



# Strategic Alignment in Multispecialty Hospitals Integrating a Balanced Scorecard for Superior Performance Management

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**Abstract** - The purpose of the research is to determine if there is a correlation between multispecialty hospitals' strategic alignment, BSC adoption, and OP. Five hundred and thirty-three medical experts from the Indian states of Haryana, Delhi, Noida, and Chandigarh participated in the cross-sectional study. Statistical tools used for analysis included correlation and regression analyses, as well as descriptive statistics. The results show that balanced scorecards, strategy alignment, and peak performance are all strongly related. A higher score in either strategic alignment or balanced scorecards is associated with improved performance, which is a strong predictor of optimum performance. Strategic alignment and performance assessment frameworks play a critical role in improving healthcare organisations' performance, according to the research. Constraints include using just self-reported information and not being able to generalise the results to other areas or healthcare systems. To make the results more credible and applicable to a wider population, researchers in the future should think about using experimental or longitudinal designs and include objective performance metrics. In sum, the study sheds light on healthcare organisations' strategic management techniques and points the way for other studies in the same area.

**Key words:** Strategic alignment, Multispecialty hospitals, Balanced scorecard, Optimal performance, Healthcare management, Performance management.

## I. INTRODUCTION

For multispecialty hospitals to thrive in today's cutthroat healthcare market, they need a solid strategic management team. These healthcare facilities need to carefully coordinate their aims and objectives to guarantee great performance in all areas, since the healthcare business is always changing (Azhar et al., 2021). It is essential to have a well-thought-out strategy and put it into action when dealing with a constantly evolving and difficult environment characterised by healthcare reforms, new technologies, and evolving patient requirements (van den Heuvel et al., 2013). When it comes to aligning strategic objectives with quantifiable performance indicators, multispecialty hospitals use a balanced scorecard method. In order to achieve optimum performance, this strategy allows for a thorough examination of performance from several angles, including financial, customer, internal processes, learning and development, and organisational processes (Shahian, 2011). Using a balanced scorecard, a multispecialty hospital may better comprehend its present situation and establish and track strategic objectives (Trowbridge & Mische Lawson, 2016). This allows for better performance management and integration of strategic planning.

### THE IMPACT OF THE BALANCED SCORECARD ON STRATEGIC ALIGNMENT AND OPTIMAL PERFORMANCE

As a tool for strategic management, the balanced scorecard lays forth a comprehensive framework for coordinating the aims of an organisation with its performance indicators (Oliveira et al., 2021). This strategy is essential for multispecialty hospitals to ensure that all parts of the healthcare organisation are aligned strategically and are performing at their best. (Huebner & Flessa, 2022).

### ACHIEVING STRATEGIC ALIGNMENT WITH THE BALANCED SCORECARD

By coordinating performance measures with the hospital's long-term objectives, balanced scorecards help multispecialty hospitals achieve strategic alignment (Huebner & Flessa, 2022). According to Nørreklit (2000), the balanced scorecard makes sure that every part of the company has a say in the strategy planning by including viewpoints like financial, customer, internal process, and learning and development. Thanks to this integration, hospitals can zero in on the most important strategic initiatives that will propel them to their full performance potential.

### PERFORMANCE MEASUREMENT & MANAGEMENT

Multispecialty hospitals may manage and assess performance thoroughly using the balanced scorecard method (van den Heuvel et al., 2013). By establishing KPIs in the areas of financial management, patient happiness, operational efficiency, and staff engagement, hospitals may track their progress towards strategic goals (Akachi & Kruk, 2017). By measuring performance in this comprehensive way, the hospital can be confident that it is concentrating on all aspects of its operations and getting them to work together effectively. (Odiit et al., 2014).

### FACILITATING STRATEGIC ALIGNMENT

By providing a systematic framework to convert strategic goals into measurable, achievable targets, the balanced scorecard method improves strategic alignment (Martinsons et al., 1999). By tying together long-term goals with specific performance indicators, it helps healthcare facilities make sure that their day-to-day decisions are in line with their strategic plans (Smith, 2008). By fostering



a cohesive and well-coordinated strategy for organisational success, this alignment guides the hospital towards achieving its full potential and gaining a competitive edge (Mikula et al., 2021).

