

THE IMPACT OF ADOPTING THE BALANCED SCORECARD BSC MEASUREMENT SYSTEM AS AN ENHANCEMENT TOOL IN MINISTRIES: JORDAN SERVICES MINISTRIES

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ABSTRACT

This research aims to study the effect of the Balanced Scorecard BSC on its different measurements; the accounts, customers, interior processes, and learning and development, on the marketing advancement, in services; advancement, valuing, and dissemination. The concentrate likewise looks to inspect the truth of execution of this apparatus in services ministries in Jordan; the review was directed on an example of 255 representative's services ministries in Jordan. By utilizing the insightful methodology, the outcomes showed that the BSC altogether affects the customer measurement in improving marketing development in the ministries of Jordan.

The outcomes likewise showed that there is an effect on the component of learning and growth in improving innovation in the process. While the customer's measurement shows an effect in upgrading advancement in valuing in the service of the travel industry, development in conveyance is influenced by the customer's measurements.

The level of effect is influenced by the contrasts between the respondents as far as instructive level and occupation title. Considering the consequences of this review, the scientist suggests that ministries upgrade the parts of utilization of the BSC to expand their capacity to work on their exhibition.

The Concerned Ministries: Public Health, Private Hospitals, Tourism and Antiquities.

Keywords: Balanced Scorecard BSC, Enhancement, Marketing, Jordan, Services, Ministries

INTRODUCTION

Contemporary firms are mindful of variables of proceeding with advancement and development, which empower them to contend through utilizing the most up to date speculations and administrative practices. Associations should stay aware of the prerequisites of progressing change in the business climate.

BSC as a Performance estimation framework has changed a ton in contrast with the past. The estimation results are truly exactly when the correlations apply between comparative things. In the conventional exhibition estimation approach, the main objective of assessment is execution estimation while the cutting-edge approach has zeroed in on assessing development and improvement limit. BSC gives fast and exhaustive assessments to top directors (Hashem, 2010).

This study aims to perceive the effect of the BSC on marketing innovation in concerned services ministries in Jordan through the below:

- 1- Discussing the effect of the financial, customers, inside activities, and learning and development measurements of the balanced scorecard, on marketing innovation, as far as services, advancement, are pricing.
- 2- Recognizing the possibility of adopting the BSC in services ministries in Jordan.

Its component incorporates taking the association to the market and pushing for the development of a viable and adjusted set utilizing standard and execution estimates whether financial or non-financial on four measurements: the financial measurement which centers around proprietors' value freedoms, the customer measurement which centers around the level of consumer loyalty, the interior activities measurement which centers around employable execution, and the learning and development measurement which centers around learning and Innovation inside the association (Almomani et al., 2019).

The research in hand will answer the below questions:

- What is the reality of marketing creativity in services ministries in Jordan?
- What is the impact of using BSC in services ministries in Jordan?
- What is the reality of using BSC in services ministries in Jordan?

LITERATURE REVIEW

Services ministries in Jordan actually depend on conventional styles of preparation and execution evaluation without even a trace of a complete vital viewpoint. The present circumstance: presents a deterrent to ministries fostering their work to satisfy their obligations. Thus, services ministries in Jordan should accept current systems, the most significant of which is the balanced scorecard, which might add to enhancing marketing innovativeness.

Importance of the Study

This study is significant in light of the fact that it identifies with the topic of the balance scorecard, and its beneficial outcomes on various administrative and marketing activities as far as creating components for execution, follow-up, and evaluation, notwithstanding the likelihood of the presence of a positive connection between the accessibility of theory of marketing inventiveness in associations and the execution of a BSC in these associations. This implies that this review will add to featuring the job of the BSC in various tasks in Jordanian concerned ministries which assist with accomplishing marketing innovation in their projects.

Study Model

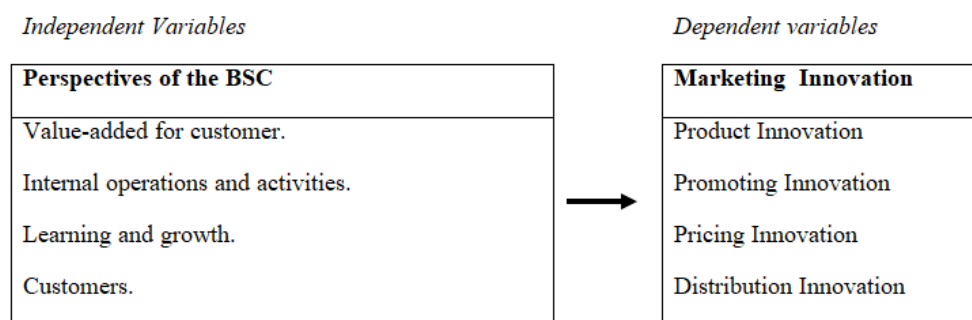


FIGURE 1
STUDY MODEL

Important Terms and Definitions

- **Balanced Scorecard BSC:** A strategic management performance measurement tool that helps firms identify and improve their internal processes and activities to help their external outcomes. It

measures past performance data and provides firm with feedback on how to take better decisions in the future.

