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# Strategic HRM–Balanced Scorecard Integration Model for Enhancing Business Performance in Emerging Economies

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## Abstract

Emerging markets can be rough-and-tumble: profits swing wildly, skill shortages show up everywhere, and money often runs thin. With those challenges, making sure a company's people plan to line up with its big-picture goals is the only way to build lasting success. This research shares a hands-on tool that blends Strategic Human Resource Management (SHRM) with the Balanced Scorecard (BSC) so HR work drives the firm forward instead of sitting on the sideline. By placing key HR tasks-recruiting the right people, growing leaders, giving honest feedback, and running daily training each of the BSC's four financial, customer, internal process, and learning & growth frameworks ties people's actions directly to what the business needs to achieve.

By studying companies in India, Vietnam, and Indonesia, the researchers showed that their new plan really does bring teams closer to business goals, makes workers more nimble, and boosts the firm's chances of staying ahead. The findings prove that mixing strategic human-resource thinking with the Balanced Scorecard gives a fuller picture of how well a company is doing, especially when markets shift fast. On top of that, the model acts like a flexible dashboard for HR chiefs and top managers who want to spend on talent in a way that matches their long-term game plan.

**Keywords:** Strategic Human Resource Management, Balanced Scorecard, Emerging Economies, Business Performance, HR Strategy Alignment.



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## Introduction

### Definition of Strategic Human Resource Management (SHRM)

Strategic Human Resource Management, or SHRM, means purposely linking all people-related choices to a company's big future goals. It looks past routine paperwork and instead focuses on growing talent, planning the future workforce, building leaders, and keeping employees involved so the business stays sharp [21]. When done right, SHRM turns HR into an important partner that boosts results and helps the organization adapt quickly to outside changes [1] [27].

### Definition of Balanced Scorecard (BSC)

The Balanced Scorecard, dreamed up by Kaplan and Norton, helps managers look at money and other important areas together so they can steer their plans [3]. Using the Balanced Scorecard, any organization can take large ideas, break them down to smaller goals, track them through multiple measures, and maintain a balanced view of the entire organization's performance externally and internally [4].

### Importance of Integrating SHRM and BSC in Emerging Economies

Focusing on developing areas within a developing country poses unique challenges due to the high regulation, low market sophistication, and instability of the emerging economies. The aligning of separate and interdependent human resource systems with the Balanced Scorecard is a way to 'operationalize' the forecasted integrated workforce plans with the entire corporate strategy. The workforce competencies and the corporate goals are streamlined integration to achieve the corporate objectives [25]. When these supplementary frameworks function together, every human-resources effort bears an operationally unique signal pertaining to the profit margins, client satisfaction, intellectual capital available within the region, and the aggregate level of organizational learning [2][22]. Take, for example, the simultaneous selection of high-potential hires and the systematic cultivation of future leaders. These two personnel activities, in isolation, span the Learning and Growth and Internal Process quadrants of the balanced-scorecard system [19].

Integrating strategic human resource management (SHRM) with the balanced scorecard (BSC) is particularly salient in rapidly expanding economies, where enterprises are compelled to modulate operational tempo and optimize resource allocation to sustain growth trajectories [13]. Such integration affords human resource executives the capacity to translate investments in educational programs and organizational culture into quantifiable commercial outcomes, including enhanced customer satisfaction, more efficient processes, and superior profitability [7][28][29].

### Theoretical Framework and Diagram

The theoretical framework of the present research derives from three pivotal constructs situated within the discipline of strategic management. First, the Resource-Based View (RBV) postulates that human capabilities, once embedded within an organization, confer sustained competitive advantage only when leveraged effectively by astute managerial oversight. In other words, the enduring value of employee expertise is realized not simply in possession, but in purposeful orchestration aligned with the firm's strategic objectives [8]. Human Capital Theory: treats every skill, bit of know-how, and learned ability as money spent that should pay back greater output and fresh ideas [9]. Strategic Alignment Theory: insists that plans for hiring, training, and rewarding staff must line up with the bigger team goals so work gets done well [10].

