

Research Paper

Balanced Scorecard Usage and Performance of Hotels: A Study from the Tourist State of Uttarakhand, India

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Abstract: Tourism is a major driver of economic growth and livelihood promotion in the Uttarakhand state of India. The contribution of tourism to the state gross domestic product (GDP) and employment generation is significant. The expansion of tourism inevitably brings about the development of the hotel industry. Hotels must create effective competitive strategies for survival and use a performance measurement system that meets the requirements of a changing environment. Several studies have been conducted to study the rich tourist potential of the state. However, no research studies are available regarding performance measurement practices adopted by hospitality managers in Uttarakhand for measuring the performance of their establishments. The present study examines existing performance measurement practices used by hotel managers that employ the balanced scorecard (BSC) – an innovative and comprehensive performance measurement framework for assessing the performance and progress of hotels in this mountainous state of India. The results indicate that in spite of using measures from different perspectives inherent to the original BSC, hospitality managers are not aware of the concept of BSC in a formal manner. The study reveals that hotels in Uttarakhand still focus on the use of financial measures as compared to non-financial measures for measuring performance. The study supports the link between hotel performance and BSC measures usage.

Key words: Balanced scorecard, performance measurement, hotel, Uttarakhand

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Introduction

The ability to measure performance can be seen as an important prerequisite for improvement and remains fundamental to organizational success. In the current dynamic environment, it is becoming ever more challenging for hospitality organizations to actively manage and maintain their performance and competitive advantage (Neely, 1999). Hospitality is a rapidly expanding industry worldwide, and is expected to remain a leading contributor to the global economy by generating desired foreign exchange reserves and simultaneously creating employment (Bagri, Babu & Kukreti, 2010). Tourism is one of the fastest growing industries in India and its role in accelerating the economic development of the country is widely recognized. The total contribution of travel and tourism to the GDP was 6.6% in 2012 and is forecasted to rise by 7.9% in 2023 (WTTC, 2013). India is known worldwide for its unprecedented natural and man-made attractions since time immemorial. Its language, culture, cast and creed, value, tradition, folklore, dances and music attract tourists from far and wide.

The state of Uttarakhand, also known as *Devbhoomi* (the land known for its association with Hindu gods and goddesses), is located in the northern part of the country sharing boundaries with Nepal and Tibet (China) in the north, state of Himachal Pradesh in the west and north-west, state of Uttar Pradesh in the south and Nepal in the east. Situated approximately 250 km north of the national capital Delhi, the state of Uttarakhand is easily accessible by road, rail and air transportation from Delhi, Uttar Pradesh, Haryana, Punjab and other states of India. The state houses the four important shrines of the Hindu religion and has diverse geographical features ranging from mountains, peaks and forests with breathtaking spectacular views of the snow-capped Himalayas and its valleys, to glaciers and rivers, along with its famous world heritage sites such as Valley of Flowers, Nanda Devi Biosphere and the first national park of India named Jim Corbett National Park, which has made Uttarakhand an astonishing land in the northern part of India (Bagri *et al.*, 2010). Nature, adventure, wildlife, culture, heritage, pilgrimage, yoga and meditation, and a cocktail of opportunities for unlimited experience are the strengths of this Himalayan state. The region offers the attraction of an interesting landscape and a calm and serene environment conducive to different types of tourism in different climatic conditions and seasons.

With the creation of a separate state of Uttarakhand in 2000, tourism is now viewed as one of the key sectors of economic growth and development in the state, for both income and employment generation as well as a source of revenue for the state. Both domestic and foreign tourists visit different parts of the state almost the whole year-round and the tourist traffic is consistently increasing in the region (Uttarakhand Tourism Development Master Plan, 2008). The statistics of tourist arrivals in Uttarakhand summarized in Table 1 shows that in spite of having

enormous tourism opportunities and the significant religious positioning of the state, the ranking of the state is not encouraging. Despite all the positive signals in terms of economic development, the tourism industry of Uttarakhand, as a whole, still struggles with issues related to destination branding, infrastructure development, tax, and international standard of product quality and sustainability (Reuter & Pechlaner, 2012). According to the statistics of the Indian Ministry of Tourism, the percentage share of Uttarakhand in domestic and foreign tourist visits during 2012 was 2.6% and 0.7%, respectively (Ministry of Tourism, 2012). With its many extraordinary attractions and the efforts of the Uttarakhand Tourism Board, the growth of tourism in Uttarakhand is gaining momentum but the hospitality industry has seen a slower pace. Uttarakhand is a preferred destination for nature lovers, but the hotel industry has not sufficiently progressed in tandem with its tourist attractions (Bagri *et al.*, 2010).