- **Internal Processes and Activities (Inside Framework) Perspective:** concerned with the processes that create and deliver the customer value proposition. It focuses on all the activities and key processes required in order for the firm to excel at providing the value expected by the customers both productively and efficiently.
- **Financial Perspective:** it indicates whether the firm's strategy and operations add value to shareholders. For organizations that do not have shareholders, the financial perspective indicates how well the strategy and operations contribute to improving the organization's financial health.
- **Growth and Learning Perspective:** The learning and growth perspective is the foundation of any strategy and focuses on the intangible assets of firm, mainly on the internal skills and capabilities that are required to support the value-creating internal processes.
- **Marketing Innovation:** A marketing innovation is the implementation of a new marketing method/strategy that differs significantly from the previous marketing method used by the firm and that has not been previously used by the firm.
- **Customer Perspective:** measures and consider the firm's performance through the eyes of its customers, so that the firm retains a careful focus on customer needs and satisfaction.
- **Ministries:** Delivers programs and policies to support a diverse workforce, promote safe, fair and healthy workplaces and attract skilled workers. Assists municipalities in providing well-managed, collaborative, and accountable local government to the people.

BALANCED SCORECARD BSC

The BSC deciphers the undertakings and strategy of the firm into a bunch of performance strategies that address the functioning structure of strategy adoption. It can likewise be considered as an evaluation tool and key apparatus. What most recognizes this apparatus is that it doesn't zero in exclusively on estimating the financial measurement; rather it accomplishes balance through estimating four fundamental measurements in the firm: financial, customers, inside frameworks, and learning and growth, This more extensive center assists the organization with keeping away from blunder in zeroing in just on financial angles just (Alshanty et al., 2019), it has become realized that customary estimations that emphasis just on the financial perspective are inadequate into the contemporary business climate, and that consideration regarding a more extensive arrangement of estimations identified with market size, customers and specialist fulfillment can prompt more prominent understanding into the elements driving financial execution (Migdadi et al., 2017). The BSC is likewise a pragmatic system to quantify performance with two main objectives: Focus strategy on significant objectives for various divisions in the firm and implement the strategy to all pieces of the firm.

The most thorough meaning of the idea of the BSC is that of (Kaplan & Norton, 1996). Who characterized it as a coordinated framework comprising of intuitive sub-frameworks to accomplish the required objectives of the assessment process, and it is utilized to quantify execution and create systems through examining results and exercises. Furthermore, the BSC joins financial and non-financial estimations which give high level directors a far reaching and clear picture of the exhibition of their association. In this way, (Kaplan & Norton, 1996) have would in general broaden their definition, characterizing the BSC as: It is an apparatus that permits chiefs to look at their firm fundamentally by answering the following primary questions:

- How do the customers view the firm? (Customer Perspective).
- In what regions would it be best for firms to improve? (Learning and Growth Perspective).
- How do the firms look to investors? (Financial Perspective).

Obstacles in the Way of Adopting Balanced Scorecard

- Because the BSC builds clearness, responsibility, and accountability it might develop uncertainty and fear between workers.
- A significant degree of organizational responsibility and commitment is needed notwithstanding overwhelming and upheld endeavors for the full adoption and implementation (Mughrabi & Abdulhamid 2006).
- A slow speed of adoption because of difficulties in preparing and training an enormous labor force, and an absence of the essential information and data to construct the BSC, notwithstanding innovative hindrances and technological limitations.
- To make adjusted frameworks of estimation, two necessities should be available;
 - a) Performance estimation and assessment should mirror a comprehension of the reasons for accomplishment of the fundamental goals and show both execution and its aides,
 - b) Measurement and assessment frameworks should measure the main processes, those processes that will assist with accomplishing the fundamental objective.