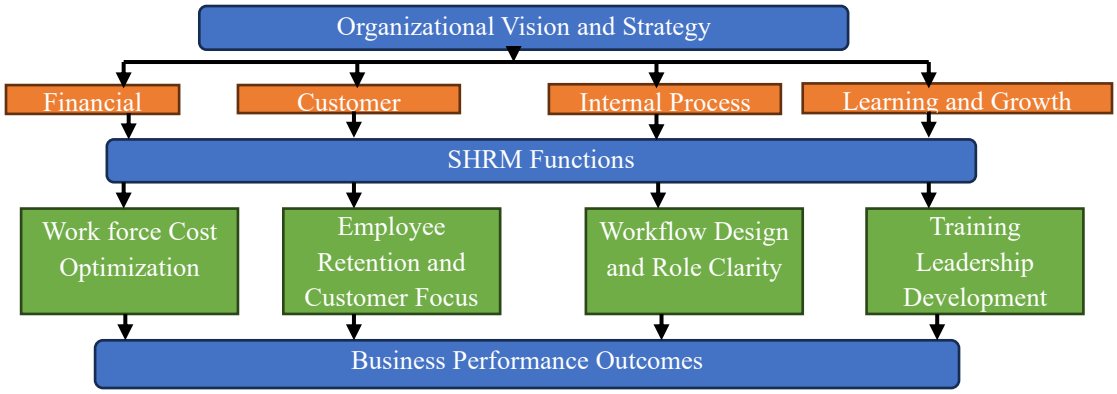



**Fig. 1: Theoretical Framework of SHRM–BSC Integration Model**

Figure 1 shows how smart HR moves fit neatly into the Balanced Scorecard and push the whole business forward. In the Financial part, HR keeps salaries in check and lines up the right people for every job. For Customers, teams perform better when their skills match what clients expect, so service and satisfaction climb. The Internal Process section improves when clear roles and simple upgrades cut waste and speed up tasks. In Learning & Growth, training, succession plans, and fresh leaders build a future-ready, adaptable organization [6].

**Key Contributions**

The research introduces a new approach that integrates Strategic Human Resource Management (SHRM) with the Balanced Scorecard, ensuring that HR tasks align with financial, customer, and process measures. This approach is particularly useful in emerging economies with challenges like shortages of skilled workers, tight budgets, and shaky regulations. The model, based on the Resource-Based View, Human Capital Theory, and Strategic Alignment Theory, emphasizes the importance of employees' knowledge and ability in maintaining a company's competitiveness. It serves as a blueprint for both company and HR managers, demonstrating that productive leadership training, fair feedback, and honest feedback drive the bottom line and generate innovative solutions.

## Research Objectives

- Build a fresh theory that links Strategic HRM ideas with the Balanced Scorecard.
- Show how each SHRM practice adds value to the Scorecard's four parts: money, customers, back-office tasks, and learning.
- Test the combined model in emerging markets to see whether it really lifts business results.
- Translate strategic goals into practical and tangible Human Resources (HR) objectives.
- Provide pragmatic advice for the implementation of the integrated strategy [17][12].

**Statement of the Problem**

Companies within high growth economies are beginning to face very complex dilemmas regarding acquiring qualified personnel, as there is significant concealment within the workforce, and the rules of engagement are seemingly shifting overnight [16]. Even though each individual cites ‘Talent is the most critical resource and vehicle associated with successful performance,’ many companies still treat people management as a tactic and fail to align it with the central strategy [26]. The Balanced Scorecard, which is considered the best in any domain for the engineering it as the foremost technique to monitor outcomes, operates in silos… and never associates with Strategic Human Resource Management. The lack of such a union means that productive HR solutions are relegated as the rear pushing the cart as opposed to the steering controls of the business [14].

There still exists the lack of a contextualized and practical approach that integrates strategic human resource planning with a balanced scorecard even in scholarly works, especially in developing economies. Such organizations that treat these elements separately do not see a positive return on investment in the human capital. For that reason, this study sets out to build and test a joined SHRM-BSC model that tightens strategy and lifts results in markets still finding their feet [5].

**Research Questions**

- In what ways can human-resource ideas from SHRM line up with the four look-outs of the Balanced Scorecard?
- Which people-focused factors move the needle for companies trying to grow in new and emerging markets?
- When SHRM teams up with the BSC, do the numbers show better results for the business?
- What bumps in the road do companies hit when they try to use this joined-up tool in uncertain, fast-moving markets?
- How does the SHRM-BSC mix help a firm stay quick on its feet today and still stand tall decades from now?