To achieve strategic alignment and improve overall performance, multispecialty hospitals must use a balanced scorecard method (Chakravarthi, 2010). To successfully traverse the complicated healthcare ecosystem, hospitals must integrate performance measures from several viewpoints and link them with strategic goals. This will allow them to prioritise operational excellence and high-quality treatment (Chatterjee et al., 2017). The purpose of this research is to examine how multispecialty hospitals may improve their performance and strategy alignment by using the balanced scorecard method. This method allows multispecialty hospitals to track and control important metrics including financial management, patient happiness, operational efficiency, and staff engagement (Trowbridge & Mische Lawson, 2016).

## **II. LITERATURE REVIEW**

In the dynamic healthcare environment, multispecialty hospitals encounter growing difficulties in attaining and sustaining peak performance (Van Diggele et al., 2020). As these facilities strive to deliver comprehensive and coordinated care across diverse medical disciplines (Nørreklit, 2000), achieving strategic alignment becomes increasingly critical. This review of literature examines the concept of strategic alignment within multispecialty hospitals and explores the potential advantages of adopting a balanced scorecard (BSC) approach to improve overall performance (Shahian, 2011).

### **STRATEGIC ALIGNMENT IN MULTISPECIALITY HOSPITALS**

Multispecialty hospitals function within a intricate environment where multiple medical fields converge (Trowbridge & Mische Lawson, 2016). Achieving strategic alignment in these contexts requires harmonizing organizational goals, resources, and activities across diverse specialties to ensure a unified and collaborative approach to healthcare delivery (Azhar et al., 2021). Studies indicate that effective strategic alignment leads to better patient outcomes, increased operational efficiency, and improved organizational resilience amidst the evolving challenges in healthcare (van den Heuvel et al., 2013).

### **THE BALANCED SCORECARD AS A TOOL FOR STRATEGIC MANAGEMENT**

An effective framework for strategic management, the Balanced Scorecard was created in the early 1990s by Kaplan and Norton (Win et al., 2019). Its purpose is to help organisations convert their vision and strategy into quantifiable goals and performance indicators. The BSC has been shown to be useful in healthcare settings, with studies highlighting its ability to provide a comprehensive evaluation of an organization's performance in four areas: finances, customers, internal processes, and learning and development (Breen et al., 2009).

### **CHALLENGES IN IMPLEMENTING STRATEGIES IN MULTISPECIALITY HOSPITALS**

Implementing the balanced scorecard (BSC) in multispecialty hospitals is recognized as a valuable strategy for improving overall performance (Comfort et al., 2022). However, it presents unique challenges. Literature identifies issues such as resistance to change among clinical and administrative staff (Samanta et al., 2023), conflicting interests among different specialties, and the complexity of integrating diverse clinical and administrative functions (Ahamed et al., 2023). Overcoming these challenges is crucial for achieving successful strategic alignment. Addressing resistance involves raising awareness about the benefits of the BSC, fostering a culture of continuous improvement (Papastamatis & Panitsides, 2014), and involving stakeholders in decision-making (Singer et al., 2022). Given the presence of diverse specialties, a collaborative approach is necessary, tailoring performance metrics to align with each specialty's unique objectives (Cagliano et al., 2011). Integrating clinical and administrative functions requires a comprehensive organizational analysis to identify common goals and establish a cohesive framework (Eason, 2010). Challenges in resource allocation necessitate a nuanced understanding of each specialty's requirements, transparent communication, and flexible mechanisms (Papalexandris et al., 2005). Engagement, effective communication, and continuous monitoring are essential for ensuring ongoing success of the BSC, fostering organizational agility and responsiveness to healthcare dynamics (Scialpi & Declercq, 2023).

### **ADVANTAGES OF IMPLEMENTING BSC IN MULTISPECIALITY HOSPITALS**

Numerous studies have demonstrated the positive effects of implementing the BSC in healthcare organizations (Smith, 2008). In the context of multispecialty hospitals, the BSC can promote collaboration among specialties, improve communication, and align departmental goals with the organization's overall strategy (Stoller, 2008). Reported advantages include enhanced resource allocation, increased patient satisfaction, and improved financial performance (Mikula et al., 2021).

For multispecialty hospitals to successfully negotiate the difficulties of contemporary healthcare, strategic alignment is vital (Hearld et al., 2022). By fostering a holistic approach to healthcare delivery and coordinating organisational objectives, the balanced scorecard offers a viable strategy for reaching peak performance (Singer et al., 2022). This research highlights the relevance of strategic alignment using the Balanced Scorecard in improving the overall performance of multispecialty hospitals, despite current difficulties. The potential advantages of this approach are underlined (Copnell et al., 2009).