Table 1. Number of tourists who visited Uttarakhand, India

| Year | Tourist Arrivals | | Rank in India | |
|------|------------------|-----------|---------------|-----------|
| | Domestic | Foreigner | Domestic | Foreigner |
| 2006 | 16666525 | 85284 | 7 | 15 |
| 2007 | 19803280 | 95975 | 6 | 15 |
| 2008 | 20546323 | 99910 | 7 | 15 |
| 2009 | 21934567 | 106470 | 8 | 15 |
| 2010 | 30206030 | 127258 | 7 | 16 |
| 2011 | 25946254 | 124653 | 8 | 17 |
| 2012 | 26827329 | 136350 | N/A | N/A |

Source: Indian Tourism Statistics, Ministry of Tourism, Government of India (2006-2012)

Several studies (Bagri & Mishra, 2004; Dixit, 2005; Dua, 2005; Singh, 2005; Thapliyal, 2006; Singh, 2007; Kaul & Gupta, 2009; Bagri *et al.* 2010; Bagri, Babu, Kukreti & Smith, 2011; Masarrat, 2012; Reuter & Pechlaner, 2012; Nawaz, 2013) have deeply analyzed the rich potential resources of tourist attractions and mainly focused on pilgrimages, natural attractions, and ethnic and cultural treasures of the state, providing a broad overview of holistic development of mountainous tourist attractions. However, these studies lack any findings regarding the performance measurement practices adopted by hotels in Uttarakhand. Moreover, in a dynamic environment, the hospitality industry of Uttarakhand is facing numerous new challenges which are affecting its performance. These challenges include the rising expectations of customers, quality of service and value for money, sharp rise in operational costs and declining profitability for hotels in addition to the recession. Besides these, hotels have to deal with internal challenges such as managerial

attitude, infrastructure and interior of average quality, unskilled employees and the lack of innovation in, services and processes offered. In view of these challenges, traditional performance measurement practices seem no longer appropriate in this vibrant hospitality industry.

Various researchers including Brander-Brown & McDonnell (1995), Atkinson & Brander-Brown (2001), Harris & Mongiello (2001), Haktanir & Harris (2005) and Wadongo, Odhuno, Kambona & Othuon, (2010) have pointed out the reluctance of the hospitality industry to use balanced measures and their insistence to rely solely on financial measures. Due to limitations on financial measures and the impact of global and increasing competition in the hotel industry, hotels should rethink their current performance measurement which is more focused on financial aspects to a more balanced measurement which has both financial and non-financial dimensions (Atkinson & Brander-Brown, 2001; Harris & Mongiello, 2001; Evans, 2005). This study explores the extent to which the balanced performance measurement is understood and BSC is utilized by hospitality managers within the hotel industry of Uttarakhand, and examines the usage of the four perspectives of BSC and their impact on hotel performance.

Objective and Hypothesis of the Study

The objectives of this paper are:

- (i) To explore the extent to which the balanced performance measurement is understood and BSC is utilized by hospitality managers in Uttarakhand.
- (ii) To examine the impact of financial and non-financial measures of BSC on hotel performance.

The different tourist towns of Uttarakhand receive different varieties and numbers of tourist arrivals. Accordingly, the hotel units of these towns adopt various strategies for improving their performance, and attracting and retaining customers. The various factors related to a particular tourist town such as the nature of the hospitality business, availability of quality hotels, level of competition, nature of clientele and inflow of tourists may influence the attitude of hospitality entrepreneurs and managers towards performance measurement practices. Therefore, in the first hypothesis, the present study attempts to analyze the variation in the performance measurement practices adopted by hotel managers across the selected tourist towns of Uttarakhand.

H1: Perspectives of BSC do not differ significantly across the hotels of selected tourist towns of Uttarakhand.

Kaplan & Norton (2001a) suggested that a balance of financial and non-financial performance measures helps managers to assess changes in the business environment, determine and evaluate progress towards the organization's goal and affirm the achievement of the organizational performance. Researchers like Hoque

& James (2000), Malina & Selto (2001), Ittner, Larcker & Randall (2003), Davis & Albright (2004), Banker, Potter & Srinivasan (2005), Bergin-Seers & Jago (2007), Jusoh, Ibrahim & Zainuddin (2008) and Al-mawali, Zainuddin & Kader Ali (2010) advocated meaningful relationships between the implementation and utilization of BSC and performance improvement in the service sector. They also reported that organizations which implemented a performance measurement system that contains both financial and non-financial measures would gain more benefit than those that rely exclusively on financial measures. Jusoh *et al.* (2008) discovered the positive relationship between non-financial measures, particularly internal business processes, innovation and learning measures, and organizational performance. Al-mawali *et al.* (2010) found a positive relationship between the measures of BSC and financial performance of the Jordanian service sector such as the banking industry. Hence, in the second hypothesis, the study intends to examine the relationship of BSC perspectives individually and BSC as a whole on the performance of hotels.

