

Relationship between Cash and Accrual Accounting Systems in Kerman Hospitals with Balanced Scorecard

Poordadkhodayi Aghdas¹, Jaberinasab Nosratollah²

¹MA, Department of Accounting, Kerman Branch, Islamic Azad University, Kerman, Iran, ²DR, Department Accounting, Kerman Branch, Islamic Azad University, Kerman, Iran

Abstract

Different models are proposed for performance evaluation. One of the newest models which is highly accepted by different public and private companies around the world is balanced score card model (BSC). This model has been used widely in Iran hospitals. But correct and effective execution of this model depends on different organizational factors including accounting systems. Thus, the purpose of the current study is to investigate the relationship between attitudes toward cash and commitment accounting with BSC in Kerman city hospitals. This study was conducted based on a descriptive method of correction. From all financial managers, accountants, senior accountants, nurses, and supervisors from different wards of Kerman city hospitals in 2016 and among 180 people, 169 were selected based on convenient sampling. The data gathering instruments included two standard questionnaires 1.attitudes towards accounting systems (Hamid poor, 2014) 2.balanced system cards measurement (Asadi and all et al, 2010) that their reliability were 0.83 and 0.78 respectively. The reliability calculated by using Cranach coefficient was 0.82 and 0.92. The analysis of data was done using spss23 software and descriptive indicators such as mean, standard deviation as well as inferential indicators like linear regression and Pearson correlation coefficient were used. The results of hypothesis testing showed that there's a meaningful relationship between attitudes towards cash and commitment accounting system with BSC and financial dimensions, customer, inner processes and learning in Kerman city hospitals, as attitudes towards cash and commitment accounting represent the variance of 0.051 and 0.179 respectively in Kerman hospitals. Also, attitudes towards cash and commitment accounting represent variance of 0.038 and 0.124 for financial dimensions, 0.045 and 0.163 for customer, 0.059 and 0.141 for internal processes and 0.056 -0.128 for growth and learning in Kerman city hospitals.

Key words: Cash accounting systems, Commitment accounting systems, Balanced score card (BSC), Hospitals

INTRODUCTION

In this age of dramatic developments in knowledge of management, evaluation system is inevitable. So that no assessment of the various aspects of the organization such as Evaluation the use of resources and facilities, staffs, goals and strategies is considered one of the symptoms of the organization disease. Each organization is in need of evaluation system to determine the suitability and quality of their activities especially in complex dynamic environments. On the other hand the absence of evaluation

and control system in any system has the meaning of Failure to Communicate with internal and external environment which results in aging and eventually death of the organization. (Yauch, 2010)

Performance evaluation provides the opportunity to reduce the weaknesses and enhance strengths to provide the conditions for continuous improvement. In each organization strategy, short and long term plans, reform, improvement and development begins with the performance evaluation and recognition of the status. (Sheikh Zade, 2009)

One of the important aspects of organizational performance evaluation is financial performance that can be said it is considered as the most important indicator of performance evaluation is in many organizations and companies. (Mirsepasi, 2014)

Access this article online



www.ijss-sn.com

Month of Submission : 07-2017
Month of Peer Review : 07-2017
Month of Acceptance : 08-2017
Month of Publishing : 08-2017

Corresponding Author: Aghdas Poordadkhodayi, MA, Department of Accounting, Kerman Branch, Islamic Azad University, Kerman, Iran.
 E-mail: alone_136612@yahoo.com

Assess the financial performance of an organization Refers to financial indicators, which generally refers to the capital cost of the organization. Such as the company's profit per share and economic value added and other methods to calculate the economic benefit. For a long time performance evaluations were only done by relying on financial criteria Such as earnings per share, return on assets, economic value and. that were retrospective and based on accounting information and facts and figures (ebno rasool, rezayi, 2004)

There are two major obstacles to the traditional method for evaluating the performance: The first obstacle is the lack of foundations and control limits, in the event that management is based solely on financial indicators. Because Current financial performance is nothing more than the output figures for the past business activities. Another obstacle is that public employees have little knowledge about Concepts such as the cost of capital and firm value. (Hoffecker and ChowQuoted from sheikh zade, 2009)

Accordingly various researchers have provided different models in evaluating the performance especially in financial performance. One of the newest performance evaluation model that is Very welcomed by various public and private organizations and companies located in the world is balanced Scorecard model which is Introduced and presented by Kaplan in 1992. (mehdad, 2016)

