International Journal of Computer Information Systems and Industrial Management Applications
ISSN 2150-7988 Volume 18(23s) 2026 pp. 1134-1150
https://doi.org/10.70917/ijcisim-2026-5684
Article

INFLUENCE OF BALANCED SCORECARD IMPLEMENTATION ON ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF DIGITAL TRANSFORMATION

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Abstract: In the contemporary business environment, organizations face increasing pressure to improve performance, achieve strategic alignment, and respond effectively to technological and market changes. The Balanced Scorecard (BSC) is a widely used strategic management and performance measurement framework that enables organizations to translate their vision and strategy into measurable objectives. By integrating financial and non-financial performance indicators across the financial, customer, internal business process, and learning and growth perspectives, the BSC supports strategic communication, performance monitoring, and organizational alignment. Although previous studies have identified a positive relationship between Balanced Scorecard implementation and organizational performance, the mechanisms underlying this relationship require further investigation, particularly in the context of rapid digital transformation. This study examines the influence of Balanced Scorecard implementation on organizational performance and investigates the mediating role of digital transformation. Effective implementation of the BSC is expected to improve organizational performance by facilitating strategic alignment, improving decision-making, strengthening accountability, optimizing resource allocation, and enhancing operational efficiency. However, the increasing adoption of digital technologies suggests that the BSC may also contribute to organizational performance indirectly by supporting digital transformation initiatives. Digital transformation involves the strategic adoption and integration of digital technologies, data analytics, automation, cloud computing, and other technological capabilities to improve organizational processes, customer experiences, decision-making, and business models. The BSC can support digital transformation by providing a structured framework for identifying digital priorities, establishing measurable objectives, monitoring transformation initiatives, and aligning technological investments with organizational strategy. In particular, the learning and growth perspective promotes the development of employee skills and technological capabilities, while the internal business process perspective encourages innovation, process improvement, and automation. The study proposes that digital transformation mediates the relationship between Balanced Scorecard implementation and organizational performance. Organizations that effectively implement the BSC are expected to develop stronger strategic and technological capabilities, thereby facilitating successful digital transformation. In turn, digital transformation is anticipated to enhance organizational performance through improved efficiency, innovation, customer responsiveness, and competitive advantage. The study contributes to strategic management and performance measurement literature by integrating Balanced Scorecard implementation and digital transformation within a single conceptual framework. It highlights the importance of combining strategic performance management systems with digital capabilities to achieve superior organizational outcomes. The findings are expected to provide theoretical and practical insights for researchers and managers seeking to understand how effective Balanced Scorecard implementation can promote digital transformation and enhance organizational performance in an increasingly digital business environment.

Keywords: Balanced Scorecard Implementation, Organizational Performance, Digital Transformation, Strategic Management, Performance Measurement

1. INTRODUCTION

In the contemporary business environment, organizations operate under conditions characterized by intense competition, technological advancement, changing customer expectations, globalization, and increasing pressure for sustainable growth. These developments have made organizational performance a critical concern for managers, policymakers, and researchers. Organizations are no longer evaluated solely on the basis of financial outcomes; rather, their performance increasingly depends on their ability to satisfy customers, improve internal processes, develop employee capabilities, innovate continuously, and respond rapidly to environmental changes. Consequently, organizations require effective strategic management and performance measurement systems that can translate strategic objectives into measurable outcomes and facilitate the effective implementation of organizational strategies. One of the most widely recognized frameworks developed for this purpose is the Balanced Scorecard (BSC).

The Balanced Scorecard, introduced by Kaplan and Norton, provides a comprehensive approach to strategic performance management by incorporating both financial and non-financial measures. The framework traditionally consists of four perspectives: financial performance, customer performance, internal business processes, and learning and growth. Unlike conventional performance measurement systems that primarily emphasize financial indicators, the BSC recognizes that long-term organizational success is influenced by a combination of financial results, customer relationships, operational effectiveness, and organizational capabilities. Through these perspectives, the BSC enables organizations to translate their mission and strategic vision into specific objectives, performance indicators, targets, and initiatives. Effective implementation of the BSC can therefore improve strategic communication, organizational alignment, resource allocation, accountability, and performance monitoring.

Despite the established importance of the Balanced Scorecard, implementation remains a significant challenge for many organizations. The effectiveness of the BSC depends not simply on adopting the framework but on integrating it into organizational decision-making, management processes, employee activities, and information systems. Poor implementation may result from unclear strategic objectives, inadequate managerial commitment, insufficient employee involvement, inappropriate performance indicators, weak communication, or limited technological infrastructure. Therefore, understanding the relationship between BSC implementation and organizational performance requires consideration of the organizational capabilities and processes through which strategic management systems generate performance outcomes.

At the same time, digital transformation has emerged as an important strategic priority for organizations across industries. Digital transformation involves the integration of digital technologies into organizational processes, operations, customer interactions, decision-making, and business models. Technologies such as artificial intelligence, cloud computing, big data analytics, automation, enterprise systems, and digital platforms are changing the way organizations create and deliver value. Digital transformation can enhance operational efficiency, improve access

to information, facilitate data-driven decision-making, strengthen customer experiences, and promote innovation. However, successful digital transformation requires more than technological investment. It requires strategic direction, organizational readiness, employee competencies, effective leadership, and the alignment of digital initiatives with organizational objectives.

The relationship between Balanced Scorecard implementation and digital transformation is therefore particularly important. The BSC can provide organizations with a strategic structure for identifying, prioritizing, and evaluating digital transformation initiatives. For example, the financial perspective can assess the economic value generated by digital investments, while the customer perspective can evaluate improvements in customer experience and digital engagement. The internal process perspective can measure automation, process efficiency, and digital innovation, whereas the learning and growth perspective can focus on employee digital competencies, organizational learning, and technological capabilities. In this way, the BSC can help organizations connect digital initiatives with broader strategic objectives rather than treating digital transformation as an isolated information technology function.