H2: There is a positive relationship between BSC (financial, customer, internal process, and learning and growth perspective) and hotel performance.

Literature Review

Measuring performance plays an important role in planning and decision-making and makes the link between strategy intent, competitive environment, revenue generation, service delivery process and strategic evaluation (Kaplan & Norton, 1992; Doran, Haddad & Chow, 2002). It is seen as an important way of keeping a company on track for achieving the organization's objectives and as a monitoring mechanism employed by the owners of an organization (Ittner *et al.*, 2003). Most organizations rely exclusively on financial performance measures to assess organizational performance (Neely, 1999; Hoque & James, 2000). Critics have argued that these measures are excessively profit-based (Brander Brown & McDonnell, 1995), short-term (Denton & White, 2000), unbalanced (Harris & Mongiello, 2001), unsatisfactory for businesses seeking a competitive advantage (Phillips, 1999; Evans, 2005), past oriented (Atkinson & Brander-Brown, 2001), little market oriented (Phillips & Louvieris, 2005), inadequate for strategic decisions (Kaplan & Norton, 1992), unable to measure value created, unable to measure intangible assets (Norreklit, 2000; Giannetti, Marelli & Vitali, 2002) and non-holistic (Phillips, 1999) and therefore, over reliance on them is no longer appropriate for today's managers.

In this information age, non-financial performance measures are believed to be better indicators of managerial effort and valuable in evaluating organizational performance. Non-financial measures of customer, internal processes, and innovation and improvement activities are also believed to be better predictors of long-term

performance and are used to help refocus managers on the future aspects of their actions (Kaplan & Norton, 2001a). These measures are more timely and precise than financial ones, meaningful for continuous improvement, consistent with company goals and strategies and vary over time as market needs change, and therefore tend to be more flexible. Reliance on non-financial measures does not mean that non-financial measures replace financial measures. Financial and non-financial measures are not substitutes, but non-financial measures are used as supplements to financial measures (Govindarajan & Gupta, 1985). Several research findings (Denton & White, 2000; Harris & Mongiello, 2001; Atkinson & Brander-Brown, 2001; Evans, 2005; Bergin-Seers & Jago, 2007; Huang, Chu & Wang, 2007; Min, Min & Joo, 2008; Kim & Lee, 2009; Pavlatos & Paggios, 2009; Ivankovic, Jankovic & Persic, 2010; Wadongo et al., 2010; Chen, Hsua & Tzengb, 2011) in performance management advocate the relevance of both financial and non-financial measures for a balanced report of hotel performance.

Over the past few decades, a variety of approaches have emerged to select the optimal financial and non-financial performance measurements that can achieve superior quality and better outcomes. Of these generic approaches, the BSC has gained wide acceptance and it tackles organizational performance by focusing on an effective combination of financial and non-financial measurements to provide a reliable feedback for management control purposes and performance evaluation (Kaplan & Norton, 1992; Hoque & James, 2000; Malina & Selto, 2001; Ittner *et al.*, 2003; Evans, 2005). The BSC framework allows managers to look at the business from four divergent important perspectives, viz. finance, customer, internal business process, and learning and growth (Kaplan & Norton, 1992; Banker *et al.*, 2005). These perspectives are associated with the four functions of accounting and finance, marketing, value chains and human resources, respectively. The BSC provides the knowledge, skills and systems that employees will need (their learning and growth) to innovate and build the right strategic capabilities and efficiencies (the internal process) that deliver specific value to the market (the customer) which will eventually lead to higher shareholder value (the financial) (Chow, Haddad & Williamson, 1997).

In recent years, the BSC has attracted much attention from performance management researchers as a method of integrating financial and non-financial performance measures. The results of empirical surveys of Pere (1999) and Malmi (2001) in Finland, Kald & Nilsson (2000) in Sweden, Hoque & James (2000) in Australia, Moriarty (2001) and Rigby (2001) in USA, Oliveras & Amat (2002) in Spain, Giannetti *et al.* (2002) in Italy, Guenther & Gruening (2002) and Speckbacher, Bischof & Pfeiffer (2003) in Germany, Nielson & Sorenson (2003) in Denmark, Anand, Sahay & Saba (2005) and Farooq & Hussain (2011) in India, Xiong, Su & Lin (2008) in China and Jusoh *et al.* (2008) in Malaysia revealed the utilization of

both financial and non-financial measures of BSC in the performance measurement system to a greater extent.