The importance of financial performance is because of conflict of interests between the interests of managers and outside the organization. Initial searches to achieve criteria in Performance measurement has been resulted the use the numbers and accounting information in this field. (Rajab zade and colleagues, 2010)

Balanced Scorecard model is one of the new methods for evaluating the performance of the organization that evaluates the revenue of an agency from four perspectives. Financial perspective, customer, internal (internal processes), and learning (innovation) are four views that the revenue of an agency will be evaluated based on them. In this model the strategic objectives and mission of the organization is determined. After this step they determine the criteria for performance evaluation based on the context of the above four perspectives. This model is an appropriate model to determine the effectiveness of strategies and policies of the organization because it uses the organization's goals and strategies to determine Performance Criteria. And again because of this property, it is According to the strategic planning or it is the strategic planning itself. (Rygby, 2001)

One of the organizations that in recent decades in Iran has welcomed the Balanced Scorecard Performance

Assessment Model And uses it in assessing its organization is hospital. And in this regard Kerman hospitals also apply this model to assess in these past a few years. However the attitude of financial and non-financial managers and hospital administrators for evaluating models were different So that some consider it as a super and functional model to manage Hospitals better. But on the other hand some do not consider it appropriate for hospitals because they believe that the criteria considered in this model doesn't exist in hospital information systems especially in the area of customer satisfaction, employee satisfaction, education, etc that this disagreement reduces the effectiveness of this model in the strategic management in hospital. (Baba jani, 2010)

One of the criticisms that use of Balanced Scorecard critics enter in evaluating the hospital is the hospital's accounting system is not synchronized with the model so this group argues. Today cash accounting system is used more than accrual accounting system in hospital and given that the cash accounting system focused on tangible cash flow and financial. So Balanced Scorecard can't be used for financial evaluation in hospital. (Khodami poor and zeynali, 2007). But still has not addressed this issue meaning the impact of attitude on cash and accrual accounting on the balanced scorecard scientifically and this is a studious vacuum.

Financial obligation reporting points on the preparation of financial statements and annual reports on accrual basis. Financial statements based on accrual give more comprehensive accounting information than data from traditional cash accounting system. Financial statements based on a commitment to a section is Independent Including operation statement, application statement, statement of assets and liabilities, Cash flow statement, accounts for independent transactions And accompanying notes and documents relating to the directors and auditors. (Beechy, 2007)

Actually Cash accounting tracks cash payments and receipts. And that's why a lot of hidden costs and revenues may not be recorded or considered so using accrual accounting to calculate the cost of services is necessary to calculate the profit and loss. (kasiri, 2008). Accrual accounting has a more accurate assessment of the costs and revenue. The logic underlying these changes is that traditional accounting system has little emphasis on Spending limits and responsibility for cash flows and balances.

Performance measure Plan is including outputs, effectiveness and results of activities and by studying the long-term commitment and the total financial position know the Managers responsible about the full costing, Obligation Information, are Kept for precise evaluation of

the full cost, Services And indicators of the effectiveness of planned performance. This argument is particularly important for supporters of reform that the accrual accounting provides a more detailed view of the services of the government and some people believe accounting system of Government agencies can be used to assess the performance of the Balanced Scorecard easier and better when accounting system of government agencies are Accrual. (hosseini araghi and aghaloo, 2014)

Balanced Scorecard is one of the useful and popular models in organizations and corporations around the world and in Iran a lot of organizations such as hospitals use it. (Dadashi khas, behroozi zad, 2006). So it is necessary to research on the efficiency of this model in field work. Because as long as not scientifically evaluate the effectiveness of an evaluation model it will be vague Strengths and weaknesses and responsible attitude to it.

Based on this research it can give a real clear view of the effectiveness of the Balanced Scorecard Particularly in the financial perspective of hospitals in Kerman and Managers attitudes about it to determine its strengths and weaknesses Based on the information obtained And if it is necessary determine the conditions that must be prepared to take advantage of this model to make it more useful.

