THE DEVELOPMENT OF INSTITUTIONAL MODEL THROUGH THE IMPLEMENTATION OF BALANCE SCORECARD METHOD TO IMPROVE THE PERFORMANCE OF SEAWEED AGRIBUSINESS INSTITUTION

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ABSTRACT
Agribusiness institutions have a strategic role in the development and management of superior commodities in Indonesia. The existence of agribusiness institutions is expected to strengthen the bargaining position of agribusiness actors and increase commodity competitiveness. This reason makes most groups of agribusiness actors to form institutions in order to maintain the sustainability of the businesses. However, several established agribusiness institutions have not been able to overcome the problems faced, such as; high economic disparity between farmers and other related economic actors, weak market access, and low production continuity so that the existence of agribusiness institutions still cannot give an impact on improving the economic status of the society and reducing poverty. The urgency of this study is to develop seaweed agribusiness institutions in Southeast Sulawesi that are able to improve institutional performance and have an impact on added value, wider market, and product selling prices. This study used a balance scorecard method to improve the institutional performance of seaweed agribusiness by which it has not been maximally implemented in overcoming the problems faced. The problems in questions are in the context of developing and managing seaweed agribusiness. Based on the performance recapitulation results of learning and growth perspectives on seaweed agribusiness institutions in Lea-Lea District of Baubau City, it shows that the level of productivity and the level of job satisfaction have sufficient score so that this indicator has a score of 3 (good). The results indicate that, in general, the performance of learning and growth perspectives on seaweed agribusiness institutions in Lea-Lea District of Baubau City is still sufficient or not in the category of excellent.

KEY WORDS
Balance Scorecard, institutional model, seaweed, agribusiness.

Agribusiness institutions have a strategic role in the development and management of superior commodities in Indonesia. The existence of agribusiness institutions is expected to strengthen the bargaining position of agribusiness actors and increase commodity competitiveness. This becomes the background of most groups of agribusiness actors to form an institution in order to maintain the sustainability of their businesses. However, several established agribusiness institutions have not been able to overcome the problems faced, such as; high economic disparity between farmers and other related economic actors, weak market access, and low production continuity so that the existence of agribusiness institutions has not yet had an impact on improving the society’s economic status and reducing poverty.

The same thing also happened in the management of seaweed agribusiness in Southeast Sulawesi. The conditions in the field indicate that the fundamental problem faced by seaweed agribusiness actors is the high economic disparity between agribusiness players and other related economic actors such as traders and wholesalers. In addition, the continuity of production and market access to this business is still very low. This becomes an obstacle in the development of seaweed agribusiness management in Southeast Sulawesi. Besides that, the selling price of seaweed commodities is also relatively low because the selling price is set far below the market price by the traders. This condition points out that the seaweed agribusiness institution in Southeast Sulawesi has not functioned optimally in
increasing the bargaining position of agribusinesses towards other related economic actors. As a result, it has not had an impact on improving the welfare of seaweed farmers in Southeast Sulawesi.

In order to overcome the problems faced, it needs a format of an institutional development model that is able to improve institutional performance as a whole. The seaweed agribusiness institutional model in this study will be developed by applying the balance scorecard method to develop and measure the achievement of institutional performance so that the resulting model can help to solve the problems in the development and management of seaweed agribusiness in Southeast Sulawesi.

The specific objective of this study is to develop and improve the performance of seaweed agribusiness institutions. To achieve this objective, several activities were carried out, namely:

- Analyzing the real condition of seaweed agribusiness institutional aspects;
- Constructing a seaweed agribusiness institutional design model;
- Calculating the performance of the seaweed agribusiness institutional design model through balance scorecard method;
- Establishing a model of seaweed agribusiness institutional development that is able to improve institutional performance;
- Calculating the projection of the increase in institutional performance from the seaweed agribusiness institutional development model through balance scorecard method.