It is particularly notable that BSC has gained wide acceptance within the service sector as a means of providing a focus on human resources, intangible assets and challenges associated with maintaining consistent product standards, while simultaneously not neglecting financial performance. Huckestein & Duboff (1999) and Denton & White (2000) reported on the experiences of White Lodging Services in implementing the BSC and recorded several positive improvements in the performance. Harris & Mongiello (2001) and Doran *et al.* (2002) examined the range of key indicators that hotel managers find useful in managing their businesses, acknowledging the value of the BSC. Brander-Brown & McDonnell (1995), Phillips (1999), Atkinson & Brander-Brown, (2001), Ittner *et al.* (2003), Banker, Potter & Srinivasan (2005), Haktanir & Harris (2005) and Ramdeen, Santos & Chatfield (2007) concluded that both financial and non-financial performance improve the overall performance of organizations. Other studies including that of Evans (2005) in the United Kingdom, Huang *et al.* (2007) and Chen *et al.* (2011) in China, Bergin-Seers & Jago (2007) in Australia, Min *et al.* (2008) and Kim & Lee (2009) in Korea, Pavlatos & Paggios (2009) in Greece, Ivankovic *et al.* (2010) in Slovenia and Eldeeb (2011) in Egypt confirmed the successful application of BSC as a performance measurement system in hospitality organizations.

From the foregoing, there is a clear revelation that BSC plays a significant role in improving the performance of hospitality organizations. In the case of Uttarakhand, no attempt has been made to investigate the application of BSC and its impact on improving hotel performance. This study is therefore timely and of relevance as it examines the utilization of BSC as a performance measurement framework in the hospitality industry of Uttarakhand using a descriptive research design.

Research Methodology

This research was conducted in various lodging establishments between May 2012 and August 2012 in some selected tourist towns of the mountainous state of Uttarakhand, India. This included the state capital Dehradun, Mussoorie, Rishikesh, Nainital, Haldwani, Bhimtal and Naukuchiatal. These selected tourist towns are major tourism destinations of Uttarakhand, enjoying the maximum number of tourist arrivals for leisure and business purposes. Furthermore, these towns are saturated with a number of luxury, midscale and well-established budget hotels. The survey was based on visits to hotels to interact with hospitality managers who were selected using judgmental sampling. The judgmental sampling technique is the deliberate choice for sample units that possess unique qualities. This method is appropriate in situations where the researcher decides what needs to be known and sets out to identify people who can and are willing to provide the information by

virtue of knowledge or experience. In this study, researchers believed that hospitality managers of well-known hotels of selected towns can provide valuable and required information about performance measurement practices of their units. As a result, 204 hospitality managers of well-known hotel properties were identified and the survey instrument was distributed to them.

Based on the studies of Kaplan & Norton (1992), Denton & White (2000), Atkinson & Brander-Brown (2001), Haktanir & Harris (2005), Phillips & Louvieris (2005), Evans (2005), Bergin-Seers & Jago (2007), Ivankovic *et al.* (2010) and Wadongo *et al.* (2010), a structured questionnaire was developed to measure the constructs of financial, customer and internal process perspectives as well as learning and growth perspective. The structured questionnaire included over 60 items that were related to the existing performance measurement system of hotels, attitude of hotel managers towards hotel performance activities, usage and importance of financial and non-financial indicators, perceived performance outcome in Likert scale, demographic characteristics of hotel managers and characteristics of hotels in nominal, interval and ratio scales. This questionnaire was divided into three parts (Parts A, B and C), namely: general information about the hotel, information about the performance measurement activities of the hotel and information about hospitality managers. Part A dealt with variables such as name, location, number of years, number of rooms, hotel classification, performance of hotel and prime focus of existing performance measurement practices of hotel. Part B was focused on the attitude of hospitality managers towards hotel performance measurement variables. Information sought included the general level of concern for financial, customer, internal process, learning and growth perspectives of BSC, usage and importance of financial and non-financial performance indicators, and perceived performance outcome from the existing performance measurement system of the hotel. The manager's response was indicated on the five-point Likert scale where '5' represents 'strongly agree' and '1' represents 'strongly disagree'. Part C dealt with demographical and professional characteristics of hospitality managers such as age, gender, present job position in the hotel, educational qualification, and number of years in the present hotel and hospitality industry as a whole. Prior to the construction of the survey instrument, in-depth interviews were carried out with the managers to collect functional and qualitative information in an effort to examine the set objective effectively. The necessary pre-tests were employed based on the need to test the formulated objectives.

The demographic data of the selected hotel managers is summarized in Table 2. From the table, we can see that 149 (73%) of the respondents are managers, 36 (17.6%) are assistant managers and only 19 (9.3%) are general managers. More than half of the respondents (52.5%) have 10 or more years of working experience in the hospitality field. This indicates that the managers picked for the sample are relatively

experienced in the hospitality profession of the study area.

