

“Impact of Implementation of Balanced Business Score Card (BBSC) on Organizational Effectiveness, with Special Reference to Bharat Sanchar Nigam Ltd. (BSNL)”

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Annexure: I-V

Annexure I **Opinion Survey Questionnaire**

(of BSNL Officers on Balanced Business Scorecard)

The purpose of this opinion survey is to give you the opportunity to express your views on a variety of matters relating to BSNL in the backdrop of implementation of Balanced Business Score Card (BSC). Your individual opinions are strictly confidential and anonymous.

Personal Details

(Please tick (√) the appropriate box)

Name:					Designation:			
AGE					EDUCATION			
					12 th Standard		Profession al Degree/ Diploma	
18-25	26-35	36-45	46-55	56 and above	Bachelors Degree		Ph.D	
					Masters degree			
GENDER					Department you work in			
	Male	Female			Engineering / R & D		HR	
					Finance		Customer Service	
					Marketing/ Sales		Any other	
					Accounting			

To indicate your response, **please tick (√) the appropriate box** that most closely represents your opinion. Please give your opinions based on your own views of the current situation. . There is, of course, no right or wrong answers. For each question ‘Undecided’ response is available if you cannot decide about a statement or if it does not apply to you.

(Please tick (√) the appropriate box)

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1.	The targets given in Balanced Business Scorecard (BSC) help BSNL meet competition					
2.	I own the targets given to me under BSC and can relate to them					
3.	I was consulted by my supervisors before finalization of my targets under BSC					
4.	I consult my subordinates before finalization of their targets under BSC					
5.	I accept the targets given to me under BSC					
6.	I feel quality of present BSC is good enough					
7.	If given opportunity, I would like to change BSC thoroughly					
8.	BSC is just another MIS statement					
9.	BSC is a tool to implement BSNL strategies					
10	Achievements of BSC will help in my personal growth					

		Very Satisfied	Satisfied	Undecided	Dis-satisfied	Very Dis-satisfied
11	Overall, how do you feel about the benefits you receive from this company?					
12	Personnel policies in this company usually make sense to me.					
13	I find it difficult to understand this organisation's benefit programme.					
14	From what I hear, our benefits are as good as or better than the benefits in other organisations.					
15	From what I hear, our pay is as good as or better than other organisations					
16	Compared with other people working here, I think I am paid fairly.					
17	I am satisfied with the priorities & directions of my department					

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
18	The decisions company management makes concerning employees are usually fair.					
19	There is sufficient contact between management and employees in this organisation.					
20	Company management provides a clear sense of direction.					
21	Management is generally respected by employees.					
22	In my opinion, employees new to my department are given a clear understanding of what is expected of them.					
23	There is adequate opportunity for employees to learn about available job openings.					

24	In my opinion, the company does a good job of promoting the most competent people.					
25	I am motivated to stay at the BSNL because of benefits package					
26	My supervisor makes me feel like an important team member					
27	I am encouraged to think independently					
28	I am responsible for setting my own goals					
29	I have a better idea of my job responsibilities after implementation of BSC.					
30	I am confident I can achieve my personal career objectives with this company.					
31	Managers in this organization are held accountable for their performance.					
32	I am made to feel like a part of the management team.					
33	I feel I have been sufficiently well trained to deal effectively with our clients/customers					
34	The longer you work for this company, the more you feel a part of the Organization.					
35	I am doing something I consider really worthwhile in my job.					
36	I can see myself having a future in my present job					
37	BSNL is a family friendly place to work					