The urgency of this study is to develop seaweed agribusiness institutions in Southeast Sulawesi that are able to improve institutional performance and have an impact on increasing added value, accessing a wider market and increasing product selling prices. In addition, this research is expected to improve the income and welfare of seaweed agribusiness actors in Southeast Sulawesi so that it will have an impact on reducing poverty.

This study is applied research that is proposed to be funded through the Applied Research scheme. This study will apply the balance scorecard method to improve the institutional performance of seaweed agribusiness by which has not been maximally implemented in overcoming the problems in the development and management of seaweed agribusiness.

With the output of this study, the long-term benefits to be achieved are the development of seaweed agribusiness institutional model that is able to improve the institutional performance of seaweed agribusiness so as to increase added value and improve institutional performance. As a result, it will contribute to the acceleration of economic development especially in Southeast Sulawesi. This research is expected to increase the income and welfare of seaweed agribusiness actors.

**LITERATURE REVIEW**

An institution is an organization or principle, both formal and informal, which regulates the behavior and actions of the community in achieving certain goals. An institution is centered on goals, values, or social needs that refer to a procedure, certainty, and guidance for doing something [1]. Furthermore, institutional development is a form of empowerment based on a system of values and socio-culture. An institution is formed by formal constraints in the form of rules, laws, and constitution as well as informal rules in the form of norms, agreements, and so on [2].

Institutional conception includes 2 (two) important elements, namely; (1) Norm and Convention and (2) Role of Games. Institutions are sometimes formally written and enforced by government officials and sometimes are informally written as in the customary rules and norms adopted by the community. Institutions are generally predictable, fairly stable, and can be applied repeatedly so that they are often interpreted as a set of rules or procedures for the continuation of a set of working rules of going concern [3].

Basically, institution is formed with several roles as follows: (a) inter-organizational tasks that mediate the society and the state; (b) resource tasks which include mobilization of
local resources (labor, capital, material, and information) and management in achieving community goals; (c) service tasks which consist of service requests that describe the purpose of development or the coordination of requests by local communities; and (d) extra-organizational tasks which require local demand for bureaucracy or organization outside the community against the interference of outside agents [4].

The institutional concept is very good to be applied to the agribusiness system [5]. Kusnandar et al (2013) suggested that in analyzing business institutions and the agribusiness industry, several institutional components are needed, namely: (1) upstream agribusiness institutions; (2) farming business institutions; (3) downstream industry institutions; (4) marketing institutions; and (5) supporting institutions. The analysis that can be used in developing institutional models includes system analysis, institutional analysis, and analysis interactions [6].

Performance measurement is one of the most important factors for the company. The measurements can be used to assess the success of the company and also a basis for compiling a system of rewards in the company [7].

Balance scorecard is a method of measuring organizational performance as a whole that describes the organization's vision and strategy into 4 (four) perspectives, namely; (1) Financial Perspective; (2) Customer Perspective; (3) Internal Business Process Perspective; and (4) Growth and Learning Perspective [8]. Moreover, it is explained that the balance scorecard helps organizations to streamline vision and strategy with business activities and measures actual organizational performance against preset goals. Based on this explanation, it can be concluded that the balance scorecard is a comprehensive measure of organizational performance [9].

The balance scorecard method has 3 (three) principles that allow strategies to be translated into various objectives [10] such as:

- Causality. The causal chain must cover the four balance scorecard perspectives which have a causal relationship;
- The size of the result and performance driver. This benchmark serves as a tool to determine changes in organizational performance;
- Relation to financial problems. The causal relationship of all measures in the balance scorecard must be related to each company's financial goals;
- This institutional performance assessment analysis is calculated using the balance scorecard method. The method was first introduced by Kaplan and Norton in the Harvard Business Review which discussed a comprehensive framework of thinking about measures of performance to implement the strategy.

The research about the development of seaweed agribusiness institutional model is done by implementing a balance scorecard method to improve the institutional performance of seaweed agribusiness.