Table 2. Profile of respondents

| Managerial Characteristic | Variables | Number of Respondents | % | Managerial Characteristic | Variables | Number of Respondents | % |
|---------------------------|-----------------|-----------------------|-------|-------------------------------------|-------------------|-----------------------|------------|
| <i>City</i> | Dehradun | 45 | 22.1 | <i>Years of Experience</i> | >10 Years | 67 | 32.8 |
| | Mussoorie | 71 | 34.8 | | 10-19 Years | 107 | 52.5 |
| | Rishikesh | 16 | 7.8 | | 20-29 Years | 28 | 13.7 |
| | Nainital | 48 | 23.5 | | 30-39 Years | 2 | 1.0 |
| | Haldwani | 7 | 3.4 | <i>Present Designation</i> | General Manager | 19 | 9.3 |
| | Bhimtal | 10 | 4.9 | | Manager | 149 | 73.0 |
| | Naukuchaital | 7 | 3.4 | | Assistant Manager | 36 | 17.6 |
| <i>Hotel Category</i> | Luxury Hotels | 83 | 40.69 | <i>Total Numbers of Respondents</i> | | 204 | 100 |
| | Midscale Hotels | 55 | 26.96 | | | | |
| | Budget Hotels | 66 | 32.35 | | | | |

Results

Usage of Performance Measures and BSC

The data presented in Table 3 reveals that 93.6% of respondents are using a balance of financial and non-financial measures for measuring performance and only 6.4% of managers rely exclusively on financial measures. In terms of having knowledge of BSC, surprisingly only 4.9% of the respondent hotel managers use this concept, while the remaining respondents exhibit unfamiliarity with BSC. The data collected indicate a fairly low familiarity with BSC among hotel managers in the state of Uttarakhand. In the case of financial measures, room occupancy, return on investment (ROI), total operating revenue and profit, net profit, revenue per available room (RevPAR), sales growth, room and food and beverage (F&B) sales, return on capital employed (ROCE), cost efficiency and profitability were the prime measures used by these hospitality managers. In non-financial measures, quality of service, customer satisfaction and retention, employee satisfaction, development of innovative products and improvement in hotel facilities dominated the managerial preference.

Table 3. Usage of performance measures and BSC

| Usage of Performance Measures and BSC | | Frequency | Percent |
|---------------------------------------|-------------------------------------|-----------|---------|
| <i>Performance Measures</i> | Financial measure only | 13 | 6.4% |
| | Financial and non-financial measure | 191 | 93.6% |
| <i>Usage of BSC</i> | Yes | 10 | 4.9% |
| | No | 194 | 95.1% |
| Total | | 204 | 100.0 |

A comparison with survey findings in other developing countries revealed different implementation rates of BSC across these countries. In the context of India, Anand et al. (2005) and Joshi (2001) reported an adoption rate of 45.3% and 40%, respectively. Studies in Jordan by Zuriekat (2005) & Al-Sharari (2008) and Al-Sawalqa (2011) found that the usage of BSC is 40.5% and 35.1%, respectively. In Malaysia, Jusoh *et al.* (2008) found that about 30% of Malaysian manufacturing companies have adopted BSC. Based on a sampling of Egyptian private sector companies, Ismail (2007) found that 60.5% of them adopted the BSC approach. Results shown in Table 3 indicate that the application of the BSC approach in the hospitality industry of Uttarakhand is not encouraging as only a few hospitality managers are using this approach for performance measurement. Surprisingly, when the concept of BSC and its perspectives were discussed with these hospitality managers, they agreed that they were using all the dimensions of hotel performance measurement, which are inherent to the original BSC. This indicates that while hospitality managers are not aware of the concept of BSC in a formal manner, they are using measures from all four perspectives of BSC unknowingly.

Evaluating BSC Perspectives

Table 4 reveals that the surveyed hospitality managers place heavy emphasis on the usage of financial perspective (4.16), followed by customer perspective (4.12), internal process perspective (3.91), learning and growth perspective (3.78) and overall BSC (3.99). Table 4 also shows that all the Cronbach's alpha coefficients exceed the lower limit of acceptability, which is usually set at 0.70. This indicates that hospitality managers use multiple performance measures, a mix of both financial and non-financial perspectives, to measure hotel performance.

Table 4. Mean of four perspectives of BSC

| Perspectives of BSC | Mean | SD | Alpha | Rank |
|---------------------------------|-------|-------|-------|------|
| Financial perspective | 4.162 | 0.498 | 0.871 | 1 |
| Customer perspective | 4.123 | 0.309 | 0.852 | 2 |
| Internal process perspective | 3.914 | 0.275 | 0.786 | 3 |
| Learning and growth perspective | 3.785 | 0.430 | 0.818 | 4 |
| Overall BSC | 3.998 | 0.283 | 0.891 | |

Hypothesis Testing

The results summarized in Table 5 reveal that financial perspective scored the highest mean (4.58) in the performance across hotels of selected tourist towns in Uttarakhand. Table 5 also indicates that hotels in Rishikesh and Nainital have the

highest mean for customer perspective. Hotels in Naukuchiatal show their highest preference towards internal process, and learning and growth perspective.