Annexure II
Table 3
Total Variance Explained

Statement	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
The targets given in Balanced Business Scorecard (BSC) help BSNL meet competition	5.048	13.645	13.645	5.048	13.645	13.645	3.115	8.419	8.419
I own the targets given to me under BSC and can relate to them	3.71	10.028	23.673	3.71	10.028	23.673	2.861	7.732	16.151
I was consulted by my supervisors before finalization of my targets under BSC	2.971	8.029	31.701	2.971	8.029	31.701	2.851	7.675	24.407
I consult my subordinates before finalization of their targets under BSC	2.012	5.439	37.14	2.012	5.439	37.14	2.67	7.214	31.721
I accept the targets given to me under BSC	1.973	5.333	42.473	1.973	5.333	42.473	1.968	5.318	37.039
I feel quality of present BSC is good enough	1.822	4.924	47.397	1.822	4.924	47.397	1.895	5.105	42.144
If given opportunity, I would like to change BSC thoroughly	1.541	4.165	51.562	1.541	4.165	51.562	1.883	5.086	47.23
BSC is just another MIS statement	1.434	3.875	55.437	1.434	3.875	55.437	1.872	5.059	52.289
BSC is a tool to implement BSNL strategies	1.405	3.796	59.233	1.405	3.796	59.233	1.753	4.866	57.155
Achievements of BSC will help in my personal growth	1.234	2.479	61.712	1.234	2.479	61.712	1.688	4.557	61.712
Overall, how do you feel about the benefits you receive from this company?	0.993	2.379	65.583						
Personnel policies in this company usually make sense to me	0.988	2.321	68.374						
I find it difficult to understand this organisation's benefit programme.	0.977	2.243	71.014						
From what I hear, our benefits are as good as or better than the benefits in	0.935	2.231	73.54						

other organisations.									
From what I hear, our pay is as good as or better than other organisations	0.869	2.228	75.889						
Compared with other people working here, I think I am paid fairly.	0.795	2.148	78.036						
I am satisfied with the priorities & directions of my department	0.778	2.102	80.138						
The decisions company management makes concerning employees are usually fair.	0.717	1.937	82.076						
There is sufficient contact between management and employees in this organisation.	0.703	1.901	83.977						
Company management provides a clear sense of direction.	0.626	1.692	85.669						
Management is generally respected by employees.	0.575	1.553	87.222						
In my opinion, employees new to my department are given a clear understanding of what is expected of them.	0.496	1.34	88.563						
There is adequate opportunity for employees to learn about available job openings.	0.492	1.33	89.893						
In my opinion, the company does a good job of promoting the most competent people.	0.443	1.198	91.09						
I am motivated to stay at the BSNL because of benefits package	0.4	1.08	92.171						
My supervisor makes me feel like an important team member	0.381	1.029	93.2						
I am encouraged to think independently	0.366	0.99	94.19						
I am responsible for setting my own	0.338	0.913	95.104						

goals									
I have a better idea of my job responsibilities after implementation of BSC.	0.309	0.836	95.939						
I am confident I can achieve my personal career objectives with this company.	0.285	0.77	96.71						
Managers in this organization are held accountable for their performance.	0.248	0.67	97.38						
I am made to feel like a part of the management team.	0.221	0.598	97.978						
I feel I have been sufficiently well trained to deal effectively with our clients/customers	0.189	0.512	98.49						
The longer you work for this company, the more you feel a part of the Organization.	0.18	0.487	98.977						
I am doing something I consider really worthwhile in my job.	0.154	0.416	99.393						
I can see myself having a future in my present job	0.138	0.373	99.766						
BSNL is a family friendly place to work	0.087	0.234	100						

Annexure III
Factor Matrix Table 5

	Component									
	1	2	3	4	5	6	7	8	9	10
The targets given in Balanced Business Scorecard (BSC) help BSNL meet competition	0.3974549	0.2617938	0.5661528			0.1644398		0.1508605		
I own the targets given to me under BSC and can relate to them	0.1781254	0.2988832	0.5452237	0.122021		0.2747753	-0.1727827	0.2253922	-0.1435755	
I was consulted by my supervisors before finalization of my targets under BSC		0.2905208	0.3237811		0.4520786	-0.1887317	-0.2789689	0.1567835	0.4503306	
I consult my subordinates before finalization of their targets under BSC	0.1484953	0.1114254	0.2248877		0.6518097		0.1594104		0.4126834	-0.1961366
I accept the targets given to me under BSC	0.1677073	0.2290415	0.6257263				-0.1091875		0.1129915	
I feel quality of present BSC is good enough	0.2587462		0.5931766		-0.2442846					
If given opportunity, I would like to change BSC thoroughly	-0.1769155		-0.1415651	-0.2114878	0.3704372	0.4537372	0.2679676	-0.1030133	0.1318712	0.3877428
BSC is just another MIS statement	-0.2009358	0.2445378	-0.2653012	-0.2177655	0.2607307		0.1433152	-0.1299177	0.1642234	0.2911445
BSC is a tool to implement BSNL strategies	0.2264887	0.1052475	0.6172178	0.1004438	-0.1366066		0.1668805			0.1820663
Achievements of BSC will help in my personal growth	0.1822108	0.1620289	0.4828978	0.1580647	-0.2590179	0.2457149	0.1691311	-0.2656963	-0.1147696	0.2667229
Overall, how do you feel about the benefits you receive from this company?	0.4308796	0.1243477		-0.2265071	-0.3915574			-0.2458676	0.2476752	
Personnel policies in this company usually make sense to me	0.2676079			0.1510188	-0.1019114	-0.5457015		-0.3632993	0.161037	0.2154052

