

Analysis of HR Scorecard Strategy Approaches in ITES Organization with Special References in Chennai

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ABSTRACT

Human resource management (HRM) in public organizations managed based on a balanced scorecard requires a different narrative on the map of strategic goals than in private organizations. However, this issue is not widely recognized and discussed. This study aims to identify strategic goals and outline an HRM strategy with a stakeholder approach from a corporate culture perspective based on a balanced scorecard by examining and highlighting areas that should be included in the revised narrative. This exploration was carried out through qualitative research, particularly a thematic analysis based on data from the Kish Free Zone Organization. Therefore, using the themes obtained, a human resources strategy map was presented based on a balanced scorecard.

KEYWORDS: HR Score Card, Balance Score Card, Leverage in Balance Scorecard.

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1. INTRODUCTION

This study aims to identify strategic goals and outline an HRM strategy with a stakeholder approach from a corporate culture perspective based on a balanced scorecard by examining and highlighting areas that should be included in the revised narrative. This exploration was carried out through qualitative research, particularly a thematic analysis based on data from the Kish Free Zone Organization. Therefore, using the themes obtained, a human resources strategy map was presented based on a balanced scorecard. The six-step Clarke-Braun process and the three-step Attride-Stirling thematic classification method were combined into a thematic network, and a seven-step research process was created. Data was collected through interviews with stakeholders in the Human Resources (HR) unit. These stakeholders are (1) HR employees (2) employees of other entities (3) senior and middle management (4) family of employees (5) HR department of related companies (6) retirees, and (7) customers of this entity. To identify strategic goals and a human resource strategy map, 187 main topics, 39 organizational topics, and 12 global themes were identified after transcription of the interviews, including (1) the development of family policies (2) promoting the well-being, health, and well-being of employees (3) improving productivity HR department (4) promoting the human dignity of the staff (5) developing an organizational culture based on customer orientation and innovation (6) empowering employees (7) development HR information system (8) strategic recruitment and retention of employees (9) performance management and development employees (10) strategic transformation of HRM based on research and process reform (11) adjusting the allocation and use of the HR budget to the organization's strategy and (12) improving the accounting mechanism for the personnel budget. This study is innovative due to the proposed approach to redesign the strategy map and the balanced scorecard from a human resource management perspective, methodically, due to adopting a combined thematic analysis process and constructing related narratives and stakeholder approaches from a corporate culture perspective.

2. REVIEW OF THE LITERATURE

HRM in the public sector has major differences with the private sector (Boselie, Harten, & Veld, 2019). Although many HRM activities and processes are the same in both, the public sector issues always present challenges and contradictions concerning HRM (Berman, Bowman, West, & Van Wart, 2010; Knies, Boselie, Gould-Williams, & Vandenabeele, 2018).

The concept of strategic HRM in the public sector gained high importance when the new public management appeared in the 1980s. New public management (NPM) theorists rose to progress a requirement for flexibility, innovation, managerialism, and responsiveness within the public sector, which challenged the essential principles of bureaucratic/mechanistic organizational forms (Funck & Karlsson, 2019).

With the advent of new public management, staff development is possible through advanced HRM techniques (Hajiagha, Akrami, Hashemi, & Amoozad, 2015; Hajiagha, Hashemi, Mahdiraji, & Azaddel 2015; Hood, 1995; Lapsley & Wright, 2004). Several factors in the public sector that may influence the adoption of a strategic HRM approach (Brunettov & Beattie, 2020).

Irwin (2002) argues that the customer perspective is determined by the definition of the organization stakeholders when the strategy map is drawn by the identification of the organization strategy. In public sector organizations; labels such as “customer,” “consumer,” “client,” “user,” “stakeholder,” “citizen,” “taxpayer,” or “the public” are mostly used to describe this term (Cunningham, 2016).

However, this perspective is not completely described only by the identification of a customer. Accordingly, depending on the nature of the activity, the customers/clients may be divided into several categories (Conaty & Robbins, 2018). The balanced scorecard in the public sector replaces the terms “customer” and “internal processes” with “stakeholder” and “operational excellence,” respectively.