## **III. RESEARCH METHODOLOGY**

A structured questionnaire with 24 questions divided into two parts was distributed as part of the research. Section 2 included three components pertaining to strategic alignment, the balanced scorecard method, and optimum performance in Multispecialty Hospitals, using a 5-point Likert scale (refer to Table 1), whereas Section 1 gathered demographic information. We collected 560 replies from 690 questionnaires delivered in several places, including Haryana, Noida, New Delhi, and Chandigarh. A total of 384 replies were deemed appropriate for the research after using Cochran's method (Cochran, 1997). The selecting technique made use of purposeful sampling..

**Table 1 presents the construct, operational definition, and corresponding items.**

**Source: Authors Own Elaborations**

| Construct                  | Operational Definition                                                                                                                                                                                                                                                                                                               | Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Source                                                                                                                                                                                                                                                                  |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Balanced Scorecard</b>  | A strategic management system known as the balanced scorecard incorporates four perspectives: financial, customer, internal processes, and learning/growth. This tool evaluates important performance indicators across four dimensions, which helps organisations align objectives, monitor performance, and make educated choices. | <p>I think the Balanced Scorecard helps in communicating and aligning strategic goals across various departments within the hospital. From a financial perspective, Key Performance Indicators (KPIs) are essential for ensuring optimal performance in multispecialty hospitals.</p> <p>The financial goals specified in the Balanced Scorecard align perfectly with our hospital's overall financial objectives, promoting strategic coherence and achieving optimal financial performance.</p> <p>In my experience, the Balanced Scorecard has helped cultivate a culture of ongoing learning, innovation, and professional growth among healthcare professionals at my hospital.</p> <p>The financial goals set forth in the Balanced Scorecard are in line with the overall financial objectives of your hospital.</p> <p>I think the Balanced Scorecard is a great tool for getting everyone in the hospital on the same page when it comes to long-term objectives.</p> <p>To provide a more all-encompassing assessment of performance, I believe the Balanced Scorecard might benefit from adding customer, internal process, financial, and learning and development viewpoints.</p> <p>In my opinion, the Balanced Scorecard has improved your hospital's overall performance by influencing decision-making and resource allocation.</p> | <p>(Epstein &amp; Manzoni, 1997)</p> <p>(Epstein &amp; Manzoni, 1997)</p> <p>(Nørreklit, 2000)</p> <p>(Martinsons et al., 1999)</p> <p>(Epstein &amp; Manzoni, 1997)</p> <p>(Nørreklit, 2000)</p> <p>(Epstein &amp; Manzoni, 1997)</p> <p>(Martinsons et al., 1999)</p> |
| <b>Strategic Alignment</b> | Strategic alignment involves aligning an organization's goals, activities, and resources with its overall strategic objectives. This ensures that every aspect of the organization operates cohesively toward a shared vision, maximizing performance and enabling the attainment of strategic goals.                                | <p>I believe there is coherence between the strategic goals set by the leadership of my hospital and the daily tasks carried out by employees.</p> <p>I believe that the organizational goals and priorities are effectively communicated to various departments and teams, ensuring strategic alignment across the hospital.</p> <p>I believe that the current communication strategy promotes alignment with the hospital's overall strategic direction.</p> <p>I see that individual performance goals are in sync with the broader strategic objectives of the hospital.</p> <p>The link between the hospital's mission and vision and the specific strategic initiatives undertaken to accomplish them.</p> <p>At my hospital, we make sure that everyone in management is aware of and committed to the strategic goals set by the top brass.</p> <p>To keep up with the ever-changing healthcare landscape, the strategic plan is evaluated and updated on a regular basis.</p> <p>As far as I can tell, the Balanced Scorecard's strategic objectives are well-aligned with the</p>                                                                                                                                                                                                                                                          | <p>(Oliveira et al., 2021)</p> <p>(Azhar et al., 2021)</p> <p>(Gautham et al., 2019)</p> <p>(Stoller, 2008)</p> <p>(Stefanovska &amp; Soklevski, 2014)</p> <p>(Odiit et al., 2014)</p> <p>(Odiit et al., 2014)</p>                                                      |