BSC Perspectives/Viewpoints

- 1- **Customer Perspective/Viewpoints:** Organizations techniques should factor in the customers' necessities and assumptions, and this relies upon their capacity to give products and services of superior grade and sensible costs. Through the BSC point of view, supervisors can make an interpretation of their main goal identifying with customers into explicit measures to address customers' issues and inclinations (Zamil & Areiqat, 2017). Customers' interests can be controlled by time, quality, performance, service, and cost, and this viewpoint contains many measures, for example, customer satisfaction, customer retention, customer's acquisition, customer profitability.
- 2- **Internal Processes and Activities (Inside Framework) Perspective/Viewpoints:** This perspective tends to the fundamental inner processes that recognize the firm from others. The strategy involved with addressing customer needs and investors assumptions is directed through this point of view, This viewpoint centers around distinguishing the basic inward processes that should the firm dominate in them, empower the specialty units to convey the proposed an incentive for customers, and accomplish the proprietor's assumptions for acceptable financial returns (Chen, 2006). The internal process point of view additionally uncovers two principal contrasts between the conventional guidelines and the norms of BSC in adoption expectations. Where the conventional strategies just screen the current internal processes, BSC decides new processes that the association ought to embrace to meet the financial objectives of investors. The objectives of inward processes shed light on the main processes that lead to strategy achievement. The second element of the BSC approach is presenting innovation in the interior processes. Advancement firmly influences future financial performance process for the time being, nonetheless, the determination ought not to be between these two inside processes. The interior interaction viewpoint which is addressed by the BSC incorporates targets and estimations for both the long-wave Innovation and short-wave processes, and this measurement likewise incorporates accomplishing effectiveness of creation market, infiltration, and market access, and deciding the degree of assets that are utilized contrasted and planned goals.
- 3- **Financial Perspective:** This viewpoint centers on measures to assess workers and firms performance. The volume and level of income, the profit from value created from decreasing expenses and the development of deals volume of current and new items, the profit from contributed capital, and all out resources (Vega-Jurado et al., 2015).
- 4- **Growth and Learning Perspective/Viewpoint:** This point of view distinguishes the framework that the association should work to accomplish long term improvement and growth. The predominant component in this perspective is that firms can proceed to improve and make future incentive for their partners (Lendel & Varmus, 2011). In this perspective, the mentality, abilities, and capacities of laborers; the nature of data frameworks; and the effect of coordination inside firms are viewed as supporting organizational destinations. Furthermore, targets in the financial, customers and internal processes viewpoints frequently show holes between the capacities of

people and frameworks and the prerequisites for these objectives to be achieved; to overcome these holes, firms ought to put resources into the human component, improve data innovation and control organizational activities.

Adopting BSC

In order to measure and assess something is viewed as a pointer of the capacity to oversee it, for effective adoption of the balanced scorecard, two conditions are mandatory:

- Taking into account mechanical and modern technological improvements and joining them into the organization's situation to avoid any unrealistic plans.
- Pointing the relationship of circumstances and logical results by examination prior to creating long term plans.

BSC STRATEGIES

A wide scope of data whether from the inside or outside the firm is without a doubt expected to allow strategic management to take the important decisions. This data is referred to in the writing as strategic data; is data that upholds management in strategic planning and works with the most common way of recognizing goals and choosing among conceivable other options (Grimpe et al., 2017).

Customer Strategy

A data-driven approach to maximizing the financial value of customers, by combining a deep understanding of customer needs, behaviors, and value with the ability to engage specific customers in the optimal way at various touch points across the entire relationship with those customers.

Internal Processes and Activities (Inside Framework) Strategy

The quality and performance of the most important internal processes is seen as the biggest influence on the improvement of value proposition for customers. And of course, the value proposition greatly influences financial results. According to (Kaplan & Norton, 1996) the internal processes determine the success of two vital components of the company strategy:

The value proposition to the organization's customers; lowering costs and improving processes, which lead to an increase of productivity.

In this way, (Kaplan & Norton, 1996) bridged the gap between the process perspective and the customer and financial perspectives. Kaplan and Norton distinguish four clusters of internal processes. All four have to be supplied with objectives in the strategy map. They are:

- Operational processes.
- Customer management processes.
- Innovation processes.
- Regulatory and social processes.

Growth and Learning Strategy

This strategy outlines how an organization develops its workforce's capabilities, skills and competencies to remain successful. It's a key part of the overall business strategy. It also examines the different stakeholders involved in organizational learning and development.

INNOVATION

Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services. It can also be defined as a new or changed entity realizing or redistributing value. Others have different definitions; a common element in the definitions is a focus on newness, improvement, and spread of ideas or technologies.

Innovation often takes place through the development of more-effective products, processes, services, technologies, art works or business models that innovators make available to markets, governments and society. Innovation is related to, but not the same as, invention: innovation is more apt to involve the practical implementation of an invention (i.e., new/improved ability) to make a meaningful impact in a market or society, and not all innovations require a new invention.

Technical innovation often quantifies manifests itself via the creative process when the problem being solved is of a technical or scientific nature. (Alsalmi & Ali 1999).

A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing. Context, new marketing methods can be implemented for both new and existing products (Kuo et al., 2009).