Table 5. Mean of BSC perspectives across hotels of selected tourist towns

| Tourist town | Customer perspective | Financial perspective | Internal process perspective | Learning and growth perspective |
|--------------|----------------------|-----------------------|------------------------------|---------------------------------|
| Dehradun | 4.03 | 4.58 | 3.77 | 3.49 |
| Mussoorie | 4.13 | 3.99 | 3.86 | 3.66 |
| Rishikesh | 4.25 | 4.03 | 3.88 | 3.88 |
| Nainital | 4.24 | 4.12 | 4.09 | 4.14 |
| Haldwani | 3.93 | 4.00 | 3.89 | 3.61 |
| Bhimtal | 4.05 | 4.10 | 3.91 | 3.94 |
| Naukuchiatal | 4.14 | 4.14 | 4.25 | 4.29 |
| Total | 4.12 | 4.16 | 3.91 | 3.79 |

We carried out one-way analysis of variance (ANOVA) under the assumption that the mean of different perspectives of BSC does not differ significantly across the hotels of selected tourist towns in Uttarakhand. Data presented in Table 6 clearly indicate that the calculated value of F (6, 197) is greater than the tabulated value of F (2.10, $\alpha = 0.05$) for all perspectives of BSC. Correspondingly, the observed p-value of 0.009 for customer perspective and 0.000 for all other perspectives is well below the chosen alpha of 0.05 ($0.000 < 0.05$). Hence, the null hypothesis is rejected, indicating that there is a significant difference in the mean of different perspectives of BSC across the hotels of selected tourist towns in Uttarakhand.

Table 6. ANOVA: BSC perspectives and tourist towns of Uttarakhand

| | | Sum of Squares | df | Mean Square | F | Sig. |
|--|----------------|----------------|-----|-------------|--------|------|
| <i>Customer Perspective</i> | Between groups | 1.605 | 6 | .267 | 2.962 | .009 |
| | Within groups | 17.790 | 197 | .090 | | |
| | Total | 19.395 | 203 | | | |
| <i>Financial Perspective</i> | Between groups | 10.586 | 6 | 1.764 | 8.701 | .000 |
| | Within groups | 39.947 | 197 | .203 | | |
| | Total | 50.534 | 203 | | | |
| <i>Internal Process Perspective</i> | Between groups | 3.478 | 6 | .580 | 9.574 | .000 |
| | Within groups | 11.927 | 197 | .061 | | |
| | Total | 15.405 | 203 | | | |
| <i>Learning and Growth Perspective</i> | Between groups | 13.459 | 6 | 2.243 | 18.296 | .000 |
| | Within groups | 24.153 | 197 | .123 | | |
| | Total | 37.612 | 203 | | | |

It has been argued that supplementing traditional financial measures with a diverse mix of non-financial measures is believed to capture key strategic performance areas (Ittner *et al.*, 2003). We tested the effect of the four perspectives of BSC measures on hotel performance by running the following multiple regression:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where Y = performance of hotel, X1 = financial perspective, X2 = customer perspective, X3 = internal process perspective, X4 = learning and growth perspective, e = error, a = the constant, and b1, b2, b3 and b4 = the regression coefficients for the four dimensions of the BSC measures. The results presented in Table 7 indicate that the coefficients b1 (financial perspective) and b2 (customer perspective) are both positive and significant (b1 = 0.505, t = 9.439, p = 0.000, b2 = 0.209, t = 2.84, p = 0.005). The whole model is significant (F = 43.581, p = 0.000) and R² = 0.467; this implies that the whole model explains 46.7% of the performance difference. These results support the study's proposition that improved hotel performance is positively associated with greater financial perspective and customer perspective.

Table 7. Regression analysis: Individual BSC perspectives and hotel performance

| Perspectives | Beta | t-value | p-value |
|---------------------------------|------------|---------|-------------------------|
| Financial perspective | 0.505 | 9.439 | 0.000 (Significant) |
| Customer perspective | 0.209 | 2.840 | 0.005 (Significant) |
| Internal process perspective | 0.085 | 1.131 | 0.260 (Not significant) |
| Learning and growth perspective | 0.127 | 2.146 | 0.053 (Not significant) |
| R Square = 0.467 | F = 43.581 | | Sig. F = 0.000 |

The results also indicate that the internal process perspective and learning and growth perspective do not contribute significantly towards hotel performance with beta values of (0.085 and 0.127) and t-values of (1.131 and 2.146) respectively. These results indicate that the effect on performance is mixed when the various perspectives of performance measurement are taken into account individually. Thus, the propositions that greater internal process perspective and learning and growth perspective are associated with increased hotel performance are not supported with these results. The results presented in Table 7 partially support the assumptions proposed earlier.

