



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

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ABSTRACT

Indian security forces are deployed in large numbers in the Kashmir Valley and have a role in bringing the region to the path of peace and development. It is imperative that the security forces are effective, efficient, and motivated in playing this role. In this paper, tools based on modern management techniques has been used to apply a questionnaire to measure the efficiency of security forces in the Kashmir valley.

The questionnaire is based on the organizational effectiveness model and Balanced Score card for its application to security forces in Kashmir valley. A pilot study has also been conducted on the security forces to measure and test its efficacy. It is proposed to measure the organizational effectiveness of security forces in the Kashmir valley with the help of this questionnaire by application of research techniques and tools .

Introduction

Kashmir valley holds utmost importance for India from strategic and military angles besides social, economic, and political issues. Due to its geostrategic importance , security forces have been deployed in large numbers in Kashmir valley to bring peace and security to facilitate development in the region.

The organizational efficiency of security forces must be measured by modern tools of management like Balanced score card in an operationally committed and challenging scenario like Kashmir , to improve their functioning.

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 to provide the commander with the information needed. Though security forces have their systems in place to measure their effectiveness and battle worthiness, an attempt has been made to apply a

tool based on modern tools of management to measure the parameters of effectiveness of security forces. This tool is designed on the principles of Balanced Score Card and organizational effectiveness model to measure ability of the security forces to support the National Strategy and National interests.

Organizational Effectiveness

Organizational effectiveness is the concept of measuring the results, the organization intends to produce. Over some 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 “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.

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 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 is widely accepted in public and private organizations despite difficulty in execution, which needs more research, especially in the public sector and security forces.

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 of performing efficiently. More so, the high-efficiency team profile can be developed by the 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 the 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 the 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 the Balanced scorecard. The scorecard 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 Scorecard ,is 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 the Organizational Effectiveness model are :-

- Organization's Mission & Goals
- Acceptance Level of BSC
- Satisfaction level with Remuneration & Benefits
- Employee- Management Relations
- Employees' Motivation Levels
- Employees' Commitment & Enthusiasms
- Employees' Responsibility Levels
- Participative Leadership,
- Need to change the format of BSC

Objective

To measure the effectiveness of security forces in the Kashmir valley by application of questionnaire based on modern management techniques of balanced score card and organizational effectiveness model.

Research Methodology

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

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

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 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.

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

Data analysis is done using techniques of research methodology. The statistical analysis methods employed were Factor Analysis and percentages. The brief findings and analysis of the study have been arrived at and are enumerated below:-

Findings and Analysis

The analysis of results indicate that :-

- The clarity of organisation's mission & goals is on very positive side which indicates that organisational belongingness is very high amongst Personnel. They are in general satisfied with the priorities & directions of their department. They are made to feel like a part of the management team. They are doing something they consider really worthwhile in their job. These organizations possess a family friendly place to work.
- Acceptance Level of Balanced score card is very good. Subordinates feel that targets given in Balanced Business Scorecard (BSC) would help meet its mission and goals. They not only own the targets given to them under BSC but also relate to them. They accept the targets given to them positively under BSC. They feel quality of present BSC is good enough and agree that BSC is a tool to implement strategies, mission and goals. They are confident that achievements of BSC will help in their personal growth
- Subordinates are satisfied with remuneration and benefits.
- Motivation and confidence level is high.
- There is a high level of Commitment and Enthusiasm .
- The Participative Leadership is prevalent.
- There is a need for more consultation and change the BSC .

The opinion of all personnel for balanced business scorecard is very good and it has a deep impact on motivation, satisfaction as well as on organisational commitment. It implies that the security forces are a highly efficient and effective organization where their personnel are committed to achieve their mission and goals. The leaders and commanders in the security

forces command respect of their subordinates and there is mutual faith and trust in the relationship.

Conclusion and Recommendations

Since use of the balanced business scorecard in general is vague and at a nascent stage in police ,CPOs and defence forces, it is important to be able to understand the different factors in affecting the extent to which it can be used as a tool for achieving organizational strategies and enhancing Organizational Effectiveness.

The use of Balanced Score cards allows organizations to connect to the various levels of larger, combined units with efforts of individual and staff.

The use of Balanced score card is easy to implement in profit making organizations. In service sector, and non profit organizations it has been sparsely used . Through this paper, it has been applied on the security forces, which are non profit , service oriented , government organizations. This is a beginning point and requires much work to refine and flush out further strategies related to research and outreach of balanced score card to security forces.

The sum total of all these efforts at various levels will create an augmented value to the stakeholders at all levels in security forces with the adoption of Balanced Scorecard serving to facilitate this process.

Further research is needed in the investigation of the process of alignment at various levels and value creation in these government uniformed service organisations. The alignment relates to not only strategic objectives but to Balanced Scorecards that cascade across multiple organizational units and subunits.

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