**Research Hypotheses**

H1: When a company lines its people plans with the Balanced Scorecard, profits and overall success move in the same upward direction.

H2: Fresh talent policies in firms from emerging markets lift the Learning and Growth part of the Scorecard in a big way.

H3: Keep staff learning and boost leader coaching, and you'll see clear gains in how well internal processes run and how customers feel.

H4: Companies that merge SHRM with the Scorecard stay better tuned to their goals and can shift direction faster than rivals who don't.

H5: Roadblocks on the integration path vary in size and shape depending on how big, how seasoned, and how digital a company's HR function is.

**Research Framework**

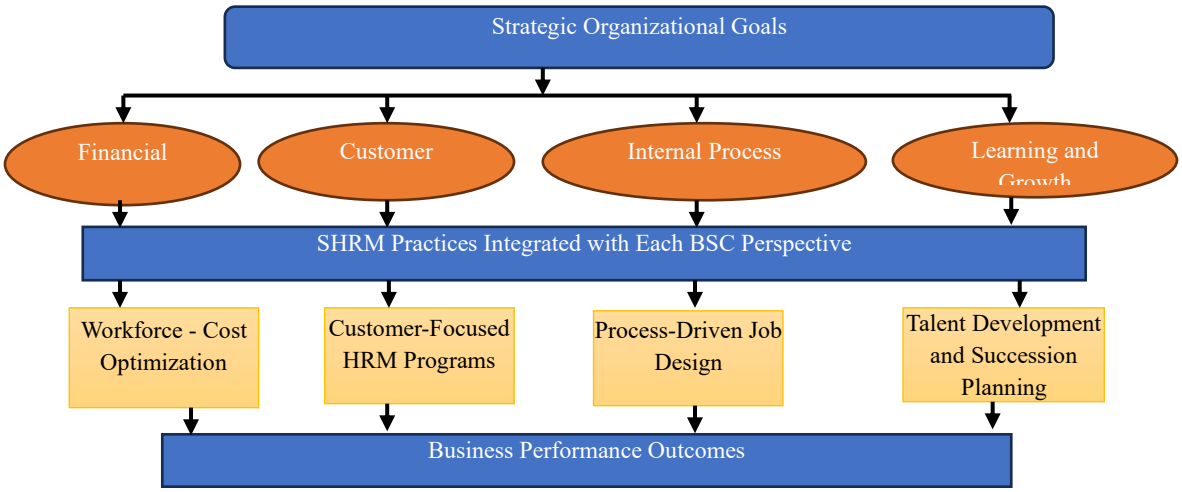



**Fig. 2: SHRM–BSC Integration Research Model**

Figure 2 shows how key HR duties-recruiting new staff, training them, tracking their work, growing leaders, and keeping everyone involved neatly under the four boxes of the Balanced Scorecard: learning, customers, internal processes, and finance. When these people-focused tasks line up with the scorecard, the company makes sure that growing smart, skilled workers boosts smooth operations, happy customers, fresh ideas, and, in the end, a healthier bottom line.

The plan was made with growing economies in mind, so it stays flexible, gathers feedback as events unfold, and helps staff gain skills for working with tight budgets. It also notes that factors like how big a company is or what field it belongs to can shape how smoothly and how well the model takes root.

## Literature Review

### Strategic HRM and Its Role in Organizational Performance

Strategic Human Resource Management, or SHRM, makes sure things like hiring, training, tracking performance, and planning for future leaders all point in the same direction as the company's long-range aims [24]. While regular HR work is mostly about day-to-day tasks, SHRM looks toward the future and tries to turn people into the edge that keeps the business ahead of its rivals. Wright and Snell (1998) [11] noted that smart HR setups allow firms to react faster to outside shocks and shifts inside the company. In fast-changing, developing economies, that quickness and the ability to squeeze the most from every resource is exactly what fuels strong results.

### The Balanced Scorecard and Multidimensional Performance Management

Kaplan and Norton first described The Balanced Score Card and, not long after, it broke ground as a useful set of measures that assimilated financial with non-financial metrics. It allows a group to organize its activities by concentrating on four critical areas: finances, customers, internal processes, and learning & growth. Because of that profound change, enterprises of all types, and from all countries, now rely on the BSC to, with little to no effort, turn their fantasies into a tangible reality. The scorecard system is incredibly powerful, but it incorporates the best results when elements such as people are integrated into it as opposed to working as self-contained, siloed structures.