I find it difficult to understand this organisation's benefit programme.			-0.1048931	0.1207872	0.1569435		-0.3666261	0.5583238	-0.2519281	0.2845912
From what I hear, our benefits are as good as or better than the benefits in other organisations.	0.5267152	0.1442488		-0.5884453		-0.1304407		0.2717127		0.1585789
From what I hear, our pay is as good as or better than other organisations	0.6363399	0.1252346	-0.1197974	-0.6136097				0.1413162	-0.1543082	0.1270745
Compared with other people working here, I think I am paid fairly.	0.5422419	0.1141436	-0.1166197	-0.3441462						
I am satisfied with the priorities & directions of my department	0.6371606	0.1099052		0.1364627		0.1995297	0.2124452			-0.2460679
The decisions company management makes concerning employees are usually fair.	-0.2713064	0.4689985				-0.312728		-0.1085092	-0.2759783	
There is sufficient contact between management and employees in this organisation.	-0.2825116	0.577526			0.2650778	-0.2591841		-0.1434876	-0.2520816	-0.2049896
Company management provides a clear sense of direction.	-0.1328538	0.6811755		-0.119577	0.2731364		0.1170041	-0.2297373	-0.1945466	
Management is generally respected by employees.	-0.1180048	0.5080422			0.2241534	-0.1239643	-0.1922044	-0.1933133	-0.3574424	
In my opinion, employees new to my department are given a clear understanding of what is expected of them.	-0.1993924	0.6694464	-0.2144815	-0.1481564		0.2485482		-0.1341084		
There is adequate opportunity for employees to learn about available job openings.	-0.3298728	0.5032757	-0.167729		-0.1485969	0.3322646	-0.2619616	0.1010717	0.2760343	-0.156532
In my opinion, the company does a good job of promoting the most competent people.	-0.2096466	0.4405566	-0.1369436	0.3165153		0.1533623	0.1956404	0.1629669		0.2645185
I am motivated to stay at the BSNL because of benefits package	-0.2023776	0.4450602	-0.1702041	0.1694246	-0.1924816				0.2477771	0.428344

My supervisor makes me feel like an important team member	-0.3549649	0.3368381			-0.3870693	-0.3622521	-0.2772853		0.2191898	0.1724296	-0.1108993
I am encouraged to think independently	-0.3112376	0.5366522				-0.4750129	-0.151996		0.1650242	0.1814871	-0.1058815
I am responsible for setting my own goals	-0.2289507	0.3965301				-0.2116979	0.3622266	0.220803	0.2903793		-0.2330535
I have a better idea of my job responsibilities after implementation of BSC.	0.2568777	0.1037043			0.4710575		-0.2601595	0.4163188	0.2024503	0.2665487	
I am confident I can achieve my personal career objectives with this company.	0.4544285		-0.4861422	0.3491349						-0.1606808	
Managers in this organization are held accountable for their performance.	0.4816017	0.2324841				0.2185445	-0.3871982		0.2883851		0.1218387
I am made to feel like a part of the management team.	0.4541206					0.1645227		0.5865879	0.2720973	-0.1214026	-0.1651534
I feel I have been sufficiently well trained to deal effectively with our clients/customers	0.5062038	0.2541651	-0.1318132	-0.1883188			0.2624655		-0.1433711	0.12643	-0.3910459
The longer you work for this company, the more you feel a part of the Organization.	0.5645091	0.2206653			0.3002435			-0.2679851		-0.1642032	
I am doing something I consider really worthwhile in my job.	0.6623074		-0.2019263			0.120947	0.3305608		-0.2274754		
I can see myself having a future in my present job	0.5898773	0.1706331	-0.4306712	0.2845336				-0.1725072			
BSNL is a family friendly place to work	0.421882	0.2706558	-0.2438247	0.1335259				-0.4121923		0.2696783	
Extraction Method: Principal Component Analysis.											
a	10 components extracted.										