|                            |                                                                                                                                                                                                                                                                                              |                                                                                                                                                    |                         |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                            |                                                                                                                                                                                                                                                                                              | day-to-day operations and performance targets of all levels of staff.                                                                              | (Oliveira et al., 2021) |
| <b>Optimal Performance</b> | Optimal performance denotes achieving the utmost efficiency, effectiveness, and productivity possible for an organization or individual. It entails maximizing output, meeting objectives, and using resources efficiently and effectively to achieve peak performance and desired outcomes. | I agree that specific key performance indicators (KPIs) are essential for evaluating the overall optimal performance of my hospital.               | (Azhar et al., 2021)    |
|                            |                                                                                                                                                                                                                                                                                              | I believe that the idea of optimal performance is effectively communicated and understood across various levels of employees within your hospital. | (Shahian, 2011)         |
|                            |                                                                                                                                                                                                                                                                                              | I believe that both individual and team goals play a significant role in contributing to the hospital's achievement of optimal performance.        | (Azhar et al., 2021)    |
|                            |                                                                                                                                                                                                                                                                                              | I believe that the hospital's existing strategies for identifying and addressing areas needing improvement enhance overall hospital performance.   | (Chakravarthi, 2010)    |
|                            |                                                                                                                                                                                                                                                                                              | The current methods for measuring and evaluating performance at the hospital are in line with its goals for achieving optimal performance.         | (Gautham et al., 2019)  |
|                            |                                                                                                                                                                                                                                                                                              | I think the hospital's strategies or initiatives effectively promote a culture of continuous improvement aimed at achieving optimal performance.   | (Akachi & Kruk, 2017)   |
|                            |                                                                                                                                                                                                                                                                                              | Do you agree that leadership plays a role in fostering an environment that supports and encourages optimal performance among employees?            | (Odiit et al., 2014)    |
|                            |                                                                                                                                                                                                                                                                                              | I believe that the performance assessments conducted ensure continuous progress and alignment with the hospital's goals for optimal performance.   | (Odiit et al., 2014)    |

#### IV. RESULTS

##### CHARACTERISTICS OF THE RESPONDENTS

Respondents' gender, age range, profession, and length of service in the healthcare industry are detailed in Table 2. Males made up 59.0% of the sample and females 41.0%. A total of 37.6% of the respondents fell into the "Above 45 years" age bracket, while 25.8% were in the "37 to 44 Years" bracket, 20.6% were in the "29 to 36 Years" bracket, and 16.0% were in the "18 to 28 Years" bracket. Healthcare professionals made up 38.0% of the respondents, followed by administrative workers at 27.0%, managers at 17.5%, and support workers at 16.4%. The majority of respondents had either fewer than fifteen years of experience in the healthcare industry (23.7%), eleven to fifteen years (20.1%), or six to ten years (14.1%). The proportion of responders with 16–20 years of experience was lower at 8.6%, while 6.2% had over 20 years of experience.

**Table 2 Demographic Details**

**Source: Authors own Elaborations**

| S.no. | Demographic Details | Category                                                      | N   | %    |
|-------|---------------------|---------------------------------------------------------------|-----|------|
| 1     | Gender              | Male                                                          | 312 | 58.9 |
|       |                     | Female                                                        | 218 | 41.1 |
| 2     | Age Group           | 18-28 years                                                   | 112 | 21.1 |
|       |                     | 29-36 years                                                   | 142 | 26.8 |
|       |                     | 37-44 years                                                   | 124 | 23.4 |
|       |                     | Above 45 Years                                                | 152 | 28.7 |
| 3     | Occupation          | Healthcare professionals (Doctors, nurses, technicians, etc.) | 203 | 38.4 |
|       |                     | Administrative                                                | 145 | 27.4 |
|       |                     | Management Staff                                              | 94  | 17.7 |
|       |                     | Supportive Staff (Clerical, maintenance staff etc.)           | 88  | 16.6 |
| 4     | Experience          | 15 years                                                      | 163 | 30.8 |
|       |                     | 6-10 years                                                    | 91  | 17.2 |
|       |                     | 11-15 years                                                   | 135 | 25.5 |
|       |                     | 16-20 years                                                   | 82  | 15.5 |
|       |                     | >20 years                                                     | 59  | 11.1 |

### **Average, Standard Deviation, Reliability, Skewness, and Kurtosis of Item**

In Table 3, you can see the reliability coefficients and descriptive statistics for the questions that measure the balanced scorecard (BS), strategic alignment (SA), and optimum performance (OP) constructs. You may learn about the item-specific internal consistency, variability, and central tendency from these data.