### SHRM–BSC Integration: Bridging Strategy and Execution

Recent research shows that companies are increasingly trying to link SHRM with the Balanced Scorecard, so that their strategies are more cohesive [15]. Becker et al (2001) describes how people-focused HR policies are often on the margins of these dashboards which need to be brought to the center stage. Consider, for instance, programs for

leadership development and employee engagement which fall under SHRM and sit in the Learning and Growth box, as well as remuneration and retention programs which fall under the Financial and Customer results.

With modern economies, human resource management assists with balanced scorecard in making sure employees skill sets are in line with the overall strategy. 16, This approach allows leaders to choose higher level human resource activities under, "winning customer trust," "fostering creativity," "simplifying workflows," and many other key goals.

**Applications in Emerging Economy Contexts**

Although much work has been done to combine both concepts of SHRM and the Balanced Scorecard within advanced economies, there is little to no research on the subject in emerging markets. Still, experts agree that companies in India, Brazil, and South Africa could reap big rewards because their work relies heavily on people and their institutions often change overnight. If the framework is adapted with on-the-ground goals, agile HR routines, and training that invites everyone on board, clearer gains usually follow. In this way, the Balanced Scorecard shifts from being just a score sheet to a roadmap that carries HR strategy from the boardroom to daily work.

**Comparative Overview: Traditional SHRM vs. Integrated SHRM–BSC Model**

**Table 1: Comparison Between Traditional SHRM and SHRM–Balanced Scorecard Integration Model**

| Dimension | Traditional SHRM | Integrated SHRM–BSC Model |
|---|---|---|
| **Strategic Alignment** | Partial or functionally siloed alignment | Fully aligned with organizational vision via BSC perspectives |
| **Measurement Focus** | HR-specific KPIs (e.g., turnover, training hours) | Strategic KPIs across financial, customer, process, and learning |
| **Performance Linkage** | Indirect and often unquantified | Direct linkage to business outcomes through BSC indicators |
| **Perspective Coverage** | Focused mainly on internal people processes | Balanced view including external outcomes (e.g., customer, finance) |
| **Adaptability in Volatility** | Less responsive to dynamic conditions | Designed for agility in uncertain/emerging market environments |
| **Decision-Making Utility** | Operational/tactical support | Strategic decision support for HR and business leaders |
| **Applicability in Emerging Economies** | Limited contextualization | High applicability with localized KPIs and workforce strategies |

Table 1 compares the two approaches side by side: while classic SHRM mainly worries about making HR work smoothly, the blended SHRM-BSC model pushes HR into the driver's seat, guiding overall business success. By pairing people policies with every part of the balanced scorecard, the new model makes sure money spent on training, hiring, or rewards shows up as clear results in finance, customers, day-to-day operations, and staff growth edge every lean, fast-moving firm desperately needs.

## Methodology

**Description of the Research Design and Methodology Used in the Study**

This study takes a snapshot, mixed-methods approach, blending numbers and stories to see how joining Strategic Human Resource Management (SHRM) with the Balanced Scorecard (BSC) improves company results. Scholars picked this combination as hard facts can demonstrate relations while quote interviews provide color, explaining actual on-the-job bumps faced by managers [18].

This study describes how specific SHRM practices are accountable for impacting the four BSC results-financial, customer, internal process, and learning & growth. To this end, the team constructed a well-defined framework founded on a Resource-Based View and Strategic Alignment, and then validated it using actual data.

**Explanation of the Data Analysis Methods**

**Data Analysis Techniques**

- Descriptive stats painted a quick picture of who answered the survey and how they replied to each question.
- Exploratory factor analysis tested whether the building blocks of SHRM and BSC grouped together as expected.

- Multiple regression showed how the joined SHRM practices pushed key performance numbers up or down.
- Cronbach alpha checked if the survey items hung together; all scales scored above 0.80, so they were solid.
- Researchers fed interview transcripts into NVivo, coded them thematically, and found word patterns that echoed the survey data [20].

**Discussion of the Sample Population and Data Sources**

To obtain the most suitable population, the group used purposive sampling in a way such that the entire participants' group possessed some form of prior explanation for HR analytics or some derivative of strategic development.