Digital transformation may consequently act as an important mechanism through which Balanced Scorecard implementation influences organizational performance. Effective BSC implementation can encourage organizations to identify technological opportunities, establish measurable digital objectives, monitor digital initiatives, and develop the capabilities required for technological change. These activities can facilitate successful digital transformation, which may subsequently improve organizational performance. Digital transformation can contribute to performance by reducing operational costs, increasing process efficiency, improving service quality, enhancing customer responsiveness, supporting innovation, and enabling faster and more informed managerial decisions. Thus, the effect of BSC implementation on organizational performance may be both direct and indirect.

The mediating role of digital transformation provides an important perspective for understanding this relationship. While the BSC offers a strategic management framework, digital transformation provides technological and organizational capabilities that can strengthen the execution of strategy. Examining digital transformation as a mediator therefore helps explain how strategic performance management practices can generate improved organizational outcomes in the digital era. This perspective is particularly relevant because organizations increasingly need to integrate traditional management systems with emerging technologies rather than replacing established strategic frameworks entirely.

Accordingly, this study investigates the influence of Balanced Scorecard implementation on organizational performance, with digital transformation serving as a mediating variable. The study seeks to determine whether effective implementation of the BSC contributes to improved organizational performance and whether this relationship is strengthened through digital transformation. The research is expected to contribute to the strategic management and performance measurement literature by integrating these three constructs within a unified

conceptual framework. It also provides practical implications for managers by emphasizing the importance of aligning performance measurement systems with digital strategies and organizational capabilities. By understanding the role of digital transformation in the BSC–performance relationship, organizations may be better positioned to improve strategic execution, strengthen operational effectiveness, enhance innovation, and achieve sustainable performance in an increasingly digital and competitive business environment.

1.1 CONCEPTUAL FRAMEWORK OF THE STUDY

This study conceptualizes the relationship between Balanced Scorecard (BSC) Implementation, Digital Transformation, Strategic Management, and Performance Measurement in influencing Organizational Performance.

The Balanced Scorecard provides a multidimensional strategic performance management framework through which organizations translate their vision and strategy into measurable objectives and performance indicators. Its four traditional perspectives—financial, customer, internal business processes, and learning and growth—enable organizations to evaluate performance beyond purely financial outcomes.

In the proposed conceptual framework, Balanced Scorecard Implementation is considered the primary independent variable. Effective implementation of the Balanced Scorecard is expected to improve strategic alignment, communication of organizational objectives, monitoring of key performance indicators, and decision-making. These improvements are consequently expected to contribute positively to Organizational Performance, which represents the dependent variable.

Strategic Management plays a critical role in this relationship by ensuring that organizational strategies, objectives, resources, and performance indicators are aligned. It may therefore function as an enabling or mediating mechanism through which Balanced Scorecard implementation contributes to improved organizational performance.

Similarly, Digital Transformation is incorporated as an important contemporary organizational capability. Digital technologies can enhance the effectiveness of Balanced Scorecard implementation by facilitating real-time data collection, performance monitoring, analytics, information sharing, and strategic decision-making. Digital transformation may therefore strengthen the relationship between Balanced Scorecard implementation and organizational performance.

Performance Measurement represents the mechanism through which strategic objectives and organizational outcomes are monitored and evaluated. Effective performance measurement systems provide accurate and timely information that enables organizations to assess progress, identify performance gaps, and take corrective action. Consequently, performance measurement is expected to support the successful implementation of the Balanced Scorecard and contribute directly to organizational performance.

Independent Variable:

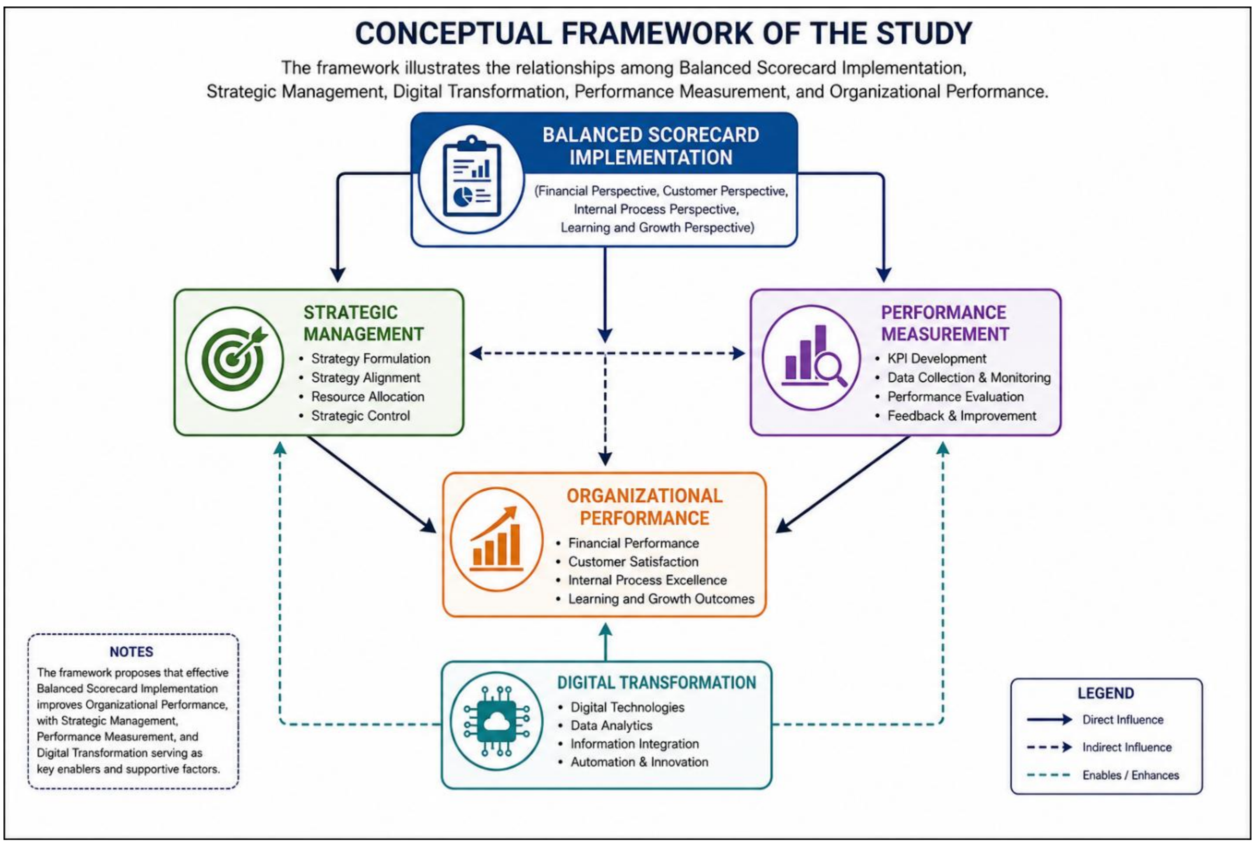
- Balanced Scorecard Implementation

Intervening/Supporting Variables:

- Strategic Management
- Digital Transformation
- Performance Measurement

Dependent Variable:

- Organizational Performance



2. REVIEW OF LITERATURE

2.1 Balanced Scorecard

Kaplan and Norton (1992) introduced the Balanced Scorecard (BSC) as a performance measurement framework designed to complement traditional financial measures with non-financial indicators. The BSC incorporates four major perspectives: financial, customer, internal business processes, and learning and growth. The framework enables organizations to translate strategic objectives into measurable performance indicators and provides managers with a broader understanding of organizational performance. Kaplan and Norton emphasized that financial measures alone are insufficient for organizations seeking continuous improvement, innovation, and long-term competitiveness.

Kaplan and Norton (1996) subsequently developed the BSC from a performance measurement system into a strategic management system. They argued that organizations could use the BSC to clarify strategy, communicate strategic objectives, align organizational activities, and link strategic initiatives with performance outcomes. The strategic-map concept further strengthened the framework by illustrating cause-and-effect relationships among objectives across the four perspectives. This development established the BSC as a mechanism for strategy formulation and implementation rather than merely a measurement instrument.

Hoque and James (2000) empirically examined the relationship between the use of BSC measures and organizational performance. Their findings suggested that organizations using a broader set of performance measures could improve their ability to monitor strategic and operational activities. The study demonstrated the relevance of multidimensional performance measurement to organizational size, strategy, and performance outcomes.

Malmi (2001) investigated the implementation and use of BSCs in Finnish companies. The study found that organizations adopted BSCs for different purposes, including translating strategy, communicating objectives, and improving management control. However, implementation practices varied considerably across organizations, indicating that organizational context plays an important role in determining the effectiveness of the BSC.

Nørreklit (2000) critically examined the assumptions underlying the BSC and questioned whether the proposed cause-and-effect relationships among its perspectives could always be established. The study argued that some relationships may be logical rather than empirically demonstrated. This criticism highlights the importance of examining the actual mechanisms through which BSC implementation contributes to organizational outcomes.

2.2 Balanced Scorecard Implementation and Organizational Performance

The relationship between BSC implementation and organizational performance has attracted considerable empirical attention. De Geuser, Mooraj, and Oyon (2009) examined whether the BSC adds value to organizations and how its contribution to performance is achieved. Their empirical

findings provided evidence that BSC use can contribute to organizational performance by improving strategic alignment, communication, and decision-making.Braam and Nijssen (2004) investigated how organizations use the BSC to support strategic decision-making. Their study indicated that the effectiveness of the BSC depends substantially on how it is designed and used. A BSC that is closely connected to organizational strategy is more likely to contribute to organizational effectiveness than a system focused primarily on reporting performance indicators. Speckbacher, Bischof, and Pfeiffer (2003) distinguished different types of BSC applications and demonstrated that organizations vary in their level of BSC integration. Their findings suggested that more comprehensive forms of BSC use can support strategic management more effectively than applications restricted to performance measurement. Chenhall (2005) examined the role of integrated performance measurement systems in organizations. The study emphasized that performance measurement systems are most effective when they are integrated with strategy, organizational processes, and management practices. This finding is relevant to BSC implementation because successful implementation requires organizational integration rather than simple adoption of performance indicators. Neely, Gregory, and Platts (1995) emphasized that performance measurement systems should reflect organizational strategy and provide relevant information for decision-making. Their work established important principles for designing effective performance measurement systems and provided a conceptual foundation for subsequent research on strategic performance measurement. Neely (2005) further argued that performance measurement has evolved from traditional accounting-oriented measurement toward broader systems capable of capturing strategic, operational, customer, and innovation-related outcomes. This evolution supports the continued relevance of multidimensional frameworks such as the BSC. Hoque (2014), through a review of BSC research, identified the continued importance of the framework in management accounting and strategic management research. The review highlighted the evolution of BSC applications from performance measurement toward strategic alignment, organizational learning, and strategy execution. A major review by Hoque (2014) and the broader review by Lueg and Vu (2015) demonstrate that BSC research has expanded substantially over time, although questions remain concerning implementation conditions, contextual differences, and the mechanisms connecting BSC use with organizational performance. A 20-year review of BSC research similarly identified significant research development while highlighting opportunities for additional empirical investigation.

