Volume 21 Issue 12
Originally issued as H2



Global Journal of human-social science: H
Interdisciplinary
Volume 21 Issue 2 Version 1.0 Year 2021
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-460x & Print ISSN: 0975-587X

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GJHSS-H Classification: *FOR Code: 160206*



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Application of Organizational Effectiveness Model using Balanced Score Card for Security Forces in Kashmir Valley

Gurvinder Pal Singh

"Not everything that can be counted counts, and not everything that counts can be counted." – Albert Einstein

"What gets measured, gets done,". - Peter Drucker

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I. General

The South Asian Region is one of the dangerous and unstable regions in the world. Two countries, India and Pakistan, are in conflict with several outstanding issues. One is the solution of the Kashmir problem. The prospects of this entire region is dependent upon the emerging and future relations between the two countries. China has also shown high stakes in the region. It has constructed OBOR and CPEC in the region which has added another dimension to the conflict. These three countries in the immediate neighborhood are nuclear and are at loggerheads for many reasons. This region could erupt as a starting point of nuclear war and other nations like the US and Russia having stakes also may jump in.

Thus this region holds utmost importance for India from strategic and military angle besides social, economic, and political issues. The Kashmir valley is surrounded by the high Himalayan ranges which make it an ideal supply and air base for the defense of India's Northern frontier. Kashmir due to its physical contiguity with India and Pakistan, its water resources, and physical access with the old silk route has a great geo-political, economic, strategic and military importance for both countries.

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II. Organizational Effectiveness

Organizational effectiveness is the concept, of measuring the results, the organization intends to produce. Over a period of time, change has occurred in concepts about the nature and function of organizations and the evaluation criteria for measuring their effectiveness. The early management literature assumed that organizations were not specific in this function. For example, Drucker (1985:17) called management as "a generic function, which faces the same tasks in every country and society." The various theorists (Barnard 1938; Dessler 1982; Drucker 1985; Stoner 1978; Davis et al. 1992), advocated a core set of management functions applicable to all organizations for measuring organizational effectiveness. These basic functions include:

- Defining mission, objectives and goals of any organization.
- Lead and motivate.
- Planning and making strategies.
- Organizing, designing, controlling and establishing roles and authorities of leaders.
- Setting standards and establishing control measures.
- Staffing, developing, and managing human resources.
- Budgeting and allocating resources.
- Improving and managing external relations.

III. Balanced Score Card

The balanced scorecard is a system that is used extensively in all types of organizations to streamline business activities to the vision and strategy of the organization. It also aligns organization performance to strategic goals. It was originated by Dr Robert Kaplan (Harvard Business School) and Dr David Norton as a performance measurement framework. The balanced scorecard has now evolved into a full strategic planning and management system. The new balanced scorecard transforms an organization's strategy into a

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dynamic "activity report". It provides planners a framework for measuring performance and identify what needs to be done.

BSC ensures long term health of the organization does not suffer due to emphasis on short term gains. The BSC has been widely accepted in public and private organizations in spite of difficulty in execution which needs more research especially in public sector and security forces.

IV. Security Forces- Peculiarities

The Security forces comprising Army, Navy, Air Force, Para Military forces and Police are government organizations providing service to the public and nation at large. In a way, they are PSUs in the service sector. Though in uniform, they are providing service to the people and the nation. The security forces can also be termed as government, uniformed, service organizations.

Second, Security forces have predominance of human resource which is challenging to manage as compared to a business and commercial units. The unexpected and fast changing events dictate change in organizational priorities at a fast pace.

Third, the Vision, Mission and Strategy of these organizations are multiple and ambiguous, in comparison to single objective of profit making by business units. A high degree of flexibility is inherent and incorporated in their mission. As a routine, unexpected events happen all the time. The executives in the chain of command juggle conflicting and sometimes irreconcilable demands. In profit making commercial organizations, the things work on predicted lines.

Fourth, It is imperative that the security forces maintain near hundred percent readiness every minute, 24x7, 365 days. There is no compromise on this, and the results of slackness are catastrophic and heavy price paid in terms of casualties and national level embarrassment.

V. The Necessity of Performance Measurement for Security Forces

Our Nation's security forces, must be continuously prepared to defend our national interests both from external and internal threats. A well conceived and aggressively executed performance evaluation is a necessity. There is a requirement of a management tool to assess force readiness that will provide the commander with the information needed. Though security forces have their own systems at place to measure its effectiveness and battle worthiness, an attempt has been made to develop a tool based on modern tools of management to measure the parameters of organizational effectiveness of security forces. This tool is designed on organizational effectiveness model based on the principles of Balanced Score Card to measure ability of the security forces to support the National Strategy and National interests.