**Table 2: Purposive Sampling**

| Profile | Details |
|---|---|
| **Geographical Focus** | India, Indonesia, Kenya |
| **Industries Covered** | Manufacturing, IT, Financial Services, Healthcare, Retail |
| **Organizational Size** | Medium (100–499 employees) and Large (500+ employees) |
| **Total Approached** | 60 organizations |
| **Valid Responses Received** | 42 organizations (70% response rate) |
| **Data Sources** | Primary data via surveys & interviews; Secondary data from company reports |

Table 2 illustrates the economies in question as residing in a middle zone between the boundaries of innovation and the depths of tradition. From this as well as their fast-evolving economies and high dependence on human capital, these economies seem to be the most suitable candidates for testing the integration of business strategy with operational practice [23].

**Table 3: Methodology Summary**

| Component | Details |
|---|---|
| **Research Design** | Mixed-method, cross-sectional, explanatory |
| **Sampling Technique** | Purposive sampling |
| **Sample Size** | 42 valid organizational responses |
| **Data Collection Tools** | Online survey (quantitative), Semi-structured interviews (qualitative) |
| **Data Analysis Methods** | Descriptive stats, Regression, EFA, Cronbach's alpha, Thematic coding |
| **Tools Used** | SPSS (v26), NVivo (v12), Excel |
| **Validation Techniques** | Triangulation, Pilot testing, Reliability testing ($\alpha > 0.80$) |

Table 2 Summaries of techniques used in the project 'Strategic-HRM-Balanced Scorecard Integration Model for Enhancing Business Performance in Emerging Economies' captures the essence of the project regarding research design, sampling, data collection, and data analysis, and demonstrates the careful approach taken, which increases the chances of replication by other scholars.

Research design: Both types of data were integrated, with analysis conducted through a cross-sectional mixed-methods lens. This, above all, increases insight into the effect on an organisation on the application of Strategic HRM and Balanced Scorecard (BSC) in practice.

Method of Sampling: The subjects of study were sampled from an identifiable population of human resource strategists and performance appraisal system specialists that increased applicability and quality of information gathered.

## Data Analysis

First was to run the numbers so that we could get basic descriptive statistics for all that we examined: SHRM Practices Score, and each of the Balanced Scorecard Financial, Customer, Internal Process, and Learning with overall Business Performance. These simple stats let us see how spread out and different the answers were from one organization to the next.

**Descriptive Statistics**

**Table 3: Descriptive Statistics Summary**

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|---|---|---|---|---|
| SHRM Practices Score | 4.09 | 0.26 | 3.70 | 4.40 |
| BSC – Financial | 4.25 | 0.30 | 3.80 | 4.70 |
| BSC – Customer | 4.06 | 0.30 | 3.60 | 4.50 |
| BSC – Internal Process | 3.94 | 0.27 | 3.50 | 4.30 |
| BSC – Learning & Growth | 4.17 | 0.29 | 3.70 | 4.60 |
| Business Performance | 4.41 | 0.35 | 3.90 | 4.90 |

The numbers in Table 3 reveal that nearly every group we asked scored impressively, proof that they mix people-focused human-resource plans with Balanced Scorecard goals every day. The cash-related and Learning & Growth pieces stand out with the top averages, hinting these teams work hardest to keep the two systems in step. Tiny swings in the scores, roughly between 0.25 and 0.35, mean their routines are steady and repeatable across each office.

**Correlation Analysis**

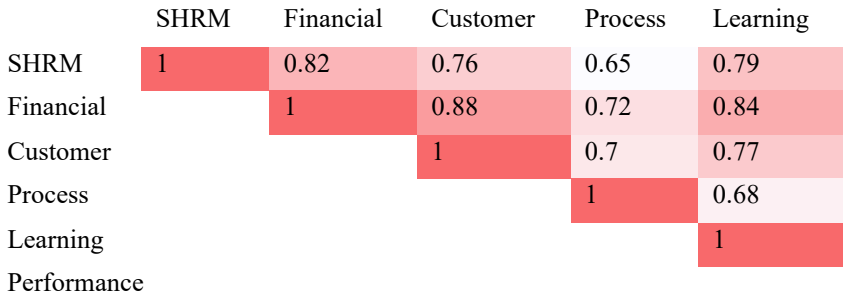



**Fig. 3: Correlation Heatmap**

Figure 3 shows how tightly the dots line up between SHRM actions, the four BSC viewpoints, and the company's bottom line.