2.3 Digital Transformation

Digital transformation has become a central theme in contemporary organizational and strategic management research. Vial (2019) conceptualized digital transformation as a process in which digital technologies trigger significant changes in organizational structures, processes, and value-creation mechanisms. The study emphasized that digital transformation extends beyond technology adoption because it involves organizational responses, strategic changes, and new approaches to value creation. Hess et al. (2016) examined the strategic challenges associated with

digital transformation and argued that organizations require clear digital strategies to manage technological change. Their work emphasized that digital transformation requires organizations to reconsider existing business models, organizational structures, capabilities, and processes. Sebastian et al. (2017) demonstrated that digitally mature organizations develop distinct digital strategies and operational capabilities. Their study showed that digital transformation requires the alignment of technology, organizational processes, leadership, and business strategy. This supports the argument that digital transformation should be treated as a strategic organizational capability rather than simply an information technology initiative. Kane et al. (2015) emphasized that digital transformation is strongly influenced by organizational culture, leadership, and employee capabilities. Their findings suggested that organizations with stronger digital cultures are better positioned to respond to technological disruption and exploit emerging digital opportunities. Warner and Wäger (2019) developed a dynamic capabilities perspective of digital transformation. They identified digital sensing, digital seizing, and digital transformation capabilities as important mechanisms through which organizations respond to digital opportunities. Their framework indicates that organizational capabilities play a central role in converting digital technologies into competitive and performance outcomes. Verhoef et al. (2021) examined digital transformation from a multidisciplinary perspective and identified several dimensions, including digital technology, digital customer interaction, digital business models, and organizational transformation. The authors emphasized that organizations must coordinate technological and organizational changes to realize the benefits of digital transformation. Hanelt et al. (2021) conducted a systematic literature review of digital transformation and organizational change. Their findings indicated that digital transformation affects organizational structures, processes, capabilities, and strategic approaches. The study reinforced the view that successful transformation involves fundamental organizational change rather than technology implementation alone.

2.4 Digital Transformation and Organizational Performance

A growing body of literature suggests that digital transformation can contribute positively to organizational performance. Bharadwaj et al. (2013) argued that digital technologies increasingly influence business strategy and organizational value creation. Digital technologies can facilitate new products, services, processes, and business models, thereby influencing competitive positioning.

Fitzgerald et al. (2014) examined digital transformation among established organizations and found that organizations with greater digital maturity were more likely to achieve improved performance outcomes. Their findings highlighted the importance of organizational capabilities, leadership, and strategic integration in realizing value from digital technologies. Westerman, Bonnet, and McAfee (2014) similarly argued that digital transformation can improve customer engagement, operational processes, and business models. However, the benefits of digital technologies depend on organizations' ability to combine technological investment with effective leadership and organizational change.Verhoef et al. (2021) emphasized that digital transformation can influence organizational performance through improvements in customer experience,

operational efficiency, innovation, and business-model development. Their work reinforces the argument that digital transformation represents a multidimensional organizational phenomenon with potentially broad performance consequences.Recent systematic reviews provide additional support for this relationship. A meta-analysis of research published between 2016 and 2023 reported a positive and significant relationship between digital transformation and organizational performance, particularly through improvements in efficiency, productivity, and competitiveness. Similarly, recent systematic reviews have identified digital transformation as an important driver of organizational efficiency, innovation, customer experience, and performance.

2.5 Balanced Scorecard and Digital Transformation

The intersection between Balanced Scorecard implementation and digital transformation represents an emerging area of research. Fabac (2022) proposed the Digital Balanced Scorecard as a framework for supporting digital transformation. The study argued that the BSC's strategy-decomposition capabilities and strategic-map architecture can help organizations coordinate digital transformation initiatives, establish objectives, and monitor transformation outcomesSimilarly, a strategic-map approach to digital transformation proposed adapting the traditional BSC perspectives to digital business requirements. This approach demonstrates that performance measurement can provide organizations with a structured mechanism for connecting digital strategy, customer experience, business processes, technological requirements, and organizational outcomes.Recent research also indicates that digital transformation is changing the nature of performance measurement systems. A systematic review of 47 studies found that digital transformation encourages greater flexibility and adaptability in performance measurement systems, supporting more agile decision-making and organizational responsiveness. More recent research on the evolution of the BSC suggests a movement from a relatively static performance measurement instrument toward a more dynamic, data-driven strategic management system incorporating technologies such as artificial intelligence, big data analytics, and cloud computing. These findings indicate that BSC implementation and digital transformation may be mutually reinforcing. The BSC can provide strategic direction and measurable objectives for digital initiatives, while digital technologies can improve the availability, timeliness, and quality of performance information used within the BSC.

Vigneshwaran, D and Dr.S.Mohankumar (2020). This article attempts to clarify the theoretical understanding of the relationship between entrepreneurial competency and work performance. This theory provides insight into the best practices carried out in organizations that are implemented to

achieve better work performance. Considering this theory can support organizations in understanding their performance entrepreneurial.

