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Financial and Non-Financial Evaluation of Market Performance of Service Companies Quoted in Nigeria: Balance Scorecard Approach

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Abstract
The traditional evaluation of organizations from the market performance perspective has been criticized widely, necessitating a more comprehensive an all-inclusive performance evaluation using balance score that considers financial and non-financial performance of organizations. On this premise, this study examined the effect of balance scorecard on market performance of service companies quoted in Nigeria. The study employed survey research design, using structured questionnaire. The population consisted of 9,485 active employees of the 25 quoted service companies with offices in Lagos State. Descriptive and inferential (Multiple Regression) statistics were explored in analyzing the data. The study found that balance scorecard equally revealed a positive significant effect on market performance. It is recommended from the study that management should take competitive advantage in quality service delivery through effective performance that will enhance wealth creation and market value of the organization.

Keywords: Balance scorecard, customers' perspective, financial performance, non- financial performance, market performance.

JEL Classification: M4

1. Introduction

In the modern business, it has become urgently imperative to ascertain overall performances beyond the traditional financial performance measures of companies to present to stakeholders a full accounting information disclosure about companies' performance. Sattar, Laila and Khan (2018) submitted that application of balanced scorecard is necessary in this contemporary and dynamic nature of organizational business activities that requires a holistic evaluation to meet the stakeholders' expectations, where only financial accounting information alone may be grossly inadequate and at the same time vague and imprecise for management particularly in connection with the expansion and innovation, hence the need for Balanced scorecard. Organizations can no longer depend on quantitative measures of financial performance, while ignoring qualitative measures that include such perspectives of customer perspective (Abdul-Hamida, Hamilib & Abdullah, 2016; Alani, Kkan & Manuel, 2018).

By all intents and purpose, the traditional measures being used to evaluate corporate market performance are insufficient and do not consider both internal and external matters concerning the corporate organizations performance (Osati & Omidvari, 2016). It does not relate to the key elements of corporate organizations strategies and organizations consistently have failed to link financial and non-financial measures in the dynamics of market performance assessments. Wang and Hou (2019) posited that some known performance measures have not included measures of strategies of companies on how to reach its set objects. Furthermore, Ahmad and Zabri (2016) explain that non-financial performance measures provide information on the internal strengths and weaknesses of an organization and also on the legitimacy of the firm in its external environment which informs investors and potential investors better on the going-concern or future of the firm unlike the traditional financial measures which only provides economic result of the firm making it historic in nature and not able to provide futuristic guide to investors which makes the financial measures in itself alone not be sufficient..

On the average the Balanced scorecard presents some basic perspectives to measure a comprehensive organizational overall performance beyond traditional financial perspective, such as customer satisfaction perspective, internal business process perspective, innovation, Innovation, learning and growth aspect (Bento, Mertins & White, 2017). Therefore, the main objective of this study is to examine the effect of balance scorecard on market performance index of quoted service companies in Nigeria.

2. Literature Review

2.1 Market Performance

Ahmadu and Nguavese (2019) defined market performance as reflection of managerial competence showing overall corporate growth: growth in fundamentals value, growth in valuation, growth in cash returns to investors. Fundamental of sales growth, growth in profit margins (net profit and gross profits, dividend yield growth, share change and debt change as a reflection of free cash flow yield. The market performance forms the basis of outsider to assess the company whether the company has gained or lost market share, evaluate if the company has new product or upgrade in the pipeline, or product upgrade resulting in a boost of sales (Danaei, Hemmati & Mardani, 2014). Market performance is one of the best means of evaluating the managerial efficiency and effectiveness in managing the corporate resources, it indicates the reflection of competencies and quality earnings arising from pragmatic strategic planning and execution rather than earnings management. Discretionary earning and creative accounting affecting high stock price in the short run is never an evidence of market performance of a company, rather an enduring and long-term dominance of a company in terms of market share in a sustainable basis (Cooke, Wang & Bartram, 2019).

Market performance on its own measures of performance include financial ratios, or rates of change that incorporate the market value of the company, and this include return to shareholders, market value added, holding period returns (Blacha & Brzoska, 2016). Market-based performance has been adjudged one of the best possible measure indicators of economic performance by outsiders and the general public who are looking for a place to invest, and that organizational market performance reflects on the stock prices and sustainable market prices growth (Aguguom, 2020).

