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A Balanced Scorecard Approach for Evaluating Organizational Performance of Nepal Telecom

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ABSTRACT

A balanced scorecard approach is a common performance measuring system that employs performance metrics from financial and non-financial aspects. It describes an organization's current performance status and offers foundations for future performance. The study aims to assess the organizational performance of Nepal Telecom as a case study through the balanced scorecard. It adopted a quantitative research approach and employed secondary data to quantify Nepal Telecom's performance from 2016/2017 to 2020/2021. The study's findings revealed that Nepal Telecom's overall performance scores were 75, 83, 55, 45, and 47 out of 100 for the study periods. The first two years' performance score represented exceptional performance before the COVID-19 outbreak, and the last three years' performance represented average performance throughout the COVID-19 outbreak. Such findings empower managers to make a long-term decision that benefits the organization. Future scholars may carry out similar work using primary data sources since this study primarily uses secondary data sources.

JEL Classification: L25, L84, M41

1. INTRODUCTION

Organizational performance evaluation is a method of analyzing businesses' current condition and sustainable development capability, which serves as a guide for self-reflection and the formation of future development strategies (Cui, 2020). Practitioners and scholars have recently emphasized the necessity of incorporating a greater range of non-financial measures into an organization's performance measurement system (Dahal, 2022; Kaplan &

Norton, 1992). Performance Measuring System (PMS) is an information system for assessing the performance of individuals and organizations (Zuriekat, Salameh & Alrawashdeh, 2011). It plays an essential role in companies' well-run and professional management because it enhances an organization's performance and enables it to serve its customers, owners, employees, and other stakeholders more effectively (Gupta & Sharma, 2017). In addition, it assists companies in formulating strategies and assessing the accomplishment of organizational objectives. However, conventional PMS based on financial metrics appears insufficient because of (i) relying exclusively on financial performance metrics; (ii) overlooking the elements of non-financial metrics, operations, and strategies; (iii) emphasizing historical data and focusing on short-term measures; and (iv) disordering to measure operational results and qualitative performance.

To address the critiques of the financial metrics-based PMS, scholars attempted to propose alternative conceptions incorporating non-financial metrics. With the inadequacies of financial metrics-based PMS, firms have prioritized the adoption of non-financial performance metrics. However, numerous circumstantial elements probably influence the selection of appropriate performance metrics (Chenhall, 2003). In response to the discussion over the pros and cons of contemplating non-financial or financial performance metrics and the suitable selection of the metrics, some pragmatic evidence suggested that non-financial and financial metrics are not substitutable, but rather that non-financial metrics are used as supplements to financial metrics (Zuriekat, Salameh & Alrawashdeh, 2011). A confluence of non-financial and financial-based information is required to offer a more comprehensive picture of the organization's performance (Hoque & James, 2000; Laitinen, 2002).

Since the 1980s, numerous PMSs that incorporate non-financial and financial variables have been established. The BSC (Balanced Scorecard), a common PMS recommended by Kaplan and Norton (1992), uses performance metrics like learning and growth, internal business processes, customers, financial. By integrating the several perspectives/metrics in the PMS, the BSC enables managers to comprehend the inter-relationships and trade-offs across various performance parameters, resulting in enhanced problem-solving and decision-making capabilities. Many businesses have created novel PMS to accomplish specified organizational goals. However, the non-financial measurements employed and how closely they correspond to financial indicators differ significantly across industries (Kaplan & Norton, 1996).

Today's businesses are under pressure from local and international competition, consumers' high demands for quality and dependability, stakeholders' high expectations, the use of modern technology, the evolving nature of work, shifting organizational accountabilities and needs, etc. Under these circumstances, BSC has gotten much consideration and seems to have all the answers about selecting performance metrics governed by the organization's strategic focus and external competitive environment. The BSC describes an organization's future performance as well as its ongoing performance (Kaplan, 2010). As a result, various firms have embraced the BSC to monitor strategy and measure success. This study seeks to determine whether the BSC can be employed to assess the organizational performance of Nepal Telecom, a government-owned enterprise that provides all telecommunications services throughout Nepal. Therefore, the study aimed to evaluate Nepal Telecom's overall organizational effectiveness via the BSC.