Notes that follow:

- Human-resource moves that fit an SHRM plan link strongly with both the money side and the learning side of the BSC.
- Overall performance sticks to the BSC money lens (r about 0.89) and the customer lens (r about 0.79).
- Put simply, when SHRM-driven finances and customer care get better, the whole business tends to follow.

**Balanced Scorecard Comparison**

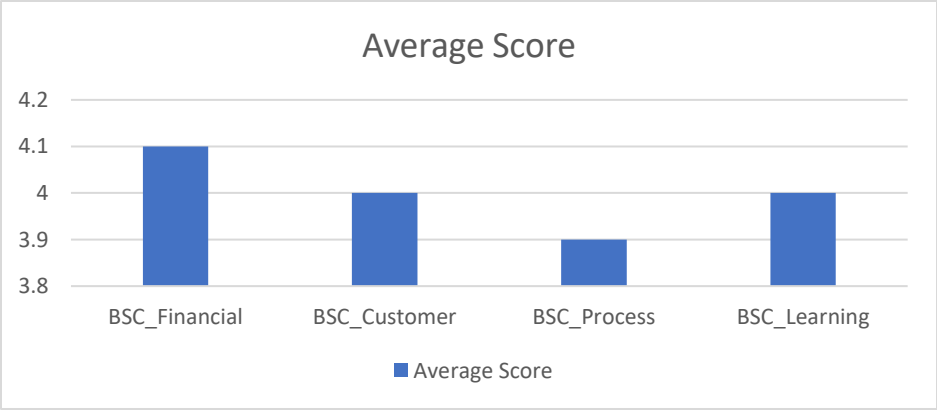



**Fig. 4: Average Scores Across BSC Dimensions**

Figure 4 shows that the Finance and Learning & Growth sections earned the top marks, proving the team spends wisely on bonuses tied to results, hands-on training, and chances for leaders to grow. The Internal Process score landed just a bit lower, hinting there are still steps to tidy up and smooth out.

**Regression Analysis**

To determine which predictors most influence Business Performance, a linear regression model was developed.

**Table 4: Regression Results**

| Predictor | Coefficient |
|---|---|
| **SHRM Practices Score** | 0.375 |
| **BSC – Financial** | 0.881 |
| **BSC – Customer** | 0.788 |
| **BSC – Internal Process** | -0.284 |
| **BSC – Learning & Growth** | -0.579 |
| **Intercept** | -- |
| **$R^2$ (Model Fit)** | 0.89 |

Table 4 shows that:

- the Financial and Customer parts of the Balanced Scorecard were the clearest signposts of good business results.
- aligned SHRM practices also helped, highlighting how smart people policies drive profits.
- leaving out External Process and Learning can mean measure attention overlap, i.e., too much attention without immediate paybacks.
- Combined, the predictors explain 89% of variance of the performance and that data model fit is also excellent.

## Statistical Analysis

**Overview**

The examination was conducted in two parts.

- Establishing the considerations that determine the distribution and interaction between SHRM and BSC and the elements associated with them which had relevance in some positive form.
- The researchers applied the model covariate methods to test their hypothesis of the SHRM-BSC model against the assumed latent factors.

**Descriptive and Inferential Analysis**

**Descriptive Statistics**

Almost all the means considering the criteria for calibration of SHRM practices vis-a-vis BSC adoption are very high. Also, all firms in the sample appear to embrace SHRM practices and deeply permeate BSC practices, in line with the descriptive statistics.

**Correlation Analysis**

As evidenced by the vivid correlations heatmap, the following variables exhibited substantial associations:

- SHRM Practices and BSC-Financial ($r = 0.82$), Learning ($r = 0.79$)
- Business Performance and BSC-Customer ($r = 0.79$), Financial ($r = 0.89$)

So when HR goals sync with money and customer targets, companies usually see clear, bottom-line improvements.