Table 8. Regression analysis: Overall BSC and hotel performance

| Perspectives | Beta | t-value | p-value |
|------------------|------------|---------|---------------------|
| Overall BSC | 0.636 | 11.71 | 0.000 (Significant) |
| R Square = 0.404 | F = 137.13 | | Sig. F = 0.000 |

An additional model was conducted to test the effect of BSC as a whole on hotel performance. The overall BSC usage is represented by an average of the mean of all four perspectives. The results presented in Table 8 show that the model is significant ($F = 137.13$, $p = 0.000$), and is able to explain 40.4% of the variance in hotel performance. These results indicate that overall BSC usage has a positive effect on hotel performance and the effect is stronger ($\beta = 0.636$, $t\text{-value} = 11.71$) when each perspective is considered individually.

Discussion

It is widely acknowledged that tourist destinations are becoming more competitive. Therefore, hotels must keep abreast of effective performance measurement trends in order to remain in existence and competitive. Furthermore, it has been advocated that if performance measurement is not undertaken in a comprehensive and balanced way and simply left to trial and error, the efficiency and effectiveness of the performance will improve much slower than its actual potential. It is observed that in the past, hotels of Uttarakhand were focusing on financial measures only. Consequently, in spite of having unsurpassed natural and man-made attractions, scenic routes and unexplored vales, the hospitality industry of the state did not achieve a significant position in Indian tourism and hospitality. The hotel industry of Uttarakhand faces many challenges with regard to improving the profitability of operations and exploiting new opportunities that have arisen due to the growth in the economy and the changing nature of tourism in India. The existing performance measurement practices do not address the critical issues that the modern hospitality manager needs to understand. The only way to underpin these types of development is to establish effective performance measurement practices to evaluate the different aspects of hotel operations and their outcomes.

In the present study which was limited to lodging establishments of some selected tourist towns of Uttarakhand, we observed that besides paying attention to financial measures of performance, some selected hotel properties are also paying attention to non-financial measures of performance such as state-of-the-art infrastructure, quality of hotel staff and regular training to enhance their professional skills, innovative processes, error-free services, and guest satisfaction and retention. As a result, these hotels are enjoying high room occupancy, high guest and staff satisfaction and retention, cheering goodwill and increasing market share in their respective towns. Unfortunately, the same cannot be said of the other hotels in the state. Most of these hotels meet the basic requirements of tourists but ignore the importance of non-financial measures. In order to attract an elite class of tourists and increase tourist inflow to the state, hotels must consider various other dimensions so as to increase the level of tourist satisfaction.

It is also advocated that the hotels of Uttarakhand should keep a constant watch on emerging trends, take every care to make tourists comfortable and meticulously avoid giving them cause for any complaint. Everybody expects value for their money and there should be no compromise on the standard of facilities and services provided to customers. This study shows that hotel managers in the state use a hybrid approach for measuring performance. Although there are evidences that hotels monitor operational performance in considerable detail, the financial measures are used, to a large extent, for measuring the performance of the hotel. We also noticed that budget hotels use a lot of financial measures while luxury hotels focus on internal process as well as learning and growth measures. The usage of customer measures however, are evenly distributed across the hotels of all categories and locations. We can conclude that the approach of budget hotels appear to be oriented for the short term while luxury hotels adopt a more long-term outlook.

Table 9. Evaluation of tourist facilities in Uttarakhand by foreign and domestic tourists

| SN | Parameters | Foreign | | | | Domestic | | | |
|----|-------------------------------|-----------|------|---------|------|-----------|-------|---------|------|
| | | Very Good | Good | Average | Poor | Very Good | Good | Average | Poor |
| 1. | Accommodation | 9.3 | 43.0 | 20.7 | 26.9 | 33.96 | 42.11 | 23.09 | 0.84 |
| 2. | Food and beverage | 10.9 | 49.5 | 32.3 | 7.3 | 29.59 | 48.39 | 21.13 | 0.89 |
| 3. | Tourist attractions | 54.8 | 30.1 | 4.8 | 10.2 | 66.80 | 26.24 | 6.74 | 0.21 |
| 4. | Upkeep of tourist attractions | 2.5 | 27.3 | 37.9 | 32.3 | 8.11 | 42.63 | 45.94 | 3.31 |

Source: Uttarakhand Tourism Development Master Plan of 2007-2022 (2008)