According to the above, It can be said that one of the factors that can be effective to use balanced scorecard practical and correctly to evaluate hospital performance is the attitude of managers to Cash and accrual accounting. But according to records reviewed no one pay attention to The Role of the attitude of managers on cash and accrual accounting system with The Balanced Scorecard in hospitals in a fieldwork yet. And this is a research vacuum that the researcher plans to deal with in a fieldwork. So the main question that researcher plans to respond to it scientifically is that:

Is there any relationships between attitudes to cash and accrual accounting systems and the Balanced Scorecard in hospitals in Kerman?

RESEARCH BACKGROUND

Mehrol hasani and barfe (2015) began studying the University of Medical Sciences teaching hospitals And Social Security organization of kerman state performance assessment by using balanced scorecard that the results show social security hospitals Had more favorable performance Compared with Teaching hospitals In the process aspect and customer satisfaction and Teaching hospitals were better in The financial and human resources

aspects. Also this research showed that balanced scorecard is a useful tool to Evaluate hospital performance.

Mvhdsrvkry and Ramli (2015) research the organizational structure and functioning of private hospitals in Malaysia through the Balanced Score Card with the focusing on knowledge management. That the results showed most of private hospitals that are using balanced scorecard method are highly centralized and formalized. These private hospitals are obliged to follow the official rules and regulations are formally approved In order to ensure managers and officials to comply Health care provider staff and Supported values.

Azizgard and karimi (2011) studied the impacts of changing Cash accounting to accrual accounting method in Financial and operational performance Shahid Beheshti University of Medical Sciences

The results of this study showed Conversion cash accounting to accrual accounting method will result the improvement in financial and operational performance and it is also more efficient than cash accounting to determine the cost of services and activities and lead to better control of revenues and costs. Finally the accrual accounting gives more precise and more accurate financial reports to managers.

Josep and John (2012) studied the Balanced Scorecard As a management tool for evaluating and monitoring the implementation of the strategy in health care establishments in Spain. And they result that balanced scorecard has the potential to help to implement strategies through strategy-based performance measurement systems. However, its effective reception requires the implementation of general tools with the specific realities of health care organizations. (mehrolhasani and barfe, 2015)

khajooyi and colleagues (2011) began to examine the feasibility of implementing the Balanced Scorecard techniques In assessing the performance of hospitals in Shiraz, The results showed Index of the four perspectives of the balanced scorecard is possible in Shiraz hospitals But so far the needs and ideas for implementing this technique is not well established in Shiraz hospitals. Further investigation revealed that Customer perspective is the most important factor and views of internal processes, financial, and learning and growth were ranked next (karbasi yazdi and tarighi, 2010) evaluate the benefits of the commitment system at the University of Medical Sciences and Health Services in Tehran that The results of this study showed Implementing accrual accounting at the University of Medical Sciences and Health Services can express the cost of services more transparent. And help managers to

make Optimal decisions and provide accountability Tools for managers.

METHODOLOGY

This research method is a descriptive correlational study. The study population in this study includes all financial managers and accountants working, And senior accountants, Supervisor of all hospital wards in Kerman city, In 2016 the number is 380 that provided with sampling method And based on the kukran method 169 of them were selected as samples. 20 items questionnaire of hamidpoor 2014 used to assess attitudes to accounting systems. The questionnaire has 20 questions with Likert scale (Totally disagree score 1, disagree score 2, Somewhat Agree score 3, Agree score 4, And completely agree Score 5) that Attitude to accounting systems measure in two dimensions including Attitudes towards cash accounting system and Attitudes towards accrual accounting system. Producer mentioned Content validity of the questionnaire Suitable and approved and Face validity of it 0.83, And the reliability factor 0.84 based on the Cronbach's alpha method. In this research The Cronbach's alpha factor was obtained 0.82 for this questionnaire. Asadi and colleagues questionnaire of 40 questions (2010) was used to assess the Balanced Scorecard. The questionnaire has 40 questions with Likert scale (Very much score 1, very score 2, medium score 3, Low score 4, and very low score 5) that evaluate balanced scorecard in four dimensions consist of financial, customer, internal processes and learning and growth. Asadi and colleagues (2010) have mentioned Content validity of the questionnaire is appropriate and acceptable and the elemental validity is 0.78 and reliability with Cronbach's alpha is 0.72 In this research Cronbach's alpha coefficients was obtained 0.92 for this questionnaire. In the research were used two statistical methods to analyze data from. Descriptive statistics included average, Standard deviation, and also inferential statistics consist of two-variable linear regression. By the way it is used spss software in this research for Different stages of statistical calculations and to analyze it. The significance level for verifying hypotheses is ($\alpha = 0.05$).