Annexure IV
Rotated Component Matrix Table 6

	Component									
	1	2	3	4	5	6	7	8	9	10
The targets given in Balanced Business Scorecard (BSC) help BSNL meet competition		0.634849	0.245422				-0.18234	0.25405	-0.24137	0.183297
I own the targets given to me under BSC and can relate to them		0.603724			0.290632		-0.21167	0.172373	-0.1886	
I was consulted by my supervisors before finalization of my targets under BSC		0.14587		0.108358				0.810039		
I consult my subordinates before finalization of their targets under BSC						0.262479	-0.16769	0.768339	0.161083	
I accept the targets given to me under BSC		0.610592		0.106742	-0.13038	-0.11171	0.161624	0.32372		-0.10336
I feel quality of present BSC is good enough	-0.14866	0.624877	0.12535		0.180906				-0.11951	-0.31315
If given opportunity, I would like to change BSC thoroughly							-0.11167		0.79939	
BSC is just another MIS statement		-0.20431		0.19032	0.114336			0.112438	0.591622	
BSC is a tool to implement BSNL strategies		0.742326			-0.28279	0.116448	0.18725			
Achievements of BSC will help in my personal growth		0.732082						-0.22914	0.148627	
Overall, how do you feel about the benefits you receive from this company?	0.150641	0.122689	0.484965	-0.1319	0.148165					
Personnel policies in this company usually make sense to me	0.181349	0.725686		0.121964	-0.2873					
I find it difficult to understand this organisation's benefit programme.										
From what I hear, our benefits are as good as or better than the benefits in other organisations.	0.142662		0.78393			0.134928	0.202218		0.137478	-0.20681
From what I hear, our pay is as good as or better than other organisations	0.185174		0.880598		-0.10197	0.121354				-0.16776
Compared with other people working	0.163494		0.728311				-0.23264		-0.14269	0.178919

here, I think I am paid fairly.										
I am satisfied with the priorities & directions of my department	0.395981	0.190032	0.235011		0.235885	0.374727	-0.29564		-0.10695	-0.12701
The decisions company management makes concerning employees are usually fair.	-0.12509			0.623372			0.111772		-0.13552	0.153483
There is sufficient contact between management and employees in this organisation.	-0.16818			0.785407				0.158009		
Company management provides a clear sense of direction.				0.731888				0.115611	0.217917	0.192683
Management is generally respected by employees.	0.178636		-0.10114	0.723736						-0.11193
In my opinion, employees new to my department are given a clear understanding of what is expected of them.				0.491597	0.483911		0.108098		0.363924	0.153774
There is adequate opportunity for employees to learn about available job openings.	0.132371		-0.15893	0.145208	0.689071	-0.28461	0.211681	0.13665		0.165681
In my opinion, the company does a good job of promoting the most competent people.			-0.10052	0.207653	0.129372	0.102814				0.778802
I am motivated to stay at the BSNL because of benefits package				0.105211	0.154625		0.215271		0.207796	0.630384
My supervisor makes me feel like an important team member	-0.15388		0.108851	0.138242	0.116253		0.856753			
I am encouraged to think independently		0.104943		0.208528	0.376204		0.682393			0.201938
I am responsible for setting my own goals				0.128181	0.67868	0.203732	0.163174	-0.12676		
I have a better idea of my job responsibilities after implementation of BSC.			-0.10146	-0.11883	0.128465	0.641535		0.14873	-0.13342	0.237053
I am confident I can achieve my personal career objectives with this company.	0.608497	-0.15325				0.375509		-0.24465		
Managers in this organization are held accountable for their performance.	0.19366		0.423256	0.115527	-0.23304	0.375411		0.282644	-0.18308	0.275103
I am made to feel like a part of the	0.151112		0.184473			0.808312				