Companies must use the PMS based on their strategies and capabilities to stay in business and do well in the information age (Kaplan & Norton, 1996). Organizational performance evaluation methods change over time and have different implications. When managers are too focused on and under pressure to fulfill short-term financial performance goals, they have a tendency to sacrifice activities with long-term advantages for current profitability and restrict the pursuit of future growth opportunities. Short-term financial performance pressure can also force to cut spending on new product development, human

resource development, process enhancements, information technology advancement, and customer and market development. However, the conventional accounting system portrays these reductions as improving financial performance, and the firm's capacity to generate future economic value has been negotiated (Kaplan & Norton, 1996). Such shortsighted managerial behaviors result from a poorly structured PMS focusing solely on short-term financial achievement. Kaplan and Norton (1992) advocated deploying the BSC to avoid distorted goals.

Most of the organizational performance evaluation systems adopted in Nepal are based on several financial metrics representing the profitability, solvency, asset position, and operating growth standing of organizations. Aspects that affect the development of businesses, such as customer preferences, internal operational efficiencies, employees' growth and learning potential, and industrial policy requirements, are not included in the scope of financial metrics-based performance evaluation for organizations. Despite the simplicity and convenience, the financial data mostly reflect the enterprise's historical operating parameters, neglecting the enterprise's potential for sustainable development and growth. In this article, we apply the BSC approach to assessing organizational performance in the Nepalese telecommunications industry using Nepal Telecom as a sample organization. Non-financial metrics play a crucial role in sectors like telecommunications, software development, and biotechnology (Amir & Lev, 1996). As a result, the telecommunication industry is suitable for evaluating alternative performance criteria. The remaining sections of this work are structured as follows. The next section offers a review of pertinent literature. The third section describes the paper's materials and techniques. The fourth section presents the empirical findings of applying the approach to the performance data acquired from Nepal Telecom's website for 2016/17 to 2020/21. The fifth section contains the discussions, and the final section notes the study's concluding remarks.

2. LITERATURE REVIEW

The BSC is a comprehensive performance measurement instrument that directs each organizational unit to match its actions with its objectives and corporate strategy in general (Zazueta Salido, Lagarda-Leyva & Lozoya Díaz, 2019). The BSC aims to incorporate non-financial metrics that are strategically vital for an organization's long-term development (Banker, Chang, Janakiraman & Konstans, 2004). According to Kaplan and Norton (2000), the BSC addresses the skills, knowledge, and systems that an organization's employees will require (Learning & Growth) to be innovative and build the precise strategic efficiencies and capabilities (Internal Business Process) that yield specific value to the market (Customer) and ultimately increase shareholder value (Financial). Asa, Prasad, and Htay (2013) noted that for an organization to be successful, it must offer value to the business's non-financial and financial facets and recommended applying BSC effectively. To achieve long-term profitability, it must be supported by numerous matrices, methods, and elements. The BSC takes a somewhat objective stance, and to affect the organization's future performance, its efforts must be directed toward the future. In addition, Abdullah, Umair, Rashid, and Naeem (2013) suggested that all strategic business units and organizations adopt standard BSC metrics to promote consistency in performance assessment and BSC's adaptability to the external corporate environment. It's a form of strategic management that balances non-financial and financial metrics and external and internal variables influencing business innovation strategy (Zizlavsky, 2014).