Competency Mapping -Vigneshwaran, D and Dr.S.Mohankumar (2020). In this highly competitive world, HR managers face many challenges as they recruit the skills and knowledge

of new employees. However, it is very difficult to find the skills gap between employees skills mapping is a very important tool for HR managers to know their employees' talents and weaknesses. So, in this study, the researchers look at the first skills mapping studies analyze the variables they took for their study, and findthe research gap for future research.Career Family Balance - Vigneshwaran, D and Dr.S.Mohankumar (2020). The goal of this research is to learn about the career household balance of ladies' personnel in the monetary sector. The research was once performed among employees in the financial region concerning Chennai. Career-family balance entails attaining equilibrium between career and family so that it reduces friction between professional and family life. Career family stability enhances efficiency and thus, the productivity of ladies workers increases. It enhances satisfaction, in each career and household life. The ultimate performance of any business enterprise depends on the performance of its employees, which in turn depends on numerous factors.

Vigneshwaran, D and Dr.S.Mohankumar (2020). In this highly competitive world Food processing is the transformation of agricultural products into food, or of one form of food into other forms. Food processing includes many forms of processing foods, from grinding grain to make raw flour to home cooking to complex industrial methods used to make convenience foods. Primary food processing is necessary to make most foods edible, and secondary food processing turns the ingredients into familiar foods, such as bread.Intention to Quit -Vigneshwaran, D., Mohankumar, S., & Vimala, B. (2021). The intention to quit has drawn attention in the context of employee attrition, with a focus on its antecedents. A related aspect that requires attention is the outcome of the intention to quit, where little research has been done, especially in the Indian context. The present study explores social benefit support, personal factors, work-family conflict, and work-life balance as results of the intention to exit the food product of the Food product. These factors become critical in the context of because employees who want to quit can become less productive or even dysfunctional for the organization. Interviews and a questionnaire- based survey were used in this research. The survey was conducted using software professionals with less than four years of work experience, with results based on 650 responses. The first results show that, as assumed, the intention to quit leads to lower performance. This woman is understood to the Social support, personal factors, work-family conflict, and work-life balance clear pattern of the organization. Furthermore, exploration using structural equation modeling shows that performance orientation mediates the relationships between the intention to quit and social support, personal factors, and work-family conflict, as well as between the intention to quit and the balance between work and private life. The findings of this study imply that organizations need to understand that employees with a strong intention to quit can prove costly from multiple dimensions.

Vigneshwaran, D., Mohankumar, S., & Vimala, B. (2022). The intention drew attention in the

context of employee attrition, with a focus on its antecedents. A related aspect that requires attention is the outcome of the intention to where little research has been done, especially in the Indian context. The present study explores social benefit support, personal factors, work-family

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= 2.5%, Select Sample Size=650, Quota sampling the first results show that, as assumed, the intention to quit leads to lower performance The first results show that, as assumed, the intention to exit leads to lower performance. This woman is understood to the social support, personal factors, work-family conflict, and work-life balance clear pattern of the organization. Furthermore, exploration using structural equation modeling shows that performance orientation mediates the relationships between the intention to exit and social support, personal factors, and work-family conflict, as well as between the intention to exit and the balance to the job.Vigneshwaran, D and Dr.S.Mohankumar (2020). This employee isthe most important asset of the organization. It's a major challenge for the organization to retain its workforce as a lot of costs are incurred directly or indirectly. To have a competitive advantage over other organizations, the focus has to be on the employees. Ultimately the employees are the face of the organization as they are the building blocks of the organization. Thus their retention is a major area of concern. So an attempt has been made to reduce the Intention to quit rate of the organization. Therefore this paper attempts to review the various antecedents of intention to quit which affect the intention to quit intentions of the employees.Personality factors -Vigneshwaran, Dr.S.Mohankumar, and Dr.B.Vimala (2022). The personality factors influence every person‟ 's emotions, cognition, and behavioral patterns with differences among them. An individual‟ 's personality can be conceptualized with his/her personality traits which help an individual's characteristics explain his / her behavior in different situations. Personality has great influences on an individual‟ 's behavior as well as performance in any domain. A questionnaire-based survey was used here and conducted using the life insurance private sector of the Cuddlier district experience, with results based on 649 employees' responses through their interviews. Individual personality traits play a crucial role in organizational parameters like work-life balance, work-family conflict, social support& intention to quit. This paper has tried to study previous literature on the association of personality traits with performance-based parameters and understand its associated relationship. The first results show that, as assumed, personal factors lead to performance. This woman is understood to the social support, personal factors, work-family conflict& work-life balance clear pattern in the organization furthermore, exploration with SEM (Structural Equation Modeling) indicates that performance orientation is connecting relationships between personal factors & intention to quit, and also between intention to quit & not balance between work and private life. The findings of this study confirm that Employers should analyze and understand every employee's strong personal factors from multiple dimensions.

Social media - Vigneshwaran, D and Dr.S.Mohankumar (2019). This article aims to reflect on