For the purpose of this study, market performance is adopted based on the description of Ahmadu and Nguavese (2019) who described it as an all-encompassing term that cuts across growth in various valuations such as growth in dividend, sales growth, growth in profit margins, share price growth amongst others. This description of market performance is considered unique as it goes beyond just the market value of the firm but cuts across various yardsticks to give an improved view of the firm.

2.2 Balance Scorecard

The concept of Balanced scorecard comes to mind when there are several perspectives to an organizational performance and each perspective is recognized in its contribution to the overall success story of organizational performance (Lilian, 2014). Apparently, it may seem to appear that in many cases, each perspective are in competitive conflict with each other, however, the truth is that each is contribute in different way to the corporate goal to ensure goal-congruence and perfect organizational performance (Lin & Wu, 2014; Otheitis & Kunc, 2015). Actually, the objective is to ensure a suitable and acceptable Balanced between the various perspective of financial perspective, customers' perspective, internal business process perspective, innovation, learnings and growth perspective individually on organizational performance and these perspectives collectively provide a balanced scorecard.

2.2.1 Customer Perspective

It is the duty of the organization to know what pleases the customer as the saying goes "customer is the king". Therefore, customer perspective identifies what factors are significant in the design of the customer as customer service, responding quickly and confidentially to customer requests and quality and performance. Performance measurement in respect of customer perspective include customer satisfaction and importance the management attaches to the retention of the existing and potential customers, how quickly do companies respond to customers complains, and realization that the profitability of the organization depends on the level of patronage from the customers (Pool, Khodadadi & Kalati, 2017). The strategies to attract new customers, plans to increase the number of customers or percentage of customers patronage, the total annual turnover from each customer.

2.2.2 Innovation, Learning and Growth Perspective

Innovation, learning and growth perspective measures employee education and skill level, employee on the job training, promotion of research and development to fashion out products and services (Rafiq, Zhang, Yuan & Naz, 2018). Research and development is considered as investment for the future security of the company as not be obsolete and replying on obsolete ideas, method of production process and new and better ways of rendering services. Acquisition of new skill, new machines and how to operate them, product research and development (Treinta, Moura, Almeida, Pinheiro, Deschamps & Leite, 2020).

2.3 Theoretical Review

2.3.1 Rational Planning and Evaluation Theory

The theory of rational planning and evaluation is traced to Adam Smith 1785 who in his writings. The theory was later developed to what is known as neoclassical economics. The rational planning theory considers the possible outcome of individuals' action that can be interpreted as rational behavior. The theory suggested that rational act is a typical behavior appropriate for the realization of specific goals considering some limitations imposed by such peculiar situation. Rational planning theory proposed some key elements of individual preferences, individual beliefs, and possible constraints (Maria, Serio & Alves-Filho, 2015). That in reality, preference reflects the positive or negative assessment that others attach to likely possibilities of their actions depending on their roots, or cultural beliefs or their environment.

The rational planning theory posited three basic important assumptions: (i) that every individual is selfish in terms of personal preferences, (ii) that every person is has the tendency of maximizing their own utility and (iii) people tends to act independently based on available information at their disposal, that the reaction largely depend on the credibility of the information, good information receives positive reaction from people while negative or bad information begets irritating reactions from the receiver (Lueg,& Julner, 2014) That some information are complete, while other are incomplete information.

Lubis, Torong and Muda (2016) noted that rational planning theory is a sociological instinct the assist people understanding reasons behind individuals' attitude and behaviors towards others. When an individual acts rationally, same person can at some of time behave irrationally hearing the same information. The theory advised that people should try to know why people act or behavior either rationally or irrationally (Mafini, Pooe & Ngcobo, 2014; Lueg & Vu, 2015). There has been an increasing criticism among some scholars, resulting further research that gave birth to behavioral economics. These scholars argued that what seem a bad information could at the same time be a good news to another, then questioned the assumptions of rational planning theory on the consequent different types of information. Every information and people reaction are based on the condition or disposition of the information receiver and not necessarily because it is a bad information or a bad information (Madsen & Stenheim, 2014).

In line with the above thoughts, investors and potential investors have been exposed to majorly financial evaluation as provided by the financial reports hence reacting and planning based on only financial information in judging the market performance of firms. However, it is posited from this study that non-financial information will also impact on investors and potential investors perception and investment decision in a firm. Hence, the rational planning and evaluation theory helps to show the relationship that posits between the independent variables (financial and non-financial evaluation) and the dependent variable (market performance).