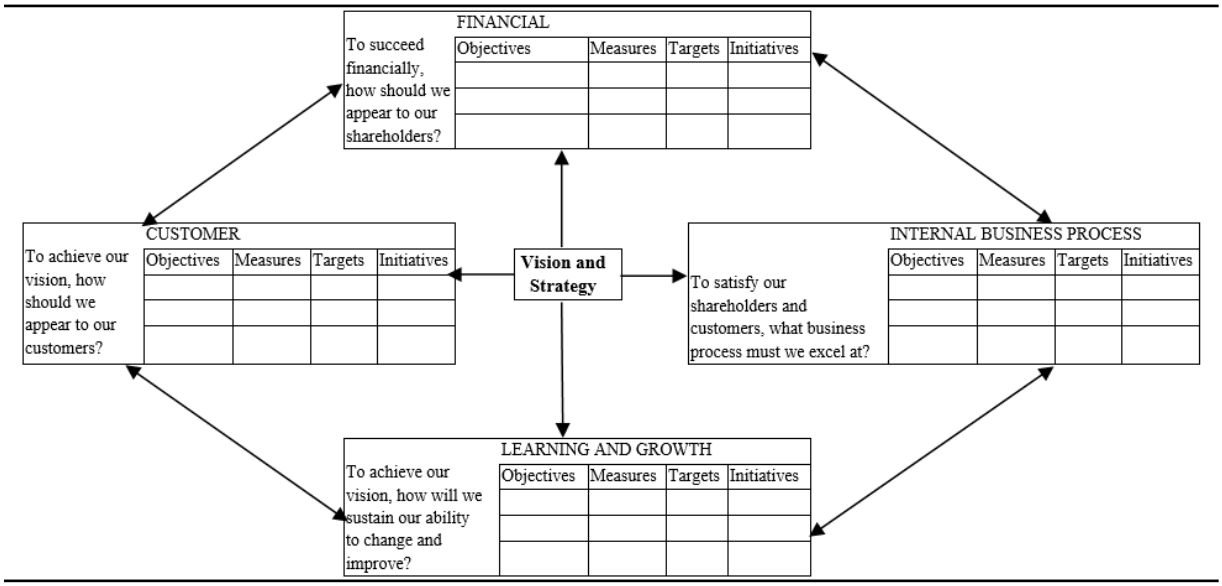
Literature demonstrated that BSC might be characterized as a balanced understanding of the measuring methodologies of activities performed, the process that occurs, and the product acquired in the success of an organization. According to Abdalkrim (2014), the four viewpoints of the BSC model are positively associated with organizational success. Gupta, Sarkar and Samanta (2004) revealed that assessing organizational performance is an essential

area undergoing continuous development and change. Pandey (2005) found that BSC facilitates performance monitoring and provides timely feedback for evaluation and control. It is a straightforward, methodical, and easy-to-understand approach to measuring organizational performance. Singh and Sohani (2014) concluded that BSC is a practical strategic management technique enabling an organization to improve performance, choose tailored strategies, and achieve long-term goals. The use of BSC promotes vision and action consistency, which is the first step toward building a successful organization. When done right, implementation can help an organization build capabilities that will give it a competitive advantage.

The rising usage of BSCs is altering how senior executives run their organizations. People no longer prioritize financial success indicators when contemplating an organization's growth (Rickards, 2007). Instead, BSC is intended to supplement financial metrics of previous performance by focusing on future performance determinants (Bhagwat & Sharma, 2007). As shown in Figure 1, it integrates financial measurements of performance with non-financial metrics that focus on customers, internal business processes, and learning and growth perspectives.

Figure 1

The BSC: Translating Vision and Strategy



As portrayed in Figure 1, established financial analysis approaches can be integrated with additional non-financial metrics to assess the organization's strategic fit. The scorecard suggests that it may be a useful tool for the holistic performance appraisal of an organization. To use this approach in organizational performance appraisal, it is necessary to weigh up various (quantitative and qualitative) aspects of an organization and arrive at some final 'score.' As Kaplan and Norton (1992) proposed, the BSC identifies the four perspectives.

Financial ***perspective:*** This viewpoint connects the shareholders to concentrate primarily on the issue; how do we seem to our shareholders and those with a financial stake in the organization? Furthermore, the viewpoint sights maximization of shareholder wealth as the ultimate goal of an organization. Financial goals include maximizing shareholder wealth, increasing sales volume, maintaining short- and long-term liquidity, and achieving profitability (Bhagwat & Sharma, 2007).

Customer perspective: The customer viewpoint outlines how a business plans to differentiate itself from competitors to attract, retain, and strengthen relationships with targeted customers (Atkinson et al., 2014). It examines the organization's customers, who are the key to its financial success in producing revenue through purchasing goods and services.

How do our consumers view us regarding services, products, relationships, and additional value?

Internal business process perspective: This perspective outlines the important operation management, customer management, regulatory and social processes, and innovation that the organization must excel at to meet its revenue growth, profitability, and customers' objectives (Atkinson et al., 2014). The metrics concentrate on the internal business procedures that will significantly affect customer satisfaction and the achievement of an organization's financial goals. The organization should identify the processes and competencies they must excel and develop corresponding measurements.