DATA

Descriptive Statistics

The results presented in Table 1 show that Average attitude of the cash accounting system is 87/3 Which represents

the respondents' understanding of the strengths and weaknesses of cash accounting is in hospital. Meaning the respondents has good understanding of the cash accounting system and its functions and features. Average attitude towards accrual accounting system is 07/4 Shows that respondents understand the benefits and functions of accrual accounting is at a high level. Average scorecard is 43/3 which is higher than the average level and indicates that the Respondents know Balanced Scorecard is useful.

Normal Distribution of Research Variables

Considering the significant study variables obtained on 0.05 so the hypothesis H_0 is not rejected that means this variable follows a normal distribution.

The Results of Inferential

Hypothesis 1: there is a significant relationship between the attitude of the cash accounting system and the Balanced Scorecard (BSC) in hospitals in Kerman.

$$Y=a+\beta_1x_1+e$$

According to the p value calculated from test (0.001) is less than significant level 05/0, in this level H_0 is rejected and As a result linear regression model is significant. That is there is a significant linear relationship between the attitude to cash accounting systems and Balanced Scorecard (BSC) in hospitals in Kerman. The R^2_{adj} (adjusted R^2) is equal to 0.051. So the attitude of the cash accounting systems 0.051 explained variance Balanced Scorecard (BSC) in hospitals in Kerman. Considering the amount of β coefficients calculated by regression analysis can be said to annoy each standard deviation unit changing in attitude to the cash accounting system, Balanced Scorecard (BSC) equivalent standard deviation will change to 0.283. (Table 3).

Regression equation to estimate the Balanced Scorecard (BSC) Variable based on the attitude of the cash accounting system as follows:

$$BSC = 2.83 + 0.16 (\text{Attitude to the cash accounting system})$$

Model Validity

Since the Durbin-Watson statistic (1.57= D) is in the range of 1.5 to 2.5 Therefore it can be said errors are uncorrelated. It also wasn't found the reason for the variance errors are not constant. (Table 3)

Table 1: Descriptive statistics of the study variables

| Variable | Average | Standard deviation | Minimum | Maximum |
|---|---------|--------------------|---------|---------|
| Balanced scorecard | 3/43 | 0/54 | 1 | 5 |
| Attitudes towards cash accounting system | 3/87 | 0/69 | 1 | 5 |
| Attitudes towards accrual accounting system | 4/07 | 0/62 | 1 | 5 |

Hypothesis 2: there is a significant relationship between the attitude towards accrual accounting systems and Balanced Scorecard (BSC) in hospitals in Kerman.

$$Y = a + \beta_1 X_1 + e$$

According to the p value calculated from test (0.001) is less than significant level 0.05, so in this level H_0 is rejected and as a result regression model is significant linear. That is there is a significant linear relationship between the attitude to accrual accounting systems and Balanced Scorecard (BSC) in hospitals in Kerman. The R^2_{adj} (adjusted R^2) is equal to 0.179, so the attitude towards accrual accounting systems explained variance Balanced Scorecard (BSC) in hospitals in Kerman. Considering the amount of β calculated in coefficients test of regression model can be said Balanced Scorecard (BSC) will change 0.429 equivalent standard deviation to annoy each standard deviation unit change in attitude towards accrual accounting system. (Table 4).

Regression equation to estimate the Balanced Scorecard (BSC) Variable approach based on accrual accounting system is as follows:

$$BSC = 2.16 + 0.329 (\text{Attitude toward accrual accounting system})$$

Model Validity

Since the Durbin-Watson statistic ($D=1.56$) is in the range of 1.5 to 2.5 Therefore it can be said errors are uncorrelated. It also wasn't found the reason for the variance errors are not constant. (Table 4)

CONCLUSION

The results in Table 3 indicate that there is a significant and straight relationship between the attitude of the cash accounting system and the Balanced Scorecard (BSC) in hospitals in Kerman. In other words the attitude of the authorities and financial staff of hospitals to be more negative about cash accounting systems, they can use better the balanced scorecard to evaluate the performance that these results are compatible with azizgard and karimi finding (2012) that showed Accounting of Shaheed Beheshti Medical University has an impact on financial and operating performance. The results of this study is also compatible with Josep and John findings (2012) which showed BSC has the potential to help implement the strategy through strategy-based performance measurement systems, mehralhasani and barfe findings (2015) which showed, Balanced Scorecard is a useful tool for evaluating