VI. Organizational Effectiveness Model based on Balanced Score Card

Dick McCann in his research has designed a model for organizations to measure their effectiveness. According to him, organizations are divided into high performance smaller teams. These smaller teams are highly motivated and capable to perform efficiently. More so, the high efficiency team profile can be developed by conduct of various team development workshops. The workshops and meetings aim to further motivate and energize the teams by identifying common goals. The high energy teams are created by applying model sequence of Dick Mccann by answering the following questions:-

- Who are we
- Where are we now
- Where we are going
- How we will get there
- What is expected of us
- What support do we need
- How effective are we
- What recognition do we get

Team leader and all team members must use their efforts and skills towards linking and cooperation with each other to keep the motivation and efficiency at optimum level.

The balanced scorecard views any organization from four perspectives. The performance parameters are benchmarked, developed and measured in respect of the following :-

- The Learning and Growth Perspective
- The Business Process Perspective
- The Customer Perspective
- The Financial Perspective

The high energy teams are stretched by following the four perspectives of Balanced score card. Balanced score card links vision, strategy with the actual performance and highlights areas of pitfalls and areas of achievement in quantifiable terms.

The High-Energy Team Model by Dick McCann along with Balanced Score Card has been taken as the Research Model base for creating Organizational Effectiveness Model which attempts to link Balanced Scorecard and Organizational Effectiveness. The different components/factors of Organizational Effectiveness model are –

- Organization's Mission & Goals
- Acceptance Level of BSC
- Satisfaction level with Remuneration & Benefits
- Employee- Management Relations

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- Employees' Motivation Levels
- Employees' Commitment & Enthusiasms
- Employees' Responsibility Levels
- Participative Leadership,
- Need to change the format of BSC

VII. Review of Literature

Holland 1987. Efforts to measure organizational effectiveness are described as "ambiguous" in non profit organizations as compared with financial measures like profit or loss in other organizations.

Singh and Bhandarkar (1990) provide a idea and way as to how a vision can result in excellence of a public sector Organisation.

Khandwalla (1992). Visions and missions can be powerhouses for exciting the imagination of stakeholders and earning their loyalty and commitment. When properly harnessed, the vision and mission of an Organisation may lead to excellence.

Waterman (1994) emphasized existence of a learning organization. A learning organization absorbs the effects and changes imposed by the implementation of Balanced Score Card better.

Tushman and Nadler (1996) These Organizations also have highly effective learning systems. The composition of the teams and interse relationship is of high value in order to imbibe the changes in any form dictated by the circumstances.

Siciliano (1997). Organizational Effectiveness is a combination of "social" and "financial" performance. The social performance is "Intangible". The challenge is to design parameters for measuring the intangibles.

Vision, according to Bennis and Nannus (1997, cited in Lynch 2000), have been defined as a "mental image of a possible and desirable future state of the Organization".

Herman and Renz (1998). In non profit organizations, other indicators are more impressionistic e.g., staff opinions about the work environment, relationships with the broader community, the quality of services, or the degree to which the organization is meeting its mission.

Rampersad (2003). Organizational improvement involves a creative learning process based on strategic vision as well as new values and norms. These organizations have flexible attitude and outlook and are highly motivated to implement the Balanced Score Card.

Dhar (2005) Evolving a high performance culture requires systematically studying the relations between operations, behaviour and psychological drivers, and using the emotional energy of people to drive and direct change.

Kaplan and Norton (1996) suggested that what was needed to measure performance was a structured methodology for continually linking an organization's Vision, Strategies & Objectives with a set of predefined, quantifiable measurements. Each team needs to consider targets and feedback methods in the areas covered. In a means-end chain, the performance of each team (and each individual member) needs to accumulate into the goal achievement for the organization.

Kaplan and Norton (1996): Balanced Scorecard complements financial measures of past performance with measures of the drivers of future performance. The objectives and measures of the scorecard are derived from an organization's vision and strategy. The objectives and measures view organizational performance from four perspectives: financial, customer, internal business processes, learning and growth. These four perspectives provide the framework for the balanced scorecard.

Mac Bryde, et al., (2014 m.) In order to monitor change and transformations in organizations, it is essential to ensure that measures of BSC are aligned with strategic objectives and that the BSC is simple in design to implement in terms of number of measures and administrative steps.

Morgan (2007) The organization is viewed as a mechanical body and the human behavioral aspect seemed to be ignored. The various independent elements of the organization are assumed to be interlinked together in a mechanical way which in fact is not true and the human aspect needs to be given due importance.

Evans, (2005); Sandkuhl et al., (2003); Walker, (1996). It involves developing the Vision statement, which entails identifying key performance indicators, setting goals and targets and then to measure progress at each level.

The vision and strategy of the organization plays a vital role in implementation of the BSC in an organization. The mission and strategy are converted into tangible objectives and measures. These measures are the links between the strategy at the highest level and the operative actions at lower levels. Hence, the selection and monitoring of measures and targets is at the heart of BSC implementation. This process and action is primarily iterative, as each step gets revisited a number of times. As implementation of BSC takes place in a progressive way, issues surface and changes are required for refining and further develop the balanced scorecard.

Tonge and Callaghan (1993). There is a growing similarity between the pressures of the public and private sectors in the implementation of BSC. and therefore a need to undertake BSC for government and public sector enterprises.