management team.										
I feel I have been sufficiently well trained to deal effectively with our clients/customers	0.478941		0.362672		0.20657		-0.10438	0.187276		
The longer you work for this company, the more you feel a part of the Organization.	0.610843	0.156695	0.128288	0.178182	-0.13246		-0.21606		-0.24001	
I am doing something I consider really worthwhile in my job.	0.656462	0.119804	0.234953	-0.11604		0.11155	-0.24126		0.212194	
I can see myself having a future in my present job	0.839436					0.165437				
BSNL is a family friendly place to work	0.675681		0.134478		0.152254	-0.15691		0.163069		

Annexure V
Component Score Coefficient Matrix Table 8

Component	1	2	3	4	5	6	7	8	9	10
The targets given in Balanced Business Scorecard (BSC) help BSNL meet competition	-0.0486534	0.1815318	0.0955192	0.0426134	0.0640299	-0.0445721	-0.1132701	0.0905329	-0.131247	0.1751489
I own the targets given to me under BSC and can relate to them	-0.0529907	0.1884217	0.0516652	0.0133008	0.1840105	-0.0485708	-0.1633703	0.0406161	0.1029689	0.0288629
I was consulted by my supervisors before finalization of my targets under BSC	0.034367	-0.000795	0.0316646	0.0378821	0.0019062	-0.0703164	0.0699235	0.4502453	0.0282622	-0.0233026
I consult my subordinates before finalization of their targets under BSC	-0.0319076	-0.053948	0.0606408	0.0150612	0.037466	0.149363	-0.0580193	0.4291419	0.0888096	-0.0688031
I accept the targets given to me under BSC	0.0570136	0.2124704	0.0396579	0.0209202	-0.1127488	-0.0758568	0.1503679	0.1274086	0.0248806	-0.0672295
I feel quality of present BSC is good enough	-0.1149894	0.2099289	0.0272628	0.0062822	0.1824051	0.0583652	-0.0620985	0.0389147	0.0064978	-0.2244708
If given opportunity, I would like to change BSC thoroughly	-0.0002277	0.0696421	0.0019998	0.0759863	-0.0396999	0.0148731	-0.0436279	0.0143013	0.5086925	0.0568238
BSC is just another MIS statement	-0.0494248	-0.0432803	0.051674	0.0265554	0.0319252	-0.0017827	-0.0500438	0.0609956	0.3623413	0.0044687
BSC is a tool to implement BSNL strategies	0.0740402	0.3075774	0.0877684	0.0327524	-0.2393127	0.0559641	0.2129032	0.0562125	0.0707873	0.0878899
Achievements of BSC will help in my personal growth	0.0352095	0.3192991	0.0905087	0.010119	-0.0372932	0.0014671	-0.0214451	0.1979073	0.1849011	0.0112383
Overall, how do you feel about the benefits you receive from this company?	-0.046493	0.008056	0.1347346	0.0677469	0.1289528	-0.0455548	-0.0098722	0.0319248	0.0222391	-0.0201084
Personnel policies in this company usually make sense to me	0.0291301	-0.0026465	0.0382778	0.0724558	-0.1424785	-0.0528068	-0.0151583	0.026553	0.0340696	-0.0212303
I find it difficult to understand this organisation's benefit programme.	0.0337136	0.0126628	0.0577531	0.0252006	0.0586932	-0.0147814	-0.0323538	0.0039493	0.0210923	-0.0139273
From what I hear, our benefits are as good as or better than the benefits in other organisations.	-0.033262	0.0142974	0.3005998	0.0152736	-0.0343351	0.0455411	0.1650169	0.0008649	0.1205167	-0.1129803
From what I hear, our pay is as good as or better than other organisations	-0.0496052	-0.0015633	0.3453393	0.0193012	-0.0458984	0.0141946	0.0697138	0.0616039	0.0786447	-0.0579436
Compared with other people working here, I think I am paid fairly.	-0.0952416	-0.0595018	0.3393107	0.0065555	0.0306514	-0.143278	-0.190777	0.0444572	0.1285541	0.2258309

