بطاقة الاداء المتوازن في تقييم ادائها الاستراتيجي، بالإضافة الى استقطاب خبراء ومتخصصين في مجال بطاقة الاداء المتوازن من اجل تقديم دورات تدريبية لصناع القرار في الشركات حول استخدام بطاقة الاداء المتوازن وقيام بورصة فلسطين بالعمل على استخدام بطاقة الاداء المتوازن واجبار الشركات المساهمة العامة المدرجة بالبورصة على الافصاح عن اليات استخدامهم لبطاقة الاداء المتوازن.

الكلمات المفتاحية: بطاقة الاداء المتوازن، تقييم الاداء الاستراتيجي، الشركات الفلسطينية المدرجة في بورصة فلسطين، البعد المالي، بعد الزبائن، بعد الابداع والتعلم والنمو، بعد العمليات الداخلية، بعد ادارة المخاطر وبعد ادارة المسؤولية الاجتماعية.

هدف البحث للإجابة على الاسئلة البحثية المتعلقة بمدى استخدام وتطبيق محاور بطاقة الأداء المتوازن في الشركات الفلسطينية المدرجة في بورصة فلسطين، بالإضافة إلى الوقوف على جميع التحديات والمعوقات التي تحول دون تطبيق بطاقة الاداء المتوازن في الشركات الفلسطينية المدرجة، وسعى البحث الى الوقوف على ركائز وأطر بطاقة الاداء المتوازن والعمل على استخدامها كنهج جديد في تقييم الاداء الاستراتيجي.

خلاف ذلك، يهدف البحث إلى توفير توضيح تفصيلي حول مساهمة بطاقة الاداء المتوازن في تقييم الأداء الاستراتيجي من وجهة نظر الإدارة العليا والوسطى.

واعتمدت الدراسة على المنهج الوصفي التحليلي ومنهجية البحث المختلط (الكمي والنوعي) من خلال الرجوع الى العديد من الوثائق والكتب والدراسات السابقة التي تتمحور حول الموضوع، في حين تم الاعتماد على الاستبيان والمقابلات الممنهجة لجمع البيانات الرئيسية لهذه الدراسة ومن ثم تفريغ الاستبيان وتحليله باستخدام برنامج التحليل الإحصائي (SPSS).

تألف مجتمع الدراسة من جميع الشركات الفلسطينية المدرجة في البورصة، في حين تم الاعتماد على العينة التتاسبية متعددة الطبقات من أجل اختيار العينة والتي بلغت (150 مديراً)، حيث تم استرداد 131 استبيان اي ما نسبته (87.33%). حيث تم تحليل متغيرات البحث من خلال استخدام مجموعة من الاختبارات الاحصائية مثل: (Means and Frequencies، One-Way Inova test, Tukey-test and regression Analysis).

وقد توصل البحث لمجموعة من النتائج ومنها: شركات المساهمة العامة الفلسطينية تعمل على تطبيق اساسيات التخطيط الاستراتيجي لبطاقة الاداء المتوازن (الرؤية، الرسالة، الاستراتيجية، الاهداف والهيكل التنظيمي) بدرجة متوسطة، كما وبين البحث أن شركات المساهمة العامة الفلسطينية تستخدم بطاقة الأداء المتوازن في أبعادها (البعد المالي و بعد الزبائن و بعد التعلم والنمو وبعيد ادارة المخاطر) بدرجة كبيرة، بينما تستخدم بطاقة الاداء المتوازن في أبعادها (بعد العمليات الداخلية وبعيد البيئة المجتمعية) بشكل متوسط، بالإضافة الى كون البحث قد توصل الى ان هنالك اختلافات في تطبيق بطاقة الاداء المتوازن ما بين الشركات المساهمة العامة والذي يرجع الى حجم الشركات، المنطقة الجغرافية، و قطاع الشركات. وأظهرت