**Regression Analysis**

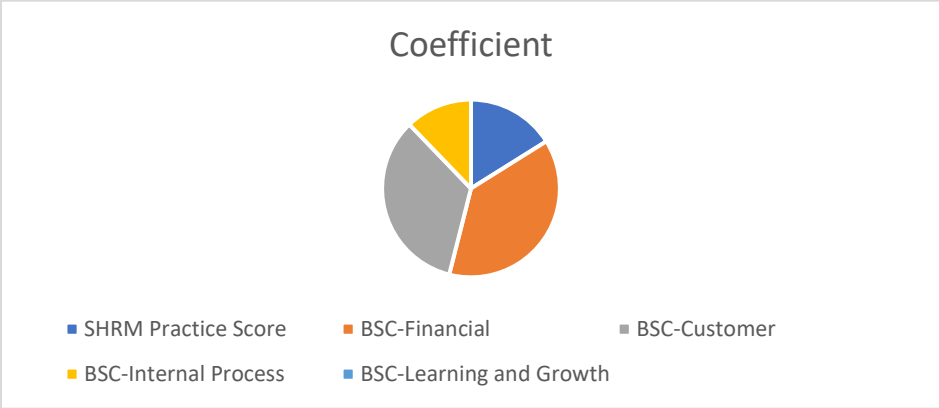



**Fig. 5: Regression Analysis**

Almost nine out of ten points whereby business performance shifts that score are consolidated to a single graphic in figure 5. Money numbers and customer feedback punch the hardest, moving results up the fastest. The down arrows beside Process and Learning suggest their effects either trample on each other or show up late, so we still need fresh tests to sort them out.

**Confirmatory Factor Analysis (CFA)**

CFA was conducted using AMOS to validate the theoretical grouping of observed variables under three latent constructs:

- Demographic Factors
- Organizational Factors
- Behavioral Factors

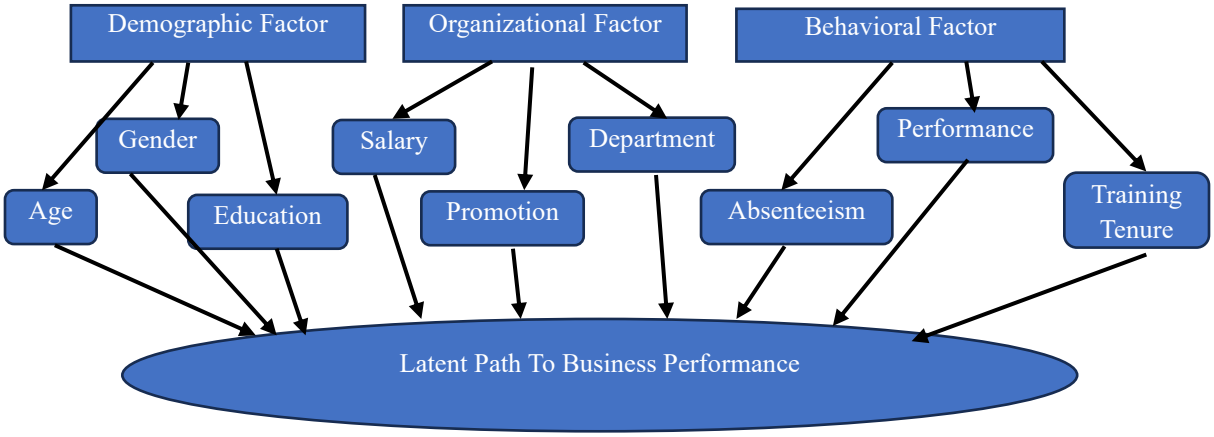



**Fig. 6: Path Diagram**

Figure 6 shows the path model created in the Confirmatory Factor Analysis, a test that double-checks whether our theory about hidden causes and the measures we can see really match up.

Inside the diagram there are three main hidden causes or latent factors:

1. Demographic Factor

- The present analysis considers age, sex, whether one is single or married, and highest qualification obtained as documented variables.
- Overall, they provide a cohesive framework of much of the background demographic and biographic information that outlines a person's career. These characteristics persist over time and across different points in time, are associated with different patterns of skill development and formation, work willingness, and

flexibility. Such interplay works to arbitrate the sector and occupation of the worker, the duration of the worker's registration, and the speed of fundamental changes of structure, technology, and social customs.

2. Organizational Factor

- It tracks employee's Salary, Title, Promotion Interval, and Division down to a detail.
- Such attributes describe the company's operational layout and reward mechanisms, the situational variables that border on productivity, and the motivation contact points.