Table 2: Kolmogrov Smirnov test for normality assumption of variables

| Variable | Kolmogrov Smirnov test | Significant |
|---|------------------------|-------------|
| Attitudes towards cash accounting system | 1.65 | 0.097 |
| Attitudes towards accrual accounting system | 1.76 | 0.075 |
| Balanced scorecard | 1.47 | 0.106 |

Table 3: Regression relationship between attitudes to cash accounting systems and Balanced scorecard (BSC)

| Variable | $BSC = a + \beta_1 (\text{cash accounting}) + e_{it}$ | | | | |
|--|---|----------------|------------------|-------|-------|
| | Model | | | | |
| | Unstandard β | Standard error | Standard β | t | P |
| Attitudes towards cash accounting system | 0.16 | 0.051 | 0.283 | 3.16 | 0.001 |
| Intercept | 2.83 | 0.195 | - | 14.54 | 0.001 |
| N | 169 | | | | |
| R | 0.283 | | | | |
| R^2 | 0.057 | | | | |
| R-squared Adj | 0.051 | | | | |
| D-W | 1.57 | | | | |
| F | 10 | | | | |
| P | 0.001 | | | | |

Table 4: Regression and correlation coefficient between the attitude of the cash accounting system and the Balanced scorecard (BSC)

| Variable | $BSC = a + \beta_1 (\text{accrual accounting}) + e_{it}$ | | | | |
|---|--|----------------|------------------|-------|-------|
| | Model | | | | |
| | Unstandard β | Standard error | Standard β | t | P |
| Attitudes towards accrual accounting system | 0.329 | 0.054 | 0.429 | 6.14 | 0.001 |
| Intercept | 2.16 169 | 0.211 | - | 10.28 | 0.001 |
| R | 0.429 | | | | |
| R^2 | 0.184 | | | | |
| R-squared Adj | 0.179 | | | | |
| D-W | 1.56 | | | | |
| F | 37.66 | | | | |
| P | 0.001 | | | | |

the performance of hospitals. Cash flow statement. Independent accounts transactions and companion notes And documents relating to directors and auditors are independent, Cash accounting actually track cash payments and receipts. The costs and hidden revenues do not consider calculating final cost. The logic of the

infrastructure changes is that Traditional accounting system has a little emphasis to observe Limits on spending, And responsibility for cash flows and balances This could be a waiver of some aspects of the performance evaluation, Thus according to the findings of some present and previous studies we can say The evaluation of the negative aspects on cash accounting system can Strengthen the effectiveness of the balanced scorecard in evaluating the performance.

Another results in Table 4 showed that there is a significant relationship between the attitude towards accrual accounting systems and Balanced Scorecard (BSC) in hospitals in Kerman. In other words whatever the attitude of the authorities and hospitals financial staff to be more positive on accrual accounting system, they are better able to evaluate the performance using the Balanced Scorecard. That these results are compatible with findings of azizgard and karimi (2011) that showed Accounting Type impacts on Financial and operating performance Shahid Beheshti University of Medical Sciences, And accrual accounting gives managers More precise and more accurate financial reporting, karbasi yazdi and tarighi findings 1389 that showed one of the advantages of The accrual system in University of Medical Sciences and Health Services is to help more accurate and transparent evaluating. The results of this study is also compatible with josep and john findings (2012) and mehr alhasani and barfe (2010) that showed balanced scorecard is an appropriate tool to Evaluate hospital performance. Accrual-based financial statements give more comprehensive accounting information Compared to data from traditional cash accounting system. Financial statements based on accrual for a part Includes for operations, application, statement of assets and liabilities Therefore the use of accrual accounting is essential To calculate the cost of services for calculating profit and loss. Accrual Accounting has more accurate assessment of the costs and revenue. Positive attitude to the accrual accounting system could boost the performance of the Balanced Scorecard in evaluating the performance based on the present and some past researches and the hospital accounting system should be In accordance with the terms and conditions of balanced scorecard and designed based on that.