Learning and growth perspective: This perspective provides the goals for the people, information technology, organizational culture, and alignment that will drive improvement in the several process objectives (Atkinson et al., 2014). It is the foundation for other perspectives on BSC results and directs how individuals assimilate and implement new ideas (Nair, 2004). Furthermore, it specifies the infrastructure that the business must develop to achieve sustainable growth and improvement. Forceful global competition necessitates businesses continuously enhancing their capabilities to give value to shareholders and customers. Thus, the question remains: how can we continue to improve and create future value for our stakeholders to realize our vision?

The BSC technique is structured around four unique perspectives that strike a balance between long- and short-term performance, internal and external performance, non-financial and financial performance, and various stakeholder perspectives (Benkova, Gallo, Balogova, & Nemec, 2020). Therefore, numerous study directions on BSC are broadened and diversified so businesses can identify this instrument from various perspectives, ultimately boosting the use of BSC.

3. RESEARCH METHODS

The study used quantitative research to examine its primary concerns and themes. It employed secondary data available in the last five years (i.e., 2016/2017 to 2020/2021) financial statements of Nepal Telecom to quantify the organizational performance using the BSC approach. Nepal Doorsanchar Company Ltd., popularly known as Nepal Telecom, is a state-owned telecommunication service provider in Nepal with 91% of the Nepal Government share (Nepal Telecom, 2021). A pioneer in the field of telecommunications, this company has been diligently serving all of Nepal for decades. Based on the case study approach, Nepal Telecom was chosen as the study's example organization since it occupied 54.47 % of the Nepalese telecommunication market (Nepal Telecommunications Authority, January 2022).

Five performance criteria were defined for each BSC perspective based on the vision and strategy of Nepal Telecom. The target values for each indicator were developed by examining the average target value from the fiscal years 2016/2017 to 2020/2021. The foundations for developing Nepal Telecom's BSC are shown in Table 1.

Each measure was assigned a performance scale, and 20 score points were provided to each scale's components. Therefore, the total BSC scores are 100 (5 measures x 20 score points) for each perspective. The average score from the four perspectives reveals the value of the BSC for each fiscal year. The BSC scale was set in the range of equal deviation between the highest and lowest observed values of the study period.

According to Spitzer (2007), the BSC score has three primary levels: Ad hoc, Systematic, and Transformative. Each level contributes 33.33 points towards the overall score of 100. The BSC score of 0 to 33.33 corresponds to the Ad hoc level, indicating that non-financial measures are implemented in an unpredictable, irregular, and unplanned manner. The BSC scores between 33.34 and 66.66 suggest that non-financial measurements are being implemented systematically and enable firms to employ at least some existing performance

measurement capabilities. The BSC score between 66.67 to 100 implies that non-financial measures are being implemented excellently.

Table 1
The Foundations for Developing Nepal Telecom's BSC

Perspective	Objectives	Measures	Code	Target*
Financial	▪ Revenue growth ▪ Productivity improvement	○ Total revenue (Rs. in a million)	FP1	4376.0
		○ Net profit ration	FP2	26.9 %
		○ Return on capital employed	FP3	10.6 %
		○ Dividend per share (in %)	FP4	47.0 %
		○ Prince earnings ratio	FP5	12.2 %
Customer	▪ Customer retention ▪ Increase market share ▪ Attract new customers	○ Market share	CP1	52.1 %
		○ New customers' growth rate	CP2	7.5 %
		○ Average profit per customer (in Rs.)	CP3	601.0
		○ Total area coverage (based on tele density)	CP4	100.0 %
		○ Average no of customers per employee	CP5	4923.0
Internal Business Processes	▪ Operational capabilities ▪ Operational efficiency	○ Total assets turnover	IBPP1	0.32 times
		○ Growth in internet & data services	IBPP2	18.0 %
		○ Net cash from operating activities (Rs. in a million)	IBPP3	1152
		○ Capital expenditure (Rs. in a million)	IBPP4	936
		○ Operating profit (Rs. in a million)	IBPP5	37158
Learning and Growth	▪ Employee capabilities ▪ Innovation ▪ Contribution	○ Number of engaged and empowered employees	LGP1	4120
		○ Average profit per employee (Rs. in thousand)	LGP2	2873
		○ Expenses on employees to total expenses ratio	LGP3	23.12
		○ Average revenue per employee (Rs. in thousand)	LGP4	10627
		○ Contribution to Government fund (Rs. in a million)	LGP5	30380