I am satisfied with the priorities & directions of my department	0.0453476	0.0244269	0.0085781	0.0103448	0.2004499	0.1603183	-0.1500898	0.0503321	0.0531582	-0.0972867
The decisions company management makes concerning employees are usually fair.	-0.067705	-0.0373931	0.0310238	0.2642167	-0.0146646	-0.0040597	-0.0494975	0.0809409	-0.124934	0.0235508
There is sufficient contact between management and employees in this organisation.	-0.0743962	-0.0392039	0.0054804	0.3339389	-0.0235901	0.0665613	-0.0581631	0.031475	0.0847577	-0.0488311
Company management provides a clear sense of direction.	0.0030652	0.0259746	0.0386994	0.2843633	-0.0807347	0.0056262	-0.0255986	0.0047231	0.0886994	0.0460005
Management is generally respected by employees.	0.1147451	0.0233241	0.0807751	0.336238	-0.0517483	-0.0299612	-0.0233919	0.0547826	0.0150441	-0.201013
In my opinion, employees new to my department are given a clear understanding of what is expected of them.	0.0160136	0.0128235	0.0469392	0.1421107	0.1918331	-0.032465	-0.040874	0.0658004	0.1805255	-0.0198243
There is adequate opportunity for employees to learn about available job openings.	0.0900926	-0.0416771	0.0537472	0.0535636	0.3484025	-0.1377447	0.0372643	0.114906	0.0175971	-0.0069281
In my opinion, the company does a good job of promoting the most competent people.	-0.0119807	0.0297999	0.0177475	0.0072758	-0.0530686	0.0482795	-0.0494129	0.0550277	-0.017271	0.5146985
I am motivated to stay at the BSNL because of benefits package	0.0038526	0.0349067	0.0135825	0.0771634	-0.0176272	-0.0662575	0.0458118	0.0096961	0.1293929	0.390691
My supervisor makes me feel like an important team member	0.0258554	-0.0162041	0.057527	0.0302689	-0.0410728	0.0116588	0.5075195	0.023523	0.0461156	-0.0418504
I am encouraged to think independently	0.0218963	0.0469434	0.0351312	0.0204006	0.1177803	0.0819973	0.3563863	0.0174801	0.0682992	0.021862
I am responsible for setting my own goals	-0.0422951	0.0120589	-0.010512	0.0149989	0.3671164	0.1809031	0.0297484	-0.06093	0.0117429	-0.0584867
I have a better idea of my job responsibilities after implementation of BSC.	-0.0734176	-0.0484396	0.0765063	0.0921758	0.1315406	0.3556515	-0.0398169	0.1058581	0.0524281	0.1250766
I am confident I can achieve my personal career objectives with this company.	0.2042124	-0.0268271	0.0892951	0.0469998	-0.0052687	0.1679482	0.0129609	0.1438045	0.0726658	-0.0827271
Managers in this organization are held accountable for their performance.	-0.0420028	-0.0618003	0.1654851	0.0306625	-0.1365343	0.1509126	0.0031904	0.1319716	0.1111237	0.2249313
I am made to feel like a part of the management team.	-0.013551	0.0135611	0.0039453	0.0266149	-0.0329293	0.4716303	0.099689	0.0138004	0.045337	-0.0721217

I feel I have been sufficiently well trained to deal effectively with our clients/customers	0.1447768	-0.0638911	0.0721425	0.0206145	0.1189789	-0.0812607	-0.0268815	0.1088603	-0.108058	-0.0470284
The longer you work for this company, the more you feel a part of the Organization.	0.2109303	0.0322249	0.0380825	0.1118801	-0.093888	-0.060766	-0.0745181	0.0104846	0.1246171	0.0323481
I am doing something I consider really worthwhile in my job.	0.2358471	0.0510887	0.0287754	0.0248376	-0.0350807	-0.0193058	-0.0344357	-0.016574	0.1625292	-0.0386571
I can see myself having a future in my present job	0.3385295	-0.021215	0.0994853	0.0200268	-0.0626698	0.0104698	0.136115	0.0268369	0.0149015	0.0004639
BSNL is a family friendly place to work	0.2771488	-0.0030305	0.0358915	0.0963901	0.0553034	-0.1692638	0.1054183	0.1104843	0.0022675	0.025954