METHODS OF RESEARCH

This study is participatory appraisal research and is done with FGD techniques by; conducting institutional analysis; compiling a design model for the implementation of seaweed agribusiness; doing institutional analysis; developing a model for the seaweed agribusiness development; and establishing a balance scorecard analysis. This study is focused on Baubau City of Southeast Sulawesi Province, especially in the District of Lea-Lea in Baubau City. The informants in this study were farmers, collectors, industry, local government, and related institutions.

RESULTS AND DISCUSSION

The institutional model of seaweed agribusiness at the seaweed cultivation center of Baubau City is an illustration of the institutional model of seaweed agribusiness that currently becomes the location of this study, that is Lea-Lea District of Baubau City. The institutional model is prepared based on the real conditions of the seaweed agribusiness carried out by
the business actors. This model generally describes the institutions involved in seaweed agribusinesses such as government institutions, capital institutions, related business actors, and institutional seaweed business groups.

The institutional model is compiled based on the results of in-depth interviews and the participatory appraisal that is done by providing detailed explanations regarding current business activities and institutional forms. The seaweed agribusiness institutional model in this study will then be divided into 3 (three) models, namely; (1) raw material institutional model; (2) agribusiness institutional model (on-farm); and (3) marketing institutional model. The description of the institutional model of seaweed agribusiness is as follows:

The results of the study and data collection showed that the institutional model of seaweed agribusiness raw materials in Lea-Lea District, Baubau City was generally formed by several components. The components can be seen in Figure 1 below.

![Figure 1 – Institutional Model of Raw Seaweed Materials in Lea-Lea District, Baubau City](image)

Based on the Figure 1 above, it can be seen that the institutional model of the raw materials in Lea-Lea District, Baubau City consists of four (4) institutions, namely; (1) seaweed farmer groups, (2) Baubau City Government institution which in this case is the Work Unit of Regional Apparatus who is responsible for developing seaweed businesses such as; Marine and Fisheries Agency of Baubau City; (3) capital insurance agency, which in
this case is the NGOs, Community Economic Institutions (*Lembaga Ekonomi Masyarakat* or LEM), and Village-owned Enterprises (*Badan Usaha Milik Desa* or BUMDes); and (4) seaweed farming institutions.

The results of the study and data collection showed that there are several components in the institutional model of seaweed agribusiness in Lea-Lea District, Baubau City.

![Institutional Model of Seaweed Agribusiness](image)

**Figure 2 – Institutional Model of Seaweed Agribusiness in Lea-Lea District, Baubau City**

By looking at Figure 2, it is known that the on-farm institutional model in Lea-Lea District of Baubau City also has 4 (four) institutions, namely; (1) seaweed farmer groups, (2) Baubau City Government institution which in this case is the Work Unit of Regional Apparatus that is responsible for developing seaweed businesses, namely; Marine and Fisheries Agency of Baubau City; (3) the capital insurance agency which in this case is the NGOs, *LEM*, and BUMD*es*; and (4) seaweed marketing institutions.

The results and data collection of this study revealed that the institutional model of seaweed agribusiness marketing in Lea-Lea District of Baubau City is established by several components as illustrated in this following Figure 3.
As presented in Figure 3, the institutional model of seaweed marketing in Lea-Lea District of Baubau City includes 5 (five) institutions such as (1) seaweed farmer groups institutions, (2) Baubau City Government institution which in this case is the Work Unit of Regional Apparatus that is responsible for developing seaweed businesses, namely; Marine and Fisheries Agency of Baubau City; (3) the capital insurance agency which in this case is the NGOs, *LEM*, and *BUMDes*; (4) universities and Research and Development institutions, and (5) traders.