The mean scores, which indicate the average answer for each item on the balanced scorecard (BS1-BS8), varied between 2.289 and 3.238. The variability or dispersion of responses around the mean was shown by standard deviations, which varied from 1.2050 to 1.3174. The items assessing the Balanced Scorecard construct showed a high degree of internal consistency, with reliability coefficients (Cronbach's Alpha) ranging from 0.791 to 0.802.

Similarly, SA1-SA8 strategic alignment questions had standard deviations of 1.1370-1.3218 and mean scores of 2.191-2.864. These items demonstrated strong internal consistency with reliability values ranging from 0.790 to 0.799.

Scores on the eight measures measuring optimum performance (OP1-OP8) varied from 2.153 to 2.860 on the mean, with standard deviations between 1.1455 and 1.3027. These items had very high levels of internal consistency, since their reliability coefficients were between 0.790 and 0.803.

**Table 3 Average, Standard Deviation, Reliability, Skewness, and Kurtosis of Item**

Source: Authors own Elaborations

| Item | N   | MEAN  | S.D.   | Reliability | Skewness | Kurtosis |
|------|-----|-------|--------|-------------|----------|----------|
| BS1  | 530 | 2.991 | 1.2831 | 0.798       | -0.117   | -0.959   |
| BS2  | 530 | 2.811 | 1.2398 | 0.801       | 0.201    | -0.798   |
| BS3  | 530 | 3.223 | 1.2341 | 0.800       | -0.273   | -0.848   |
| BS4  | 530 | 3.238 | 1.3174 | 0.799       | -0.226   | -1.033   |
| BS5  | 530 | 2.309 | 1.2246 | 0.793       | 0.639    | -0.556   |
| BS6  | 530 | 2.413 | 1.2843 | 0.791       | 0.489    | -0.856   |
| BS7  | 530 | 2.289 | 1.2652 | 0.792       | 0.614    | -0.639   |
| BS8  | 530 | 2.475 | 1.2050 | 0.795       | 0.565    | -0.435   |
| SA1  | 530 | 2.191 | 1.1583 | 0.790       | 0.715    | -0.269   |
| SA2  | 530 | 2.445 | 1.1576 | 0.791       | 0.431    | -0.430   |
| SA3  | 530 | 2.583 | 1.2426 | 0.797       | 0.474    | -0.631   |
| SA4  | 530 | 2.619 | 1.1658 | 0.797       | 0.368    | -0.493   |
| SA5  | 530 | 2.466 | 1.1370 | 0.792       | 0.533    | -0.244   |
| SA6  | 530 | 2.791 | 1.2464 | 0.799       | 0.390    | -0.734   |
| SA7  | 530 | 2.675 | 1.1893 | 0.792       | 0.404    | -0.495   |
| SA8  | 530 | 2.864 | 1.3218 | 0.799       | 0.187    | -0.998   |
| OP1  | 530 | 2.711 | 1.2977 | 0.802       | 0.277    | -0.920   |
| OP2  | 530 | 2.860 | 1.3027 | 0.803       | 0.157    | -0.998   |
| OP3  | 530 | 2.811 | 1.2994 | 0.800       | 0.281    | -0.920   |
| OP4  | 530 | 2.247 | 1.1492 | 0.793       | 0.721    | -0.204   |

|     |     |       |        |       |       |        |
|-----|-----|-------|--------|-------|-------|--------|
| OP5 | 530 | 2.296 | 1.1783 | 0.791 | 0.529 | -0.655 |
| OP6 | 530 | 2.153 | 1.1912 | 0.790 | 0.706 | -0.422 |
| OP7 | 530 | 2.455 | 1.1775 | 0.796 | 0.566 | -0.358 |
| OP8 | 530 | 2.196 | 1.1450 | 0.790 | 0.740 | -0.177 |

#### Correlation Table of Balanced Scorecard, Strategic Alignment, and Optimal Performance

Correlation matrices displaying Pearson correlation coefficients among balanced scorecard, optimum performance, and strategic alignment are shown in Table 4. The direction and intensity of the association between the variables in the row and column corresponding to each cell in the matrix are shown.

Several important results are shown by the analysis. To begin with, a somewhat favourable association between Strategic Alignment and Balanced Scorecard has been shown by a positive and statistically significant correlation ( $r = 0.300$ ,  $p < 0.01$ ). Two, there is a somewhat favourable link between balanced scorecard and optimum performance, as shown by a comparable positive and statistically significant correlation ( $r = 0.389$ ,  $p < 0.01$ ). Finally, there is a somewhat favourable association between strategic alignment and optimum performance, as shown by the positive and statistically significant correlation ( $r = 0.370$ ,  $p < 0.01$ ).