the increasing momentum that social media have in the everyday life of our students and to investigate the uniqueness that this media offers to the process of education. The study investigates the benefits that Facebook and Twitter have as the leading technologically mediated spaces and their application to the learning habitat of the learner in public pedagogy. The article reflects on the opportunities that social media offers to avoid the self-created intellectual chamber by allowingeducators to share and challenge ideas and concepts through the so-called non-traditional "great spare time revolution".Work-family conflict- Vigneshwaran, D., Mohankumar, S., & Vimala, B.(2021). The objective of this research is to study the predictors of work-family conflictamong employees in food products. The research was conducted among employees in the food product in the Food product. Predictors of work-family conflict entail attaining equilibrium between professional work and other activities so that it reduces friction between work-family conflicts. Work-life Balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the job factors and family lives. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to career family or social support. The relationships between predictors of work-family conflict can be achieved through emotional intelligence. Better emotion management is necessary to accomplish the day-to-day objectives of personal factors in life. This paper attempts to identify the various factor that helps to maintain predictors of work-family conflict among employees in the food product.Vigneshwaran, D., Mohankumar, S., & Vimala, B. (2020). The objective of this research is to study the predictors of work-family conflict of employees in food products. The research was conducted among employees in food products concerning food product. Predictors of work-family conflict entail attaining equilibrium between professional work and other activities so that it reduces friction between work-family conflicts. Work-life Balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the job factors and family lives. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to career family or social supports. The relationships between predictors of work-family conflict can be achieved through emotional intelligence. Better emotion management is necessary to accomplish the day-to-day objectives of personal factors in life. This paper attempts to identify the various factor that helps to maintain predictors of work-family conflict among employees in food products.Vigneshwaran, D., Mohankumar, S., & Vimala, B. (2022). This paper describes a study on work- family warfare among personnel in the insurance plan diagram sector. This teaches about work-family conflict is a section of an individual's everyday existence or organizational combat that has a tremendous effect on employee behavior, performance, and satisfaction. This examination of the capability to simultaneously manipulate existence with multi-field behaviors moreover affects the effectiveness of the organization. This chapter is committed to a different communication of the nature of the conflict, the degree of conflict, and the decision strategies. Towards the top of the chapter, we refer to the managerial implications of the conflict.

Vigneshwaran and Dr.S.Mohankumar (2020). This paper describes a study on work-family conflict among personnel in the insurance plan sector. This teaches that work-family hostilities are a part of an individual's everyday existence or organizational combat which has a vast effect on employee behavior, performance, and satisfaction. This examination of the capacity to simultaneously manipulate existence with multi-field behaviors additionally affects the effectiveness of the organization. This chapter is committed to a distinctive dialogue of the nature of the conflict, the level of conflict, and the decision strategies. Towards the top of the chapter, we refer to the managerial implications of the conflict.Vigneshwaran, D and Dr.S.Mohankumar (2020). This paper is desirable in labor work-family conflict among employees. This family work conflict study involves examining the level of satisfaction with work-life balance to simultaneously manage life behaviors. Job and family satisfaction can be determined by a multitude of factors, it is chosen as a result variable due to its relationship with the family-work conflict.Vigneshwaran, Dr.S.Mohankumar, and Dr.B.Vimala (2021). The consequences of the Covid 19 pandemic, several businesses, and government organizations require an effort after a home-based (WFH) policy for their presenteeism employees. At all times, workers feel comfortable at home with their families, particularly in unexpected situations. On the other hand, because of workplace and domestic tasks at the same time, the workload starts growing automatically. Whether professional concerns interfere with personal life or vice versa, this can lead to conflict. Working from home makes it difficult to strike a work-life balance (WLB). Work-life balance requires to be explored extensively in previous studies; however, this study aims to examine work-life balance completes the covid 19 epidemic. The goal research remained near to see in what way work-life balance affects people. This study also focuses on employees working in the insurance job satisfaction sector.Vigneshwaran, D and Dr.S.Mohankumar (2021). The literature review on Work-life Balance has been framed because of its gained popularity with the major aim to have the prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e. Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation, and competitive environment in context with Work-life Balance and its practices/policies. In this paper, an endeavor has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. The sources referred to include various journals, books, doctoral theses, working papers, reports, magazines, internet sites, newspapers, etc, and have been reflected as references at the end. Dr.Subbulakshmi Somu Dr. Roopashree Rao & Dr. D. Vigneshwaran (2025) The vast landscape of the metaverse evokes interest from all spheres, academic and corporate alike. Despite various studies prevalent, there exists a gap in the knowledge in dealing and understanding the nuances of cognitive dissonance in the nonphysical scenario. This study aims to investigate the negative aspects of the metaverse, focusing on the complex relationship between cognitive dissonance and areas such as self-concepts, persona branding, social commerce, and impulsive purchase. This research explores the hitherto untapped area of cognitive dissonance in the metaverse,

providing insight into its complex forms and consequences. Rajagopal, R., Lakshmi, S. G., Nagarajan, S., Vigneshwaran, D., Gowri, L. S., & Lamba, J. (2025) Communication strategies, decision making, and social dynamics have alike been changed by the integration of Artificial Intelligence (AI) to organizational management. The intent of this research is to examine how AI driven technologies, particularly machine learning, natural language processing (NLP), social network analysis (SNA), predictive analytics influences workplace efficiency and leadership effectiveness. The study analyzed AI's role in optimization of customer relationship management (CRM), human resource management (HRM) and knowledge collaboration through the use of four AI algorithms, Random Forest, Long Short-Term Memory (LSTM), Graph Neural Networks (GNNs) and Reinforcement Learning (RL). Experimental results show that 60% reduction in communication errors, 35 percent increase in customer satisfaction and 50 percent improvement in employee performance are achieved by the use of AI based decision support systems

3. RESEARCH DESIGN

The search design specifies techniques and techniques for obtaining the desired records to do research. It represents the best planning of the strategies to be adopted for the assemblage of the applicable facts and the analytical methodologies that will be employed analysis. This lookup graph helps the researcher prepare thoughts in a shape that lets him appear for flaws and adequacy. The research roughly establishes

the element for conducting the research. An applicable search chart will make certain that HRM lookup is accomplished successfully and efficiently.

This survey works on household predictors of work-family conflict amongst structured . It is, for the most part, as stated by the "Descriptive Search" category. Descriptive lookup is usually greater formal and structured than exploratory research. It is primarily based on giant and consultant samples and the facts acquired are situation to quantitative analysis. Inquiry techniques have already been used because lookup was once labeled below descriptive research. This survey method for acquiring statistics is normally respondents on the grounds of questioning. This research is primarily based on a quantitative descriptive model. The model uncovered around quota sample of 648 respondents' permanent and temporary employees.