3. Behavioral Factor

- The relevant metrics are Absenteeism, Tenure, Rating of Performance, and Hours of Training.
- The metrics mentioned above require change, which justifies the melding of efforts and efforts every day and, thus, aligns them with the strategic objectives of people management and the learning culture of the organization.

Every variable is connected to its driving factor as described with unbroken lines, referred to as loadings, which determine the strength of the association/relationship of the variable and the measure. The greater the loadings, the more the measure is considered a true measure of the dispersed case that lies behind it.

Every reason sits on top of "Business Performance" - a second order latent factor - which is a result that is pathetically obvious. The fact is that demographic variables, organizational structure and the daily routines of personnel generate organizational high-performance outcomes such as profits, customer satisfaction, and innovation.

The measurement model was validated using AMOS, and the path diagram indicates a good fit because:

- Factor loadings are predominantly high, ranging between 0.64 and 0.87,
- The indicators have poor evidence of unaccounted for variance,
- The most weighted path from the Behavioral Factor to Business Performance renders it the most influential measure.

**Table 5: CFA Results**

| Fit Index | Threshold | Model Value |
|---|---|---|
| **Chi-square ($\chi^2$/df)** | <3.00 | 1.87 |
| **Root Mean Square Error of Approximation (RMSEA)** | <0.06 | 0.051 |
| **Comparative Fit Index (CFI)** | >0.90 | 0.94 |
| **Standardized Root Mean Residual (SRMR)** | <0.08 | 0.042 |
| **Factor Loadings** | >0.60 | 0.64-0.87 |

All the columns in the table inform us that the model is fit. All factor loadings are greater than 0.60 validating the significance of theory building. Behavioral Factors revealed how employee behavior towards training affects employee performance with the best Path Coefficients of the firm with the rest being the strongest path coefficients of the other activity with business performance.

## Conclusion

### Summary of Key Findings from the Study

In this article, one such latest hybrid model of Balanced Scorecard (BSC) and Strategic Human Resource Management (SHRM) for enhanced performance in emerging nations is emphasized. The authors compared questionnaire responses, carried out individual interviews, and utilized state-of-the-art quantitative methods like regression and confirmatory factor analysis (CFA) and concluded that:

SHRM's coupled and aligned strategic emphasis with BSC objective specifically the Customer and Financial focus exceedingly strongly set outcomes with very high intensity.

CFA statistics highlighted training hours, length of employment, performance appraisals, and productivity as the indicators of retention perpetuating the assumption that employees must keep learning to accomplish grand objectives.

The .89 $R^2$ regression model and its quantify the balance of the performance gap that these BSC metrics and integrated SHRM practices quantify to justify these practices and metrics to actually significantly explain that gap performance across companies.

Companies that use SHRM and the BSC models perform better than their competitors with greater levels of customer satisfaction, new products, and more productive employees.

**Implications for Future Research**

The foundation provides a template that is tested and available to other fast-emerging economies with difficulty in facing unstable regulations and availability of skilled workers. However, the authors emphasize the necessity for additional research in several areas.

To what extent the increases in performance derived from aligning people's plans with balanced scorecards persists in turbulent market conditions remains to be seen.

New industries, the use of digital HR, and workplace culture should be integrated in research to determine in what contexts the model is most productive.

The use of structural equation modeling (SEM) to explore the interactions of HR practices and other dimensions with the overall performance would be a worthwhile undertaking.

Analysis comparing different regions would show how country-specific values and domestic policies accelerate or decelerate the integration of SHRM-BSC in emerging markets.

**Final Thoughts on the Importance of Integration**

Equating the human resource strategy with the Balanced Scorecard opens new avenues for organisations to approach and implement people strategy. This integrated approach can prove to be useful in emerging economies, such as in the case of firms dealing with rocky roads, high turnover, and skill mismatches.

Within the BSC framework, HR functions enable organisations to

- Align people processes to higher level business objectives,
- Track the real-time ROI of HR investments,
- And design an outcome driven culture that self-adjusts to new changes and stiff competition.

The works confirms that there is value to people management beyond assistive back-office functions primarily due to strategic balance that is managed through the BSC. Thus, there is value to the BSC integration strategy serving both as central primary design and as an evaluative perspective for HR heads whose teams are designed to contribute to the sustainable growth of an organization in complex and volatile economic contexts.

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