The measurements of perspective performance obtained using balance scorecard in this study are as follows:

Table 1 – Assessment Criteria for Financial Perspective

| NO | INDICATOR     | SCORE | CRITERIA | VALUE |
|----|---------------|-------|----------|-------|
| 1  | Liquidity Ratio | Decrease | Bad | 1     |
|    |                | Stable  | Sufficient | 2     |
|    |                | Increase | Good   | 3     |
| 2  | Activity Ratio | Decrease | Bad | 1     |
|    |                | Stable  | Sufficient | 2     |
|    |                | Increase | Good | 3     |
| 3  | Profitability ratio | Decrease | Bad | 1     |
|    |                | Stable  | Sufficient | 2     |
|    |                | Increase | Good | 3     |
Table 2 – Assessment Criteria for Customer Perspective

| NO | INDICATOR         | SCORE  | CRITERIA   | VALUE |
|----|-------------------|--------|------------|-------|
| 1  | Seaweed Quality   | Very Bad | Very bad  | 1     |
|    |                    | Bad     | Bad        | 2     |
|    |                    | Sufficient | Sufficient | 3     |
|    |                    | Good    | Good       | 4     |
|    | Very good         | Very good | Very good | 5     |
| 2  | Stock Availability| Very Unavailable | Very bad | 1     |
|    | Not available     | Bad     | Bad        | 2     |
|    | Sufficient        | Sufficient | Sufficient | 3     |
|    | Available         | Good    | Good       | 4     |
|    | Very Available    | Very good | Very good | 5     |
| 3  | Moisture          | Very Bad | Very bad  | 1     |
|    | Bad               | Bad     | Bad        | 2     |
|    | Sufficient        | Sufficient | Sufficient | 3     |
|    | Good              | Good    | Good       | 4     |
|    | Very good         | Very good | Very good | 5     |

Table 3 – Assessment Criteria for Internal Business Process Perspective

| NO | INDICATOR         | SCORE  | CRITERIA   | VALUE |
|----|-------------------|--------|------------|-------|
| 1  | Sales Level       | Decrease | Bad        | 1     |
|    |                   | Stable  | Sufficient | 2     |
|    |                   | Increase | Good       | 3     |
| 2  | Product Defect Rate| Decrease | Bad        | 1     |
|    |                   | Stable  | Sufficient | 2     |
|    |                   | Increase | Good       | 3     |

Table 4 – Assessment Criteria for Learning and Growth Perspective

| NO | INDICATOR         | SCORE       | CRITERIA   | VALUE |
|----|-------------------|-------------|------------|-------|
| 1  | Labor Productivity| Decrease    | Bad        | 1     |
|    |                   | Stable      | Sufficient | 2     |
|    |                   | Increase    | Good       | 3     |
| 2  | Job Satisfaction Level| Very Dissatisfied | Very bad | 1     |
|    |                   | Not satisfied | Bad        | 2     |
|    |                   | Sufficient  | Sufficient | 3     |
|    |                   | Satisfied   | Good       | 4     |
|    |                   | Very satisfied | Very good | 5     |

The calculation of financial perspective performance that is done using a liquidity ratio indicator showed that in 2017, the institutional liquidity ratio of seaweed agribusiness in Lea-Lea District of Baubau City was 1.21% while in 2018 was 1.18%. This indicates that there was a decrease in the liquidity ratio of seaweed agribusiness in 2017-2018. Based on the score assessment criteria, this indicator is classified as Bad and has a value of 1.

The calculation of financial perspective performance using activity ratio indicator pointed out that in 2017, the institutional activity ratio of seaweed agribusiness in Lea-Lea District of Baubau City was 2.26 or equal to 2 times while in 2018, it was 2.67 or equal to 2 times. This emphasizes that there was no increase or decrease in the ratio of seaweed agribusiness activity in 2017-2018. Based on the score assessment criteria, this indicator is Sufficient and is given a value of 2.

The results of financial perspective performance that is calculated using profitability ratio proved that in 2017, the profitability ratio of seaweed agribusiness in Lea-Lea District of Baubau City was 46.22% while in 2018 was 49.55%. This shows that there is an increase in the profitability ratio of seaweed agribusiness from 2017 to 2018. Based on this assessment, this indicator is classified as Good and has a value of 3.