Importance of Innovation

Innovation is an important entrepreneurial function for business. It is not enough for the business to provide just any economic goods and services; it must provide better and more economic ones. It may be innovation in design, in product, in marketing techniques. Thus, innovation extends through all forms of business.

Marketing Innovation Types

Changes in Product Design: it consists in a modification of form and appearance of products that does not lead to a change of their functional and practical features. This group ranks also packets changes of products such as foodstuff, beverages and cleaning materials, where packaging is the main determinant of product's appearance. An example of marketing innovation in terms of project or construction of a product is a substantial change of furniture series project that is to impart a new look and greater luster. To this type of innovation also rates introduction of bigger changes in form, turnout and taste of food or beverages, for instance, implementation of new flavors of consumer articles to win a new segment of customers. An example of market innovation in a range of packaging is a utilization of entirely new body lotion bottle that is to impart it distinction and visual appeal from the new segment's point of view.

Changes in Product: it consists mainly in the introduction of new sales channels. Sales channels here mean methods applied in order to sell products and services to customers, but not logistic methods (transport, storage, transshipment of products) because the latter are linked to enhancing effectiveness. Examples of marketing innovation in terms of products distribution are an implementation of franchising system for the first time, direct sales or exclusive retail sales and introduction of product licensing. Innovations in products distribution also include new conceptions of products exposition employment. An instance can be an implementation of

furniture sales store, where an arrangement is thematically changed. This allows the customers to see products in entirely furnished exhibitives interiors (Almomoni, 2021).

Changes in Promotion: Aims to publicize persuade and remind which all methods are used by Ministries of Services in Jordan; it also consists in using new conceptions of promoting products and services of a firm. As an example, marketing innovation is the first deployment of significantly different media or techniques, such as product placement in films or televisual auditions or utilization of famous person's image in the role of product's user (celebrity endorsement). Another example is branding - creation and implementation of entirely new brand symbol for positioning company's new product in the new market or imparting new image for a product. Launching of personalized information system can be also considered as marketing innovation. For example, information sourced from customer's loyalty cards in order to adjust the presentation of products to particular customers' needs (Alhyari et al., 2013).

Marketing innovations might concern any marketing method (project, project construction, packaging, distribution, pricing strategy, promotion) provide that it is the first application of this innovation by a company. It is important to remember that marketing innovations are not common (standard, periodic) improvements, routine alterations of goods at the request of customers and regular seasonal changes. If changes are to become marketing innovations, they have to be significant and have regular character. Under conditions of market economy, strong competition, fast-changing consumers' needs, the necessity of engaging individual customers in the process of creating innovations that are means of conveying values, marketing innovations are of great importance not only for an organization but also for its customers.

METHODOLOGY

The review was directed as a case investigation by utilizing a graphic insightful (descriptive-analytical approach). Information was gathered through the distribution of a questionnaire to an example that addressed the workers of service ministries in Jordan (Bawaneh, 2019).

Study Sample

The study population consisted of all managerial and non-managerial positions in services ministries in Jordan, 300 employees received a questionnaire. 255 questionnaires were accepted, leaving us with 85% of the study targeted population.

CONCLUSION AND RECOMMENDATIONS

Moreover, the discoveries of relapse show that the additional worth to the partners is 8.2% of the fluctuation of enhancing marketing innovation, and this demonstrates that the laborers understand the significance of the new processes that their associations have presented. These new processes add to further developing the quality given by the ministries, which will influence the diverse administrative processes in the ministries, which will, thusly, require expanding marketing innovation and development to be steady with the ministries marketing needs. Moreover, the outcomes showed a critical effect on the component of learning and growth in enhancing innovation in the advancement.

The Following are Main Results of the Study

- Education level: a bachelor's degree holder shows a critical distinction towards utilizing the BSC in the services ministries in Jordan., Analysis of change shows a critical distinction in the patterns towards marketing innovation due to contrasts in educational level and occupation title in the ministries in Jordan, where the main differences were identified (High School Degree/Tawjihi) certification contrasted and a master's degree or Ph.D.
- Differences in education level influence the patterns towards adopting BSC in the service of the ministry of tourism.

Recommendations

- Conduct more studies on the adoption of the BSC in other financial areas like banking, protection, carriers, colleges, and government bodies.
- Follow up on changes in the institutional responsibility levels of staff, making every one of the vital redresses to strategies on account of declining worker responsibility.
- Restructure the components of the BSC as far as supplanting the customer perspective with the viewpoint of focused on gatherings, creating development strategies for these groups.
- Increase attention to the dimension of workers' learning and growth in services ministries in Jordan.
- Provide incorporated guidelines that work on connecting temporary activities with long term targets that adequately upgrade performance of the balanced scorecard.
- Enhance the parts of use of the BSC in the help area, possibly enhance innovation and performance.

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