Practical Suggestions

- In-service training courses for financial managers and employed accountants and chief accountants, all of the Supervisor of the different wards of Kerman hospitals meet the accrual and cash-based accounting system.
- In-service training courses For Managers and employees of Kerman hospitals with The subject

of features, functions and benefits of the Balanced Scorecard

- Preparing Handouts on accrual and cash accounting system And the need to be familiar with it And distribute it among all financial managers, employed accountants, Senior Accountants and all of Supervisor of the different wards of Kerman hospitals.
- Preparing handouts on balanced scorecard, mentioning the application Features and Benefits of Balanced Scorecard compared to other methods of evaluating the performance And distribute it among the managers and employees of Kerman hospitals
- Create a positive attitude to accrual accounting among managers and employees of hospitals in Kerman Through education and awareness.
- Encourage employees to collaborate more For accurate and complete implementation of the Balanced Scorecard

REFERENCES

1. asadi, m and mirghafoori s. h, and sadeghi arani, z and khosravian, h r. 2010. Evaluate the performance of public hospitals in Yazd by Using the Balanced Scorecard model compounds DEA and Servqual. Shahid sadooghi University of Medical Sciences and Health Services magazine 18. (75) 6 'Ss 569-559.
2. babajani j, 2011. Accountability And internal controls in the public sector, Quarterly accountant, number 146, 22-3.
3. behroozi, s, dadashi khas, a, 2006, 7 Mkyntz implement to do effective strategies, number 111 and 112 page 52 to 54.
4. Hosseini araghi, h. aghaloo, y, 1382, Governmental Accounting, Tehran: Department of Economic Affairs.
5. Hamidpoor, saeed.2014. Check accountants and auditors Kerman University of Medical Sciences To accrual and cash accounting, Master's Thesis, unpublished, Islamic azad university of rafsanjan.
6. Khajoooyi, sh and sirani, m and allahyari, a 2011. The feasibility of implementing Balanced Scorecard techniques In assessing the performance of hospitals in Shiraz, Experimental Studies Quarterly Financial Accounting, 8, 3, page 151-177.
7. Rajabzade, a, hasanzade, a, nalachigaran, n and nalachigaran, s, 2010. present a model of effective factors to create risk in E-supply chain And its impact on organizational performance. Journal of Information Technology Management. number 4: 59-78.
8. Rezayi, m. ebn rasool, a. 2003. Tomorrow management. Number 5 and 6. 43-50.
9. Sheikh zade, r. 2009. Conceptual Model of Performance Management In mission-driven organizations- Journal of Human Resource Management Volume 1. Number 2: 57-83.
10. Azizgard, karimi. A. 2011. Cash accounting to accrual accounting method change effects to The financial and operating performance martyr Beheshti University of Medical Sciences. Audit Knowledge magazine, 11, 4 page 11-20.
11. Kasiri, h. 1999. Accounting based on accountability in the public part. The auditor Journal, volume 1, Number 2.
12. Karbasi yazdi, h. tarighi, a. 2010. Evaluating the benefits of accrual system in Tehran University of Medical Sciences and Health Services. Journal of modern financial system in health promotion.
13. Mehrdad, a. 2016. Psychology of personnel. Tehran: jungle.
14. Mehrhalhasani and barfe, 2015. Evaluating the performance of teaching University of Medical Sciences hospitals and Social Security organization in Kerman. Journal of Medical Sciences.
15. Mirsepasi, n. 2014, Performance management positions in human resources strategy, Seminar on Performance Management. tehran.
16. Beechy H. T., 2007, "Does Full Accrual Accounting Enhance

- Accountability?", *The Innovation Journal: The Public Sector Innovation Journal*, Vol. 12, No. 3, pp. 1-18.
17. Mohd shukri, N, F & Ramli, A 2015. Organizational Structure and Performances of Responsible Malaysian Healthcare Providers: A Balanced Scorecard Perspective.*Procedia Economics and Finance*, Volume 28, 2015, Pages 202–21.
18. Regby, Darrell, K. 2001 Management tool 2001, global results: annual survey of senior executive.
19. Yauch, Ch., 2010. Measuring agility as a performance outcome", *Journal of Manufacturing Technology Management*, vol22, No3: 384-404.

How to cite this article: Aghdas P, Nosratollah J. Relationship between Cash and Accrual Accounting Systems in Kerman Hospitals with Balanced Scorecard. *Int J Sci Stud* 2017;5(5):162-168.

Source of Support: Nil, **Conflict of Interest:** None declared.