The calculation recapitulation of financial perspective performance was done using 3 (three) indicators which include liquidity ratio, activity ratio, and profitability ratio of seaweed agribusiness institutions in Lea-Lea District of Baubau City. The recapitulation can be seen in Table 5 as follows.
Based on the calculation of financial perspective performance of seaweed agribusiness in Lea-Lea District, Baubau City, there are 2 (two) indicators that have a value of 3 (Good), namely; liquidity ratio and profitability ratio. The activity ratio is known to have a value of 2 (Sufficient). These results underline that, in general, the financial performance of seaweed agribusiness in Lea-Lea District, Baubau City still not in excellent condition.

The customer perspective performance that is calculated using seaweed quality indicator explains that the perception of seaweed quality produced on seaweed agribusiness institutions in Lea-Lea District, Baubau City is 0.55. This reveals that the result of seaweed quality perception is on sufficient criteria. By that, based on the score assessment criteria, this indicator can be said as sufficient and is given a value of 3.

The calculation of customer perspective performance that is done using stock availability indicator implies that the perception of the seaweed stock availability in Lea-Lea District, Baubau City is 0.62. This means that the assessment of stock availability is on sufficient criteria and has a value of 3.

The customer perspective performance that is assessed using seaweed moisture indicator describes that the perception of seaweed moisture produced on illustrates agribusiness institution in Lea-Lea District of Baubau City is 0.65. This points out that the result of the assessment is on sufficient criteria. Therefore, this indicator is classified as sufficient and is given a value of 3.

The calculation results of customer perspective performance were obtained using 3 (three) indicators known as seaweed quality, seaweed stock availability, and seaweed moisture. The results can be seen in this following Table 6.

| NO | INDICATOR         | SCORE  | CRITERIA | VALUE |
|----|-------------------|--------|----------|-------|
| 1  | Quality           | Sufficient | Sufficient | 3     |
| 2  | Stock Availability| Sufficient | Sufficient | 3     |
| 3  | Moisture          | Sufficient | Sufficient | 3     |

Source: Analysis Result, May 2019.

Referring to the calculation of customer's perspective performance in seaweed agribusiness, there are 3 (three) indicators used in Lea-Lea District of Baubau City such as seaweed quality, availability of stock, and moisture. All of which have a value of 3 (sufficient). This indicates that, in general, the customer's perspective of seaweed agribusiness in Lea-Lea District of Baubau City is sufficient and still cannot be considered as good.

The internal business process perspective performance in this study was measured using 2 (two) indicators. The first is the development of seaweed sales level and the second is the development of seaweed product defect rates. This indicator was examined by the upward or downward trend in the last 2 (two) years. The results of the calculation for each indicator are:

The results of the calculation of internal business process perspective performance by using sales level indicator illustrate that in 2017, the average monthly turnover of sales obtained by seaweed farmers in Lea-Lea District of Baubau City was IDR 1,500,000,-/month. Meanwhile, the average monthly sales turnover obtained by seaweed farmers in Lea-Lea District of Baubau City in 2018 was IDR 2,200,000,-/month. This means that there is an increase in the average sales of seaweed agribusiness in Lea-Lea District of Baubau City from 2017 to 2018. Thus, based on the score assessment, this indicator is classified as Good and given a value of 3.
The results of the calculation of internal business process perspective using the indicator of seaweed products defect rates point out that in 2017, the product defect rates in Lea-Lea District of Baubau City was 12%/production while in 2018 was 13.5%/production. This shows that there was an increase in the average level of product defect rates produced by seaweed agribusiness institutions in Lea-Lea District of Baubau City from 2017 to 2018. By that, based on the score assessment criteria, this indicator is in Bad criteria and has a value of 1.