Moreover, growth is omitted in the innovation and learning perspective, since it may be misleading if it is simply considered as growth in physical or monetary terms. Besides, the term “growth” is eliminated in the learning and growth perspective, because it may be misleading and considered as growth in physical or monetary terms. Generally, the balanced scorecard model in nonprofit organizations seems to be unlimited to four main performance dimensions (Grigoroudis, Orfanoudaki, & Zopounidis, 2012; Mokhtarzadeh, Mahdiraji, Beheshti, & Zavadskas, 2018).

The customer or client perspective. Internal and external clients are considered as customers. The external clients in public sector organizations include citizens, and the internal clients include groups who receive services in the organization (Jafari-Sadeghi, Kimiagari, & Biancone, 2020; Soysa, Jayamaha, & Grigg, 2019). Most of the HRM clients are internal ones in the organization and include line managers and employees who rely on HRM to perform their duties in response to external clients.

The financial perspective. Timely and accurate financial data are always a priority because the financial objectives and measures are helpful in summarizing the outcomes of budgetary expenditures.

Internal processes perspective. In the internal processes perspective, the managers identify the internal processes in which the organization needs to develop. These processes enable the organization to effectively provide its services (Cunningham & Kempling, 2011).

Learning and growth perspective. There is a direct relationship between the effectiveness of HRM and the quality of the work of the HR staff. Hence, by the encouragement and continuous training of employees for learning and innovation, organizations can achieve long-term development. This perspective is mainly related to the training of human resources staff, helping to meet customer needs, optimizing the internal processes, and achieving overall objectives (Qingwei, 2012).

3. DATA ANALYSIS

Table 1: Satisfaction Level Of Respondents Regarding Recruitment

Income	Yes	No	Total
Below 100000	23	3	26
100001 to 2 00000	42	6	48
300001 to 2 00000	85	0	85
Above 3000000	39	2	41
Total	189	11	200

Source: Primary Data

From the above table it is clear that 189 (94.5%) respondents are aware about recruitment. Only 11(5.5%) respondents not aware about recruitment services. ANOVA (One way classification) test has been applied to test whether the significant variations exists between the views of respondents belonging to different family income group. Table given below shows this relationship:

Table 2: Showing The Relationship

		Degree of Freedom	Sum of Squares	Mean Square	F	Sig.
Team Leader	Between Groups	3	377.2	125.73	0.9370	3.24
	With in Groups	16	2146.8	134.175		
	Total	19	2524			
HR Training service	Between Groups	3	377.2	125.73	1.138	3.24
	With in Groups	16	1766.8	110.425		
	Total	19	2144			
Employee relationship	Between Groups	3	377.2	125.73	1.0787	3.24
	With in Groups	16	1864.8	116.55		
	Total	19	2242			
Incentives	Between	3	1961.96	653.98	2.087	3.86
Accurate and Up-to-Date information						
Group						
With in Groups		9	2820.04	313.337		
Total		11	4782			
DBMS	Between Groups	3	377.2	125.73	1.0176	3.24
	With in Groups	16	1976.8	123.55		
	Total	19	2354			

Source: Primary Data

From the table it is clear that for all the statements null hypothesis is accepted as significance level is greater than 0.05. This means that there is no significant relation between family income group and perception regarding E-Banking.

4. FINDINGS

94.5% people are aware about recruitment Services. 60.31% of people use the recruitment services frequently. Others are used in a very infrequent manner. 71% of respondents said that recruitment is time saving process. 64.5% respondents said that recruitment is easy to use. 73% respondents said recruitment Provides safety and security. 88.5% of respondents said recruitment provides up-to-date information. 63.5% respondents said that recruitment is 24 hours available. Frequently used recruitment services are ATM, Bill payments & getting the bank statements.

5. CONCLUSION

Here it can be concluded that around 70 % of people have positively using the recruitment services. Still people of these areas are not using all the recruitment services frequently because they less knowledge about computer, internet and mobile phones; so they feel hesitation in using recruitment services. So banks should improve their promotional and communication strategies to make aware the customers regarding IT services to improve the level of usage of recruitment with high level of satisfaction.

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