Chow et al., (1998) The operating environment in public sector is far more complex as compared to the private sector. The BSC provides a clear focus for

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achieving organizational objectives even in the public sector also.

Olve, Roy and Wetter (1999). Due to political short-termism the use of the Balanced Scorecard in public sector organizations is limited and subject to number of challenges.

Aidemark, (2001); Bilkhu-Thompson, 2003; Modell, 2004 The features of BSC have caught the interest of government and public sector enterprises which have to now meet top management's aims and objectives while showing performance in real terms.

Niven (2002). If the focus is on customer perspectives rather than financial objectives. Then, the Balanced Scorecard adapts well to the public and non profit sectors.

Margarita, (2008) The major difference between the private organizations and public organisations is that the former is profit driven whereas the later is mission driven.

Mazumdar (1995) affirmed that the performance of public sector organizations owned by government is only two third as efficient as private sector enterprises.

Joshi, (2001). The financial measures such as ROI, variance analysis, budgetary control were used extensively for performance evaluation and a very small use of surveys on customer satisfaction, supplier evaluation, and non financial measures was done .

Lovelock & Gummesson, (2004) There is an increase in the emphasis on servitization and the trend towards service-dominant logic of implementation of Balanced Score Card. Therefore the shift from the profit sector to non profit and service sector.

a) Objective

To measure the organisational effectiveness of security forces in the Kashmir valley by application of organizational effectiveness model.

VIII. Research Methodology

The study is based on primary data collection with a sample size of thirty respondents.

The questionnaire has been developed using Organizational Effectiveness Model. The questionnaire used for the sample survey was a structured and non-disguised questionnaire.

The commanders in each of the forces were approached and explained the model to enable them to carry out the survey and capture the subordinates satisfaction, motivation, as well as organizational commitment.

A five point Likert scale was used to capture the responses ranging from strongly agree to strongly disagree. The different statements regarding opinion of balanced business scorecard and its effect on individual as well as organizational performance were generated based on literature review as well as expert opinion in an iterative manner.

It could be therefore said that the itemized scale in this case actually asks the respondents to respond to their opinions in a decreasing order of importance.

IX. Data Collection

The study entailed data collection with the help of a well designed, structured questionnaire from middle level staff working for many years in each of these services. Data was collected by personally contacting the respondents and explaining in detail about the survey. A total of 30 personnel from different areas of the Kashmir valley were contacted for the response. The break up of which is given in table below

Descriptive Profile of Respondents (n=30)

1.	Age	No of respondents
	18-25	0
	26-35	2
	36-45	20
	46-55	08
2.	Gender-	Male 25 Female 05
3.	Profession-	Police- 10; CPO- 10; Defence- 10

Data analysis was done using techniques of research methodology. The statistical analysis methods employed was Factor Analysis and percentages.

The results of the pilot study will be published in due course.

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Questionnaire

Variables With Responses

S no.	Variable	SA	A	N	D	SD
1	Factor 1: Organisation's Mission & Goals Satisfied with priorities and direction of organization					
2	Feel part of team.					
3	Considered worthwhile in job.					
4	Consider future in job.					
5	Organization a family friendly place to work.					
6	Factor 2: Acceptance level of BSC Targets in BSC helps achieve goals.					
7	Own targets and relate to them.					
8	Bsc-a tool to implement organizational strategies.					
9	Achievements of BSC helps in personal growth.					
10	Factor 3: Satisfaction level with Remuneration & Benefits Benefits good than other organisations					
11	Pay good than other organizations.					
12	Comparison of pay within organisations					
13	Sufficiency of training.					
14	Personal policies make sense.					
15	Feelings about benefits within organization.					
16	Factor 4: Leader-subordinate Relations Decisions of leaders concerning subordinates.					
17	Contact between leadership and subordinates.					
18	Leadership provides clear sense of direction.					
19	Leadership respected by subordinates.					
20	New personnel given clear understanding.					
21	Factor 5: Subordinate's Motivation Levels Adequate opportunity about career progression					
22	Motivated to stay due to benefits package					
23	Confident that personal career objectives will be met.					
24	Factor 6: Subordinate's Commitment & Enthusiasm Leaders accountable for performance.					
25	Longer people works, more one feels part of organization.					
26	Factor 7: Subordinates' Responsibility Levels Responsible for setting own goals.					

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27	Better idea of job responsibility after implementation of BSC.					
28	Factor 8: Participative Leadership Consulteded by superiors before finalization of targets					
29	Consult subordinates before finalizing their targets.					
30	Factor 9: Need to change the format of BSC Given opportunity would like to change BSC thoroughly.					
31	BSC just another mis statement.					
32	Factor 10: Subordinates' Growth Opportunities Organization promotes competent people.					
33	Superior makes you feel important team member.					
34	Encouraged to think independently					

SA- Strongly Agree
A- Moderately agree
N- Neutral
D- Disagree
SD - Strongly Disagree

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