The performance of the internal business process perspective of seaweed agribusiness institutions in Lea-Lea District, Baubau City was measured using 2 (two) indicators such as the sales level and the product defect rates. The results can be seen in Table 7 below.

Table 7 – Results Recapitulation of Internal Business Process Perspective Performance in Seaweed Agribusiness

| NO | INDICATOR                  | SCORE  | CRITERIA | VALUE |
|----|----------------------------|--------|----------|-------|
| 1  | Sales Level                | Increase| Good     | 3     |
| 2  | Product Defect Rates       | Increase| Bad      | 1     |

Source: Analysis Result, May 2019.

Based on the recapitulation of the results, it shows that the score of sales level is increasing. It also can be seen that this indicator gets a value of 3 (good). As for the calculation of product defect rates, the score also in the criteria of Increase so that the product defect rates is given a value of 1 (bad). This implies that, in general, the performance of the internal business process perspective of the seaweed agribusiness in Lea-Lea District, Baubau City still not in good status.

The calculation of learning and growth perspective in this study was measured using 2 (two) indicators, namely; the level of labor productivity and the level of job satisfaction of the workforce. Labor productivity indicator was measured by the upward or downward trend in the last 2 (two) years while the indicator of job satisfaction was measured by looking at the workforce’s perception of job satisfaction. The results of the calculation for each indicator can be seen in this following section:

The calculation of learning and growth perspective performance using the indicator of labor productivity level points out that in 2017, the average labor productivity in one harvest (1 month) was 28.57/month. While on the other hand, the average monthly labor productivity in 2018 was 28.57/month. This indicates that from 2017 to 2018, there is no increase or decrease in the average labor productivity of the seaweed agribusiness in Lea-Lea District of Baubau City. Based on the score assessment criteria, this indicator is classified as Sufficient with a score of 2.

The calculation of learning and growth perspective performance done using the indicator of job satisfaction level shows that the job satisfaction of the workers in seaweed agribusiness institutions in the Lea-Lea District of Baubau City is equal to 0.59. This illustrates that the assessment of job satisfaction level in seaweed agribusiness institutions resulted in a Sufficient status. By that, this indicator belongs to the Sufficient criteria and is given a value of 3.

The calculation of learning and growth perspective performance in seaweed agribusiness institutions in Lea-Lea District of Baubau City was done using 2 (two) indicators; the level of labor productivity and the job satisfaction of the workers. The results can be seen in Table 8 as follows.

Table 8 – Results Recapitulation of Learning and Growth Perspective Performance in Seaweed Agribusiness

| NO | INDICATOR                  | SCORE    | CRITERIA    | VALUE |
|----|----------------------------|----------|-------------|-------|
| 1  | Labor Productivity         | Sufficient| Sufficient  | 3     |
| 2  | Job Satisfaction Level     | Sufficient| Sufficient  | 3     |

Source: Analysis Result, May 2019.
Looking at the recapitulation of the results above, it can be said that the seaweed agribusiness institutions in Lea-Lea District, Baubau City has a Sufficient score of productivity and job satisfaction. Therefore, this indicator has a score of 3 (three). This underlines that, in general, the performance of learning and growth perspective on seaweed agribusiness institutions in Lea-Lea District of Baubau City is sufficient but still not in the category of Good.

CONCLUSION

Overall, there are 4 (four) perspectives used in the calculation of the balance scorecard. Those are financial perspective, customer perspective, internal business process perspective, and learning and growth perspective in seaweed agribusiness institutions in Lea-Lea District, Baubau City. The results provide an indication that the institutional performance of the seaweed agribusiness is still not in good criteria so that in the future, it is important to reform an institutional model for the seaweed agribusiness to improve the institutional performance and to provide added value for seaweed agribusiness actors in Lea-Lea District of Baubau City.

The institutional development model of seaweed agribusiness is expected to be able to improve the institutional performance of seaweed agribusiness at the research site.

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