These results highlight significant positive relationships among the balanced scorecard, strategic alignment, and optimal performance.

**Table 4 Correlation matrix of balanced scorecard, strategic alignment, and optimal performance**

**Source: Authors own elaborations**

**Sig. (2-tailed)** represents the p-value for each correlation coefficient.

**N** indicates the sample size for each correlation calculation.

|                     | Balanced Scorecard   | Strategic Alignment  | Optimal Performance  |
|---------------------|----------------------|----------------------|----------------------|
| Balanced Scorecard  | 1                    | 0.300**              | 0.389**              |
|                     | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 |
|                     | N 530                | N 530                | N 530                |
| Strategic Alignment | 0.300**              | 1                    | 0.370**              |
|                     | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 |
|                     | N 530                | N 530                | N 530                |
| Optimal Performance | 0.389**              | 0.370**              | 1                    |
|                     | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 | Sig. (2-tailed) .000 |
|                     | N 530                | N 530                | N 530                |



### Regression Analysis Findings for Predicting Optimal Performance

Strategic alignment, the balanced scorecard method, and optimum performance in multispecialty hospitals were all illuminated by the analysis of variance (ANOVA) results. The relevance of the total regression model is shown by the calculated F-value of 75.116 ( $p < 0.001$ ), which shows that optimum performance is considerably impacted by at least one of the variables. The regression model also accounts for a large amount of the variation in ideal performance ( $R^2 = 0.222$ ). Consequently, it seems that the balanced scorecard method and strategic alignment together account for around 22.2% of the variation in ideal performance ratings. The importance of these elements in determining the best possible performance outcomes in hospitals that provide many specialties is highlighted by these results.

The coefficients show that the predictors' individual contributions are significant. A positive and statistically significant correlation between an increase in strategic alignment ( $B = 0.260$ ,  $p < 0.001$ ) and the balanced scorecard ( $B = 0.290$ ,  $p < 0.001$ ) indicates that both predictors are associated with increased optimum performance.

Additional information on the relative magnitude of these predictors' impacts on optimum performance may be found in the standardised coefficients (Beta). When it comes to maximising performance, both strategic alignment (Beta=0.279) and the balanced scorecard (Beta=0.305) have comparable and significant impacts. This suggests that both concepts play a key role in achieving peak performance in hospitals that provide many specialties, while the balanced scorecard may be somewhat more influential.

Our knowledge of optimum performance in multispecialty hospitals is enhanced by the ANOVA findings, which emphasise the relevance of strategic alignment and the balanced scorecard method as predictors (see Table 5). The importance of performance assessment frameworks and strategy alignment in enhancing healthcare organisations' overall performance is highlighted by these studies.

**Table 5 ANOVA TEST TABLE**

**Source: Authors own elaborations**

|            | Sum of Squares | df  | Mean Square | F      | Sig. |
|------------|----------------|-----|-------------|--------|------|
| Regression | 3306.267       | 2   | 1653.134    | 75.116 | .000 |
| Residual   | 11598.150      | 527 | 22.008      |        |      |
| Total      | 14904.417      | 529 |             |        |      |

The regression analysis indicates that both strategic alignment and the balanced scorecard approach significantly predict optimal performance (refer to Table 6). The intercept term in the model suggests that the estimated optimal performance score is 8.066 when both strategic alignment and balanced scorecard approach scores are zero, indicating a baseline level of optimal performance in the absence of considerations for strategic alignment and the balanced scorecard approach.

Both the regression coefficients for strategic alignment and the balanced scorecard approach are statistically significant. The estimated optimal performance score increases by 0.260 units for every one-unit increase in the strategic alignment score. Similarly, for every one-unit increase in the balanced scorecard approach score, the estimated optimal performance score increases by 0.290 units. These findings imply that higher scores in both strategic alignment and the balanced scorecard approach correlate with higher levels of optimal performance.

The standardized coefficients (Beta) further illustrate that both predictors have a roughly equal influence on optimal performance, with strategic alignment at 0.279 and the balanced scorecard approach at 0.305. This underscores their critical roles in predicting optimal performance.