** Set as an average of recent five years value*

4. RESULTS

The study has collected the required data, as presented in Table 2, from the annual report of Nepal Telecom for the study period of 2016/2017 to 2020/2021.

Table 2
The BSC Data

Perspective	Measures	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Financial Perspective (FP)	FP1	44590	45270	43840	42990	42110
	FP2	34.47	38.62	22.26	22.38	16.89
	FP3	14.43	15.22	8.54	8.46	6.31
	FP4	55	55	45	40	40
	FP5	6.6	6.18	10.65	10.08	27.65
Customer Perspective (CP)	CP1	49.06	50.90	54.83	52.69	53.06
	CP2	17.23	13.51	13.59	- 12.27	5.69
	CP3	873.0	874.0	430.0	488.0	338.0
	CP4	100.0	100.0	100.0	100.0	100.0
	CP5	4229	4727	5431	4896	5332

Continued…

Internal Business Processes Perspective (IBPP)	IBPP1	0.366	0.345	0.322	0.296	0.285
	IBPP2	10.77 %	29.24 %	4.75 %	9.93 %	35.3 %
	IBPP3	1550	1495	860	1051	901
	IBPP4	1891	762	476	1145	405
	IBPP5	40340	39020	36870	34620	35940
Learning and Growth Perspective (LGP)	LGP1	4157	4224	4179	4082	3957
	LGP2	3698	4138	2336	2389	1802
	LGP3	22.19	25.91	22.29	22.99	22.23
	LGP4	10727	10718	10491	10532	10667
	LGP5	25750	30060	33310	35050	27730

On the basis of objectives, measures, and targets set in the methodology section, Nepal Telecom's five-year performance from the fiscal year 2016/2017 to 2020/2021 was assessed. Table 3 displays the measures, BSC score points and scales, and the assigned BSC score for each measure and year based on the data supplied in Table 2.

Table 3

Computation of the BSC of the Nepal Telecom for the Fiscal Year 2016/2017 to 2020/2021

Perspective / Measures		The BSC score points and scale					Assigned BSC score				
		4	8	12	16	20	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021
FP	FP1	42000-42700	42700-43400	43400-44100	44100-44800	44800-45500	16	20	12	8	4
	FP2	16.0 - 20.6	20.6 - 25.2	25.2 - 29.8	29.8 - 34.4	34.4 - 39.0	20	20	8	8	4
	FP3	6.0 - 7.9	7.9 - 9.8	9.8 - 11.7	11.7 - 13.6	13.6 - 15.5	20	20	8	8	4
	FP4	40 - 43	43 - 46	46 - 49	49 - 52	52 - 55	20	20	12	4	4
	FP5	6.0 - 10.4	10.4 - 14.8	14.8 - 19.2	19.2 - 23.6	23.6 - 28.0	4	4	8	4	20
	FP sub-total/year						**80**	**84**	**48**	**32**	**36**
CP	CP1	49.0 - 50.2	50.2 - 51.4	51.4 - 52.6	52.6 - 53.8	53.8 - 55.0	4	8	20	16	16
	CP2	-12.5 - -6.5	-6.5 - -0.5	-0.5 - 5.5	5.5 - 11.5	11.5 - 17.5	20	20	20	4	16
	CP3	300 - 420	420 - 540	540 - 660	660 - 780	780 - 900	20	20	8	8	4
	CP4	0 - 20	20 - 40	40 - 60	60 - 80	80 - 100	20	20	20	20	20
	CP5	4200 - 4450	4450 - 4700	4700 - 4950	4950 - 5200	5200 - 5450	4	12	20	12	20
	CP sub-total/year						**68**	**80**	**88**	**60**	**76**
IBPP	IBPP1	0.280 - 0.298	0.298 - 0.316	0.316 - 0.334	0.334 - 0.352	0.352 - 0.370	20	16	12	4	4
	IBPP2	4.50 - 10.70	10.70 - 16.90	16.90 - 23.10	23.10 - 29.30	29.30 - 35.50	8	16	4	4	20
	IBPP3	800 - 960	960 - 1120	1120 - 1280	1280 - 1440	1440 - 1600	20	20	4	8	4
	IBPP4	400 - 700	700 - 1000	1000 - 1300	1300 - 1600	1600 - 1900	20	8	4	12	4
	IBPP5	34500-35700	35700-36900	36900-38100	38100-39300	39300-40500	20	16	8	4	8
	IBPP sub-total/year						**88**	**76**	**32**	**32**	**40**
LGP	LGP1	3950 - 4010	4010 - 4070	4070 - 4130	4130 - 4190	4190 - 4250	16	20	16	12	4
	LGP2	1800 - 2270	2270 - 2740	2740 - 3210	3210 - 3680	3680 - 4150	20	20	8	8	4
	LGP3	22.0 - 22.8	22.8 - 23.6	23.6 - 24.4	24.4 - 25.2	25.2 - 26.0	4	20	4	8	4
	LGP4	10450-10510	10510-10570	10570-10630	10630-10690	10690-10750	20	20	4	8	16
	LGP5	25700-27580	27580-29460	29460-31340	31340-33220	33220-35100	4	12	20	20	8
	LGP sub-total/year						**64**	**92**	**52**	**56**	**36**
BSC Score							**75**	**83**	**55**	**45**	**47**