Data summarized in Table 9 clearly indicates that there is a wide gap between the expectations of tourists and the performance of the hotels in Uttarakhand, and significant steps have to be taken by hoteliers in order to close this gap. Hoteliers have to understand the importance of quality accommodation, superior service, efficient processes and professionally trained hotel staff in enticing tourists to the state regularly. Foreign tourists as well as meetings, incentives, conferences and exhibitions (MICE) tourism are the potential market for hotels of the state. Therefore, hotels need to upgrade their accommodation and facilities to attract these groups of tourists. In addition, the demands and needs of domestic tourists are also changing with changing demographics, timescale and psychographic profiles and these changes often challenge the existing services and facilities offered by the hotels. Hoteliers must understand that natural beauty and attractions can only attract tourists to a certain extent, but the performance of hotel services will certainly enhance the frequency of tourist visits. With reference to the natural calamity of

Kedarnath in June 2013, hoteliers must understand that these natural calamities can adversely affect the peaceful and safe reputation of the state and can also reduce tourist arrivals. In order to compensate for such issues and to attract a considerable number of tourists to Uttarakhand, hotel entrepreneurs have to provide effective and quality services.

The ability of BSC to produce results is undeniable considering that since its conception in the early 1990s, it has grown in popularity to the extent that an estimated half of Fortune 1000 companies utilise it. BSC not only helps hotel managers to evaluate and monitor the performance and progress of their hotels, but through the efficient utilization of organizational resources, aids in sharpening the professional skills of hotel staff, enhancing guest satisfaction, offering innovative processes and delivering superior quality services; all of which can strengthen the tourism potential of the state. The positive consequences of BSC such as satisfied and loyal customers, competent staff, improved hotel operations, innovative processes and efficient resource utilization will enhance the productivity and goodwill of hotels and also contribute to the development of the state in many ways: by generating revenue for the government and local communities, by creating new jobs and income opportunities, by inducing new businesses and trading opportunities, by creating markets for local products, by improving the physical and community facilities, by enhancing environmental and cultural awareness as well as the appreciation of the community's natural, historical and cultural heritage.

With regard to the application of BSC in Uttarakhand, we observed that despite claims concerning the BSC's potential as tool for competitive advantage, it is not being widely adopted in hotels. However, there is evidence to suggest that this is changing rapidly. While it appears that the attention directed to the BSC may have certainly impacted the hotels' use of a variety of measures, there appears to be inadequate specific reference to the BSC term. It seems the BSC may need further 'marketing' in the hotel industry if it has to gain broader acceptance. Such acceptance could be stimulated by research studies concerned with exploring the relative merits to hotels that have applied the BSC. We strongly believe that the BSC, if applied in the hospitality industry of Uttarakhand, may yield outstanding results.

The study also looked at many issues of relevance to the growing literature in the field of performance measurement while providing hotel organizations with a practical tool to help them establish an effective performance measurement system. A number of interesting findings emerge. First, the results of this study allow us to conclude that in order to measure and enhance hotel performance, hospitality managers should use all the dimensions – financial and non-financial – which are inherent to the original BSC. Second, the study reveals that hospitality managers place a heavy emphasis on the usage of financial perspective, followed by customer, internal process, and learning and growth perspectives. It also shows that the use of

non-financial measures is gaining momentum mainly in the customer perspective. Third, the results of this study also support the fact that there are links between improved hotel performance and usage of the overall BSC measures. It is also shown that when hotels use a performance measurement system that comprises all four perspectives of BSC measures, their performance is much better than when they rely exclusively on an individual perspective. Hotels that use more financial measures and customer measures experience enhancement in hotel performance. On the other hand, the usage of internal process perspective and learning and growth perspective was found to have no significant impact on hotel performance. We also learned that hospitality managers are using various measures related to learning and growth perspective to a lesser extent compared to other measures.

Conclusion

The results of this study suggest that hospitality managers of the study area need to identify and incorporate the right set of financial and non-financial performance measures, and link them to their organization's objectives. The strategic implementation of a comprehensive performance management system will enable managers to evaluate past performance and future results. Using financial and non-financial measures does not necessarily imply that the hotels are BSC users; they need to put more emphasis on the BSC approach by focusing more on the main assumption of cause-and-effect relationship. Managers must encourage employees to engage in continued learning in order to become a 'learning organization', create new thinking for all members and increase the corporate competency. The future success of these hotels will depend on whether they can attract, manage and retain customers, as well as capitalize on the full potential of intellectual capital in an increasingly competitive business environment. Well-trained and empowered staff will enhance the customer experience, evaluate the effectiveness of internal processes, and drive innovation and learning. The findings of this research could provide useful pointers to hotels which are considering a revision to their performance measurement system. We suggest that hotels in the region to take into account the results of the study and develop adequate strategies that address the necessity of a comprehensive performance measurement system. By provisioning for performance assessment, the current hotels have a higher probability of retaining their existing customers and becoming more successful in the long run. Finally, the study provides a number of interesting findings that have both academic and practical relevance, and gives a strong impetus for future research on the usage of the BSC.

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