**Table 6 Regression Table**

**Source: Authors own elaborations**

| MODEL B |                     | Unstandardized coefficient |      | Standardized coefficient |       | Sig. |
|---------|---------------------|----------------------------|------|--------------------------|-------|------|
|         |                     | Std. error                 | beta |                          | t     |      |
| 1       | Constant            | 8.066                      | .973 |                          | 8.287 | .000 |
|         | Strategic Alignment | .260                       | .038 | .279                     | 6.917 | .000 |
|         | Balanced scorecard  | .290                       | .038 | .305                     | 7.580 | .000 |

## V. DISCUSSION

This study's findings corroborate those of other studies that have highlighted the significance of performance measuring systems and strategy alignment in organisational success, as pointed out by Nørreklit (2000), Martinsons et al. (1999), and Epstein & Manzoni (1997). Academics in this field contend that the BSC and other similarly aligned frameworks may increase performance. The importance of performance assessment frameworks and strategy alignment in improving organisational performance, especially in healthcare, has been emphasised by Gautham et al. (2019), Azhar et al. (2021), and Oliveira et al. (2021). These studies add credence to the current research's conclusions by showing that the BSC and strategic alignment are key components in healthcare organisations' pursuit of peak performance.

This research adds to the current literature by confirming, in accordance with these theoretical viewpoints, that the BSC and strategic alignment have a beneficial effect on achieving optimum performance in hospitals that provide many specialities. Strategic alignment methods and performance assessment frameworks, such as the BSC, may help healthcare organisations enhance their performance, according to these results, which have important implications for healthcare management.

## .CONCLUSION

The purpose of this research was to examine how multispecialty hospitals' use of the Balanced Scorecard (BSC), SA, and OP were related to one another. The findings show that there are strong positive correlations between BSC, SA, and OP, suggesting that a BSC-measured integrated strategy approach favourably affects performance outcomes. Significant predictors of OP included both BSC and SA, indicating that better performance is associated with higher scores in both domains. The research highlights the importance of performance measurement frameworks and strategy alignment in helping healthcare organisations achieve optimum performance.

Several implications for healthcare administration and practice stem from these results. If healthcare organisations want to improve their performance, they need make sure their strategic objectives and operational operations are well aligned. Organisational performance may be enhanced by the use of the Balanced Scorecard method, which allows for more precise assessment and monitoring of performance. In addition, organisations may improve their performance and patient outcomes by engaging in strategic alignment projects.

## Consequences of the study

The implications of this study hold significant relevance for healthcare organizations, policymakers, and researchers, providing valuable insights into the relationships among the BSC, SA, and OP. Understanding these connections is crucial for making informed decisions and enhancing organizational performance in healthcare environments.

One important implication is the critical role of strategic alignment within healthcare organizations. The study underscores that aligning organizational strategies with operational functions is essential for improving performance. Healthcare entities can use these findings to assess their current alignment strategies and make necessary adjustments to enhance performance.

Another significant implication pertains to performance evaluation methodologies. Adopting the balanced scorecard approach can enable healthcare organizations to more effectively measure and oversee their performance across various dimensions. This comprehensive approach to performance evaluation can enhance decision-making processes and optimize resource allocation, thereby improving overall organizational performance.



Furthermore, the study emphasizes that strengthening strategic alignment and implementing the Balanced Scorecard approach can positively influence organizational outcomes. Healthcare organizations can enhance their capacity to achieve strategic objectives and improve overall performance metrics by prioritizing these aspects.

Additionally, enhancing strategic alignment and implementing robust performance measurement mechanisms can lead to improved patient outcomes. By enhancing strategic alignment and performance evaluation practices, healthcare organizations can elevate the quality of patient care and satisfaction levels, ultimately benefiting community health outcomes.

From a policy standpoint, policymakers can leverage these findings to develop policies that promote the adoption of strategic alignment practices and performance measurement frameworks within healthcare organizations. This can foster a more efficient and effective healthcare delivery system, benefiting both healthcare establishments and patients.

## VI. LIMITATIONS OF THE STUDY

According to the study, there is a strong positive relationship between Strategic Alignment, the deployment of BSC, and OP in hospitals that provide many specialities. There are a number of limitations to the research that should be considered. These include the fact that it is based on self-reported information and cross-sectional data, which are not representative of all healthcare settings or countries. The findings should be more reliable and applicable if future research investigate experimental or longitudinal approaches, use objective performance criteria, and look at a wider variety of healthcare settings.

## VII. ACKNOWLEDGMENT

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