3.1 STATEMENT OF THE PROBLEM

The rapid advancement of digital technologies has significantly changed the way organizations operate, compete, and deliver value to their customers. Organizations are increasingly investing in digital capabilities such as digital infrastructure, data analytics, cloud computing, artificial intelligence, and digital communication platforms to improve efficiency and maintain competitiveness. However, the availability of digital technologies does not necessarily guarantee improved organizational performance. Some organizations continue to experience challenges such as low productivity, inefficient business processes, weak customer responsiveness, and limited competitiveness despite increasing investment in digital technologies.

One possible explanation is the organization's ability to transform digital capabilities into innovative products, services, processes, and business models. Digital capability can provide organizations with the resources and flexibility needed to identify opportunities, develop new solutions, and respond rapidly to changes in the business environment. However, the extent to which organizational innovation explains the relationship between digital capability and organizational performance remains insufficiently understood, particularly in developing and emerging economies.

Furthermore, previous studies have examined digital technology, innovation, and organizational performance as separate concepts, while relatively limited attention has been given to the mechanisms through which digital capability contributes to improved organizational performance. In particular, there is a need to determine whether organizational innovation serves as an important mediating mechanism through which digital capability translates into better organizational outcomes.

Therefore, the problem addressed by this study is the insufficient empirical understanding of how digital capability influences organizational performance and the extent to which organizational innovation mediates this relationship. Addressing this problem will provide organizations and managers with evidence on how digital capabilities can be effectively utilized to promote innovation and achieve sustainable improvements in organizational performance.

3.2 RESEARCH GAP

Although considerable research has examined the effect of Balanced Scorecard implementation on organizational performance, and a growing body of research has examined digital transformation and organizational performance, relatively limited research has directly integrated these three constructs into a single empirical model. Existing BSC studies have largely concentrated on strategic alignment, management control, performance measurement, and organizational outcomes, while digital transformation research has focused primarily on technological capabilities, organizational change, innovation, and competitive performance.

The emerging Digital Balanced Scorecard literature demonstrates conceptual links between the BSC and digital transformation, but further empirical research is needed to determine whether digital transformation actually explains the relationship between BSC implementation and organizational performance. Recent literature specifically calls attention to the need for more integrated approaches that connect digital strategy, performance measurement, organizational capabilities, and performance outcomes.

Therefore, the present study addresses this gap by examining digital transformation as a mediating variable in the relationship between Balanced Scorecard implementation and organizational performance. The proposed framework assumes that effective BSC implementation strengthens strategic alignment and organizational capabilities, which in turn facilitate digital transformation and ultimately improve organizational performance. This mediation perspective provides a more comprehensive explanation of how strategic performance management can generate organizational value in the digital era.

3.3 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the impact of digital capability on organizational performance and to determine the mediating role of organizational innovation in the relationship between digital capability and organizational performance.

Examine the effect of digital capability on organizational performance.

Determine the effect of digital capability on organizational innovation.

Assess the effect of organizational innovation on organizational performance.

Examine the mediating role of organizational innovation in the relationship between digital capability and organizational performance.

Determine the extent to which digital capability and organizational innovation contribute to improvements in organizational performance.

3.4 LIMITATIONS OF THE STUDY

The study may have the following five limitations:

Limited Generalizability: The findings may be limited to the selected organizations, industry, or geographical area and may not be fully applicable to all organizations.

Data Availability: The study may face difficulties in obtaining sufficient and accurate information from respondents because some organizations may consider digital capability and performance information confidential.

Time Constraints: Limited time available for data collection, analysis, and interpretation may affect the scope and depth of the study.

Respondent Bias: Since the study may rely on questionnaires and self-reported responses, participants may provide socially desirable or inaccurate information, which could influence the findings.

Rapid Technological Changes: Digital technologies are developing rapidly. Consequently, some technologies, practices, or digital capabilities examined in the study may change over time, potentially affecting the relevance of the findings in the future.

4. SAMPLING FRAMEWORK

The study will use a stratified sampling technique to ensure that respondents from different categories of the organization are adequately represented. A total sample of 150 respondents will be selected for the study.

S. No.	Category of Respondents	Population	Sample Size	Percentage (%)
1	Top-level Management	40	15	10.0
2	Middle-level Management	100	35	23.3
3	Supervisors	120	40	26.7
4	Operational/Administrative Employees	190	60	40.0
Total	—	450	150	100.0

A stratified random sampling method can be adopted. The population is divided into relevant employee categories, and respondents are selected from each stratum. The total sample size of 150 respondents is distributed proportionately across the categories to obtain a representative sample.

Sample size = 150 respondents

Sampling unit = Employees/Managers of the selected organizations

Sampling technique = Stratified random sampling

4.1 PRE-TESTING OF THE QUESTIONNAIRE

Before the main data collection, the questionnaire will be pre-tested with 15 respondents, representing approximately 10% of the proposed sample size of 150 respondents. The purpose of the pre-test is to evaluate the clarity, relevance, reliability, and comprehensibility of the questionnaire. The respondents involved in the pre-test will have characteristics similar to those of the actual study population but will not be included in the final sample.

Table: Pre-testing of the Questionnaire

S. No.	Category of Respondents	Number of Respondents	Percentage (%)	Purpose
1	Top-level Management	2	13.3	Assess clarity and relevance of management-related items
2	Middle-level Management	4	26.7	Assess understanding of digital capability and innovation items
3	Supervisors	4	26.7	Evaluate applicability of questionnaire items
4	Operational/Administrative Employees	5	33.3	Assess clarity and ease of responding
Total	—	15	100.0	Overall pre-test

Reliability Assessment

The pre-test will also be used to assess the internal consistency of the questionnaire using Cronbach's Alpha.