The last five columns of Table 3 display the BSC scores assigned to each measure from 2016/17 to 2020/21. In addition, Table 3 provides the perspective-wise BSC score for each year. The final row of Table 3 demonstrates the average BSC score for each financial year. As discussed in the methodology section, the average BSC scores for 2016/2017 and 2017/2018 exceeded the transformative level's cut-off value of 66.67, indicating exceptional organizational performance. The BSC scores of the last three years were 55, 45, and 47, respectively, representing the systematic implementation of non-financial performance metrics and the ability to utilize at least some of the existing performance measuring capabilities. Dahal (2018) conducted a similar study with a data coverage of five years

2011/2012 to 2015/2016. Table 4 shows the comparative analysis of the scores with Dahal's (2018) study.

Table 4

Comparative Analysis of the Score for the Fiscal Year 2011/2012 to 2015/2016 with the Fiscal Year2016/2017 to 2020/2021

Perspective / Measures	Dahal's (2018) study score					This study score					Dahal's (2018) study average	This study's average score	Score deviation
	2011 – 2012	2012 – 2013	2013 – 2014	2014 – 2015	2015 – 2016	2016 – 2017	2017 – 2018	2018 – 2019	2019 – 2020	2020 – 2021			
FP sub-total /year	96	76	60	88	68	80	84	48	32	36	77.6	56	- 21.6
CP sub-total / year	44	68	72	72	80	68	80	88	60	76	67.2	74.4	+ 7.2
IBPP sub-total / year	60	76	64	76	76	88	76	32	32	40	70.4	53.6	- 16.8
LGP sub-total / year	64	40	60	60	84	64	92	52	56	36	61.6	60	- 1.6
BSC Score	**66**	**65**	**64**	**74**	**77**	**75**	**83**	**55**	**45**	**47**	**69.2**	**61**	**- 8.2**

5. DISCUSSION

Methodologies for evaluating organizational performance are always evolving and changing, and their application impacts may differ based on the study methods employed. A practical approach to evaluating organizational performance considerably impacts organizations' ability to reflect their actual level of performance (Wang, Xue, Yang, & Lee, 2021). However, the organizational performance evaluation system has many flaws. On the one hand, the types of performance indicators are uni-directional. Currently, the organizational performance evaluation system is mostly based on various financial metrics that represent the profitability, solvency, asset position, and operating growth status of businesses. Organizations are not included in the scope of performance evaluation for aspects that affect the development of businesses, such as customer opinions, internal process efficiency, employees' learning and growth potential, industrial policy needs, etc. Despite the simplicity and convenience of this performance evaluation method, the financial data primarily represent the enterprise's historical operating conditions, causing it to neglect the enterprise's capacity for sustainable development (Lin, 2021).