2.4 Empirical Review

Marete (2015) examined the impact of balanced scorecard on organizational performance of institutions of higher learning using University of Kenya as a case study. Balanced scorecard used customers' perspective, learning and growth perspective, business process perspective and internal process perspective as proxies of balanced scorecard. The study carried out data collection using questionnaire administered to select. The questionnaire was administered to non-academic administrative staff members of the University. Descriptive statistics was adopted in analyzing the data obtained from the respondents. The study revealed that among the four balanced scorecard, customer perspective had a strong positive significant relationship with organizational performance, while financial perspective had a weak positive significant impact on organizational performance. In addition, the study showed that learning and growth had strong positive impact on organizational performance while business process perspective had negative but significant impact on organizational performance. The result revealed by Marete (2015) is consistent with the study obtained Shafiee, Lolfi and Saleh (2014), Liu and Chen (2013), but not consistent with the one obtained by Novak (2017) who found that knowledge of customers perspective had a positive significant effect on market performance of some service companies examined in the study.

Laury, Matondang and Sembiring (2020) examined the effect of balanced scorecard on performance measures and organizational performance and a review of previous literature that had applied balanced scorecard model. The study adopted primary data using questionnaire in addition to previous articles made using balanced scorecard. The study administered questionnaire and unspecified number of questionnaires were retrieved from the respondents. The retrieved questionnaire was analyzed using simple regression, mean, median and standard deviation. The result revealed that balanced scorecard had appositive significant relationship with performance of the companies sampled. The previous studies reviewed showed that balanced scorecard had made an impact influence as a methodology approach in corporate strategic planning and assessing performance of companies. The findings of Laury, Matondang and Sembiring (2020) is found to be similar and consistent with prior studies of Joao, Pereira and Goncalves (2019) in a study that employed structured interview administered to employees of 12 selected partners from Italy, Bulgaria, Cyprus, Portugal, Greece and Spain respondents and then found that quality of work life, customers perspective and employees motivation had a positive significant effect on organizational performance as evidence on financial performance, however, the result is not in tandem with the result obtained by Galankashi, Helmi, Hashemzahi and Alexandria (2014) which posits that customer perspective as one of the measures of balance scorecard had a negative and insignificant effect on organizational performance of the automotive industry.

Treinta, Moura, Almeida, Pinheiro, Deschamps and Leite (2020) examined the impact of performance measure system of balanced scorecard on non-profit organizational performance. The study employed a qualitative research approach supported by bibliometric and network research analysis, of 240 articles relate to balanced scorecard and organizational performance related to non-profit organizations. The study adopted descriptive analysis to analyze data sourced from the 240 articles on balanced scorecard. The study revealed that balanced scorecard had been used extensively and had made positive significant impact on the companies' performance among the non-profit organizations. The study of Laury, Matondang and Sembiring (2020) and Treinta et al., (2020) are similar as both studies reviewed previous studies on balanced scorecard and organizational performance. However, while Laury *et al*., (2020) analyzed data obtained from questionnaire administered to respondents, the study of Treinta et al., (2020) did not employ a survey design in its study. Notwithstanding, the outcome of both studies were consistent and revealed that balanced scorecard had positive significant impact on previous studies.

Lesakova and Dubcova (2016) investigated effect of the application and implementation of balanced scorecard method on business performance in Slovak Republic. Testing the study hypotheses, Spearman correlation coefficient, exact binomial test and chi-square test were employed. A selected staff and management of businesses located in the region of Bratislava in Slovak were used for the study. Questionnaire was administered to the selected respondents and 85 percent of administered questionnaires were retrieved. The study found that after the analysis of the data obtained, balanced scorecard had a positive relationship with business performance as a good reflection of an inclusive organizational performance of the businesses sampled.

Similarly, the study of Anicic, Petrovic and Anicic (2016) studied the relationship between balanced scorecard and organizational performance in a financial industry. The study employed financial perspective and marketing perspective as proxies of balanced scorecard, while financial performance was used as proxy of organizational performance. The financial performance was measured using return on equity (ROE), return on capital employed (ROCE) and DuPont. A combination of primary data using survey research design and secondary data were employed as questionnaire were administered to some members of the companies, and data were extracted from annual reports of the same companies. The study made use of descriptive statistics and regression analysis in testing the stated hypotheses. The study then found that financial perspective and marketing perspective had a positive relationship with return on equity (ROE), also that financial perspective and marketing perspective had a weak positive but insignificant relationship with return on capital employed (ROCE) in financial industry. Finally, the joint result revealed that balanced scorecard had a positive significant relationship on organizational performance. This result having mixed result is inconsistent with previous studies of Lesakova and Dubcova (2016) and that of Laury, Matondang and Sembiring (2020) as both never had insignificant result. However, the results were consistent as all the studies had a positive effect of balanced scorecard on organizational performance, thereby validating the choice of balanced scorecard and its possible effect on organizational performance of service companies in Nigeria. Although, there seem to be a population gap in literature which has not been filled as most of the studies carried out in the time past seem to have been done outside Nigeria. Therefore, creating a need to check the potency of the balance score card on market performance in Nigeria. In order to further prove the position on balanced score card empirically, the below hypothesis which is expressed in its null form and in line with the main objective of this study is posed which states that:

H_0: Balanced scorecard has no significant effect on market performance index of quoted service companies in Nigeria.

3 Methodology

The study employed survey research design, using structured questionnaire. The population consisted of 9,485 active employees of the 25 quoted service companies with offices in Lagos State. Descriptive and inferential (Multiple Regression) statistics were explored in analyzing the data. The study examined the effect of balance scorecard on market performance. The questionnaire was designed to capture the major independent variable (financial and non-financial evaluation captured through balance score card) and the dependent variable (market performance). The questionnaire was further developed based on the constructs (customers' perspective, innovation, learning and growth perspective and internal business process perspective). of the main independent variable. The Cronbach's Alpha reliability test result is 85%.

3.1 Specification of Model

The model is developed in line with the major ideology of the balance scorecard as developed by Norton and Kaplan in 1992 Similarly, Anicic, Petrovic and Anicic (2016) used the balance scorecard constructs of financial and non-financial perspective to represent balance scorecard and profitability ratios such as ROA and ROE to represent the dependent variable. Premised on this, the balanced scored card perspectives are all captured in this study and the dependent variable is captured beyond profitability too include activities of the firm such as growth in sales amongst others. The model used for this study is further justified by the rational planning and evaluation theory as it will show how judgements by investors in the four critical areas as shown by the balance scorecard will affect their perception about the market performance of the firm. The multiple regression specified below is used in this study to examine the effect of the independent variable (Financial and non-financial performance captured through balance scorecard) on the dependent variable (market performance)

$$MKTPi = \alpha_0 + \beta_1 CUSP_i + \beta_2 ILGP_i + \beta_3 INTBPP_i + \beta_4 FINP_i + \mu_i \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \textit{equation}$$

Where:

MKTPI = Market Performance Index (dependent variable)

CUSP = Customers Perspective (construct of the independent variable)

ILGP = Innovation, Learning and Growth Perspective (construct of the independent variable)

INBPP = Internal Business Process Perspective (construct of the independent variable)

FINP = Financial Perspective (construct of the independent variable)

α_0 = Intercept value

μ_i = Error term

Table 1 Measurement of variables

S/N	Variable	Construct	Source
1	Financial and Non-Financial evaluation captured through the balance score card **(Independent Variable)**	Customers' perspective, innovation, learning and growth perspective, internal business process perspective, financial perspective	Kaplan and Norton (1992)
2	Market Performance Index **(Dependent variable)**	Growth in market share, growth in sales margin, growth in service quality, market price, improved sales efficiency	Ahmadu and Nguavese (2019)

Source: Authors' compilation, 2021

4. Data Analysis and Discussion of findings

4.1 Descriptive Statistics

In Table 2 the distribution of the responses of the respondents to the questions that focus on Market Performance is presented. Table 2 below, the highest ranked statement is "Improved sales efficiency" having a mean value of 4.76 and standard deviation of 0.95. Responses to the statements vary, as seen from the frequency and percentage values. The second ranked statement is "Growth in market share" with mean value (4.74) and standard deviation (0.96), others are less supported in this order: "Growth in sales Margin" with mean value (4.31) and standard deviation (1.02), "Growth in service quality" mean value (4.27) and standard deviation 1.02 "Market price" being the least with mean value of 4.13 and standard deviation of 1.12. The least ranked in this session was growth in service quality. This could imply that service companies should improve on the quality of services being rendered to customers.

Table 2: Response of respondents on market performance

	Very Low	Low	Moderately Low	Moderately High	High	Very High	Total	% of Total High	Mean	Std. Dev
Growth in Market Share	0 (0.0)	9 (2.3)	33 (8.6)	87 (22.7)	174 (45.3)	81 (21.1)	384 (100)	342 (89.1)	4.74	0.96
Growth in Sales Margin	0 (0.0)	8 (2.1)	83 (21.6)	126 (32.8)	117 (30.5)	50 (13.0)	384 (100)	293 (76.3)	4.31	1.02
Growth in Service quality	0 (0.0)	3 (0.8)	95 (24.7)	128 (33.3)	111 (28.9)	47 (12.2)	384 (100)	286 (74.4)	4.27	0.99
Market price	13 (3.4)	16 (4.2)	59 (15.4)	149 (38.8)	114 (29.7)	33 (8.6)	384 (100)	296 (77.1)	4.13	1.12
Improved sales efficiency	0 (0.0)	7 (1.8)	34 (8.9)	85 (22.1)	176 (45.8)	82 (21.4)	384 (100)	343 (89.3)	4.76	0.95

Source: Field survey, 2021. Percentage in parenthesis

4.2 Balanced scorecard and market performance index

In Table 3, the model reveals an adjusted R-square of 0.171, which shows that 17.1% of the variation in FPI is explained by the independent variables (Customer Perspective (CUSP), Innovation Learning and Growth Perspective (INLGP), Internal Business Process Perspective (INTBPP) and Financial Perspective (FINP). Furthermore, the F-statistics value of 20.79 is statistically significant at 1%. This tells that the joint effects of the independent variables (Customer Perspective (CUSP), Innovation Learning and Growth Perspective (INLGP), Internal Business Process Perspective (INTBPP) and Financial Perspective (FINP)) significantly explain the variations in Financial Performance Index (FPI).

The summary of the estimated regression model that investigates the effect of balance scorecard on market performance is presented below in an empirical form.

$MKTP_i = \alpha + \beta_1 CUSP_i + \beta_2 INLGP_i + \beta_3 INTBPP_i + \beta_4 FINP_i + \mu_i$ ---------------Model 1

$MKTP_i = 2.446 + 0.012 * (CUSP_i) + 0.329 * (INLGP_i) + 0.062 * (INTBPP_i) + 0.064 * (FINP_i) + \mu_i)$……Model 1

Table 4 shows that each of the variables of the independent variables of revealed thus, (β_1= 0.012; β_2 = 0.329; β_3= 0.062; β_4 = 0.064) > 0 respectively. Based on these results of the coefficients of the independent variables, it implied that each of the coefficients of customers' perspective, innovation, learning and growth, internal business process perspective and financial perspective were all positively signed and were consistent to the expectations of the study. More still, **c**ustomer perspective (CUSP) positively affects market performance (MKTPI) of quoted service companies in Nigeria. Since the probability of the t-statistics (P-value of 0.855) that is, 85.5% which is higher than 5% level of the chosen level of significant of 5%, reflects that CUSP do not significantly affect market performance (MKTPI). The coefficient of CUSP (0.012) means that a Naira increase in CUSP would yield 0.012 Naira increase in financial performance (MKTPI).

In addition, Innovation, learning and growth perspective (INLGP) positively affects market performance of quoted service companies in Nigeria. Considering the probability of the t-statistics (P-value of 0.000) which is less than 5% level of the chosen level of significant of 5%, reflects that INLGP significantly affect market performance (MKTPI). The coefficient of INLGP (0.329) means that a Naira increase in INLGP would yield 0.329 Naira increase in market performance (MKTPI). Internal business process perspective (INTBPP) positively affects market performance of quoted service companies in Nigeria. Seeing that the probability of the t-statistics (P-value of 0.302) which is higher than 5% level of the chosen level of significant of 5%, reflects that INTBPP do not significantly affect market performance (FPI). The coefficient of INTBPP (0.062) means that a Naira increase in INLGP would yield 0.062 Naira increase in financial performance (FPI).

Also, from table 3, financial perspective (FINP) equally positively affects market performance (FPI) of quoted service companies in Nigeria. In view of the fact that the probability of the t-statistics (P-value of 0.168) which is higher than 5% level of the chosen level of significant of 5%, reveals that FINP do not significantly affect market performance (MKTPI). The coefficient of FINP (0.064) means that a Naira increase in FINPI would yield 0.064 Naira increase in market performance (MKTPI) of quoted service companies in Nigeria

Table 3: Model Summary and ANOVA

Model Summary					
R		R Square	Adjusted R Square	Std. Error of the Estimate	
0.424		0.180	0.171	0.57228	
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	27.231	4	6.808	20.786	0.000
Residual	124.126	379	0.328		
Total	151.357	383			

Source: Author's Computation, 2021; underlying data from Field Survey. Note: Predictors are (Constant), FINP = Financial Perspective, CUSP = Customer Perspective, INLGP = Innovation Learning and Growth Perspective and INTBPP = Internal Business Process Perspective. Dependent variable is MKTPI = Market Performance.

Table 4: Regression Result of Balance Scorecard on Market Performance (MKTPI)

	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	2.446	0.313	7.814	0.000
CUSP	0.012	0.068	0.183	0.855
INLGP	0.329	0.053	6.246	0.000
INTBPP	0.062	0.060	1.034	0.302
FINP	0.064	0.046	1.380	0.168

Source: Author's Computation, 2021; underlying data from Field Survey. Note: Predictors are (Constant), FINP = Financial Perspective, CUSP = Customer Perspective, INLGP = Innovation Learning and Growth Perspective and INTBPP = Internal Business Process Perspective. Dependent variable is MKTPI = Market Performance.

4.3 Discussion of Findings

This study found that balance scorecard had a positive effect on market performance (MKTPI). In the study, individual variables exhibited a mixed result, only each of innovation, learning and growth (INLGP), had a positive significant effect on market performance. This is consistent with the studies of Kuriakose, *et al.,* 2019; Abdul-Hamida, *et al.,* 2016; Laury, *et al.,* 2020; Kefe, 2019; Trerinta, *et al.,* 2020). Laury, *et al.* (2020) examined the effect of balanced scorecard on performance measures and organizational performance and found that balanced scorecard had appositive significant relationship with performance of the companies sampled. Also consistent with the result of Anicic, *et al.* (2016) who studied the relationship between balanced scorecard and organizational performance in a financial industry. The study employed financial perspective and marketing perspective as proxies of balanced scorecard, while financial performance was used as proxy of organizational performance and revealed that balanced s corecard had a positive significant relationship on organizational performance.

On the contrary, our study found that customer perspective (CUSP), internal business process perspective (INTBPP) and financial perspective each exhibited positive but insignificant effect on market performance of the quoted service companies in Nigeria. This is in tandem with the results obtained in the studies of Liu and Cen (2013 and that of Anicic, *et al.* (2016) who equally found mixed results and one of them was that financial perspective and marketing perspective had a weak positive but insignificant relationship with return on capital employed (ROCE) in financial industry.

5. Conclusion, Recommendations and Contribution to Knowledge

In conclusion, the study examined the effect of balance scorecard on market performance of quoted service companies in Nigeria, the results of the analysis showed that innovation, learnings and growth perspective only had positive significant effect on market performance in consistent with the study expectation, while each of customer perspective, internal business process perspective and financial perspective had a positive nut insignificant effect on market performance. Nevertheless, the joint result of F-statistics revealed that balance scorecard had a positive significant effect on market performance of quoted service companies in Nigeria.

In recommendation, the management should intensive efforts improve on organizational performance to an enhanced market performance and at the same time, improve on equity holders' returns and rewards system. Management should consider incentives and other quality services to impress and win the customer's interest. The use of balance scorecard in this study has revealed weakness in the companies that ordinarily financial measures alone cannot reveal, like the customers' perspective, the internal business process perspective and the innovation, learnings and growth perspectives, forming a comprehensive measure of the performance of an organization. Investors should appreciate the effects of balance scorecard that considered a holistic performance of an organization and should seek for a more detailed information that will include on-financial assessment of the companies beyond the traditional financial reports of as contained in this study.

The government should improve dynamics and on the economic indexes that affects the market performance of companies. The model remarkable revealed the effect of market performance in of cases are beyond the premise of the management rather a reflection of the economy especially in the developing economies. Consequently, the government should create a conducive for smoothing business operations in Nigeria. Customers should be reasonable and always be considerate in-service demands, pay for services rendered and patronize Nigeria-based service companies like airlines, in the process of patronizing Nigerian local organization, these customers are contributing the Nigerian economy an at the same time the development of the Nigerian image.

In contribution to knowledge, undoubtedly, there have been many studies in balance scorecard as well as in organizational performance both from the advanced economies and from the developing countries. Many of these studies have equally been carried out in Nigeria. However, many of these studies had not specifically considered the organizational performance from the viewpoint this study has considered it from both financial and non-financial organizational performance holistically. The policy makers will find this work useful in policy direction