S. No.	Study Variable	No. of Items	Cronbach's Alpha	Interpretation
1	Digital Capability	5	0.82	Good Reliability
2	Organizational Innovation	4	0.79	Acceptable Reliability
3	Organizational Performance	4	0.85	Good Reliability
Overall	—	13	0.82	Good Reliability

Note: The Cronbach's Alpha values shown above are illustrative. For the final thesis, they should be replaced with the actual values obtained from your pre-test data. A value of 0.70 or above is generally considered acceptable for internal consistency.

4.2 PILOT STUDY

A pilot study will be conducted before the main survey to determine whether the research instrument is suitable for collecting the required data. The pilot study will help assess the clarity, reliability, validity, and practicality of the questionnaire and identify any problems that may arise during the main data collection.

For the present study, a pilot study will be conducted with 30 respondents who have characteristics similar to those of the target population. These respondents will not be included in the final sample of 150 respondents. The pilot data will be analyzed using descriptive statistics and Cronbach's Alpha to assess the internal consistency of the questionnaire.

Table: Distribution of Respondents for the Pilot Study

S. No.	Category of Respondents	Pilot Sample	Percentage (%)
1	Top-level Management	4	13.3
2	Middle-level Management	8	26.7
3	Supervisors	8	26.7
4	Operational/Administrative Employees	10	33.3
Total	—	30	100.0

Table: Reliability Analysis of the Pilot Study

S. No.	Variables	No. of Items	Cronbach's Alpha	Reliability
1	Digital Capability	5	0.82	Good
2	Organizational Innovation	4	0.79	Acceptable
3	Organizational Performance	4	0.85	Good
Overall	—	13	0.82	Good

The results of the pilot study will be used to refine the questionnaire before administering it to the final sample of 150 respondents. Items found to be unclear, repetitive, or unsuitable will be modified or removed. A Cronbach's Alpha value of 0.70 or above will generally be considered acceptable for establishing the reliability of the measurement scales.

Note: The reliability values in the table are illustrative and should be replaced with the actual Cronbach's Alpha values obtained from your pilot-study data.

5. MANAGERIAL IMPLICATIONS OF THE STUDY

The study on "The Impact of Digital Capability on Organizational Performance: The Mediating Role of Organizational Innovation" has several important implications for managers and organizational decision-makers.

Investment in Digital Capability

Managers should invest strategically in digital infrastructure, digital skills, data analytics, and appropriate technologies. Such investments can strengthen the organization's ability to improve efficiency and achieve better performance.

Development of Digital Skills

Organizations should provide continuous training and development programs to improve employees' digital competencies. Skilled employees are better able to use digital technologies effectively and contribute to organizational improvement.

Promotion of Organizational Innovation

Managers should create an organizational environment that encourages creativity, experimentation, and the development of new products, services, and processes. Innovation can help organizations convert digital capabilities into measurable performance improvements.

Integration of Digital Technology into Business Processes

Managers should ensure that digital technologies are integrated into core organizational activities rather than being treated simply as separate IT investments. Effective integration can improve operational efficiency, decision-making, customer service, and responsiveness to market changes.

Strategic Decision-Making and Performance Improvement

Managers should recognize organizational innovation as an important mechanism through which digital capability can improve performance. Therefore, digital strategies should be aligned with innovation objectives and broader organizational goals to achieve sustainable competitive advantage.

6. SCOPE FOR FURTHER RESEARCH

The present study provides a basis for further research on digital capability, organizational innovation, and organizational performance. Future researchers may consider the following areas:

Different Industries: Future studies can examine the relationship between digital capability, organizational innovation, and organizational performance across different sectors such as banking, healthcare, education, manufacturing, retail, and information technology.

Different Geographical Areas: Similar research can be conducted in different countries, regions, or states to determine whether cultural, economic, and technological differences influence the findings.

Additional Mediating Variables: Future researchers can investigate other mediating variables such as organizational agility, employee digital competence, knowledge management, or technological innovation to provide a broader understanding of how digital capability affects organizational performance.

Moderating Variables: Future studies may examine moderating factors such as organizational size, leadership style, organizational culture, competitive intensity, and technological readiness to determine when digital capability has a stronger or weaker effect on performance.

Longitudinal Studies: Future researchers could use longitudinal research designs to examine changes in digital capability, organizational innovation, and organizational performance over time. This would provide stronger evidence about the long-term effects of digital transformation on organizational performance.

7. CONCLUSION

The study concludes that digital capability plays an important role in improving organizational performance, particularly when organizations are able to effectively utilize digital technologies, data, digital infrastructure, and employee digital skills. In an increasingly competitive and technology-driven business environment, organizations need to develop strong digital capabilities to improve operational efficiency, customer satisfaction, decision-making, and overall performance.

The study also emphasizes the importance of organizational innovation in converting digital capabilities into improved organizational outcomes. Digital capability alone may not be sufficient to achieve superior performance unless organizations use it to develop innovative products and services, improve business processes, and adopt new business models.

Furthermore, the study proposes that organizational innovation mediates the relationship between digital capability and organizational performance. This suggests that organizations can achieve greater performance benefits from digital investments when they create an environment that supports innovation and encourages employees to identify and implement new ideas.

Overall, organizations should therefore view digital capability and innovation as interconnected strategic resources rather than independent activities. Managers should invest in digital infrastructure, develop employees' digital skills, integrate technology into business processes, and promote an innovation-oriented organizational culture. By doing so, organizations can strengthen their competitiveness and achieve sustainable improvements in organizational performance.

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