BSC is simple, systematic, and transparent as a mechanism for evaluating business success. Implementing BSC helps provide a foundation for organizational performance by guaranteeing that all efforts are allied with the organization's stated goals and objectives. The analysis showed that Nepal Telecom's overall performance score, as assessed by the BSC, was 75, 83, 55, 45, and 47 out of 100 for 2016/2017 to 2020/2021, respectively. Nepal Telecom's overall performance scores revealed through the BSC for the last five years (i.e., 2016/2017 to 2020/2021) were inconsistent. The overall average score of the performance of the last five years stood at 61 points out of 100, which indicates an average performance.

The scores represented Nepal Telecom's overall performance before and throughout the COVID-19 outbreak. The company's overall performance before the COVID-19 outbreak was exceptional. Nepal Telecom has been persistently enhancing its performance in every perspective before the COVID-19 outbreak. As with other businesses, COVID-19 affected Nepal Telecom's overall performance, particularly from the financial and internal business process perspectives. In sharp contrast to developed countries, the telecommunication services in Nepal are not yet seen as essential for working remotely and relying on video conferencing to hold meetings. In addition, customers of Nepal Telecom who stayed at home during COVID-19 used the fiber internet services of other businesses rather than the company's voice calls and data services. Due to these factors, the overall performance in 2019/2020 and 2020/2021 worsened. As presented in Table 3, the customer perspective's overall score fluctuated less, and the learning and growth perspective's score had the highest deviation.

Based on the comparative analysis of the BSC score for the fiscal year 2011/2012 to 2015/2016 with the fiscal year2016/2017 to 2020/2021, the last three columns of Table 4 demonstrate the first five-year (i.e., 2011/2012 to 2015/2016) average, the second five-year (i.e., 2016/2017 to 2020/2021) average, and the performance score deviation. The highest negative score deviation from the financial perspective of 21.6 points indicates the consequence of COVID-19 on the financial performance of the organization and a shift of the performance evaluation system from financial metrics to non-financial metrics. Furthermore, the comparative analysis reveals that customers metrics are receiving more attention (five years average increase by + 7.2 points), internal business processes metrics are losing their strength (five years average decreased by – 16.8), and learning and growth metrics are stable to some extent (five years average deviation by – 1.6 points). Consistent with earlier studies (like Abdalkrim, 2014; Al-Shaikh Ali, 2007), the BSC perspectives have a substantial relationship with each other and with organizational performance as a whole. Non-financial performance metrics have a positive and significant relationship with forthcoming financial performance. Such metrics can motivate managers to adopt long-term actions that benefit the company (Banker, Potter & Srinivasan, 2000). Incorporating non-financial performance metrics into financial performance metrics leads to a significantly increased mean return on assets and the market return (Said, HassabElnaby & Wier, 2003).

6. CONCLUSION AND IMPLICATIONS

By analyzing Nepal Telecom's overall performance with a combination of strategic objectives, the study refines the company's strategic objectives to 20 indicators from four dimensions and then establishes a performance evaluation system using the BSC approach. The study claims to have developed a complete performance evaluation model for Nepal Telecom, and the final evaluation score of 61 out of 100 indicates that the organization's performance was systematic but not transformative. To improve the implementation and transformation of BSC, it is required to build and strengthen the organizational accountability system, increase employee awareness and engagement, and enhance the method for applying performance evaluation findings.

However, the diversity of performance measures in a BSC system might cause confusion and result in a loss of concentration. Although performance measurements that balance potentially competing long-term and short-term objectives are necessary, an effective PMS should be sparse and include just those measures that must be traded against one another, including short-term financial performance measures. The performance results of the study can benefit Nepal Telecom as a whole, its stakeholders, and the industry analysts. This study's conclusions suggest various avenues for future research in this field. Future research may assess the relationship between strategic planning, strategy communication, and the efficient use of BSC in other industries and businesses. Since this study has primarily utilized secondary data sources, future researchers may do the same work using primary data sources.

Conflict of Interest

The authors disclosed no potential conflicts of interest with regard to this study, authorship, and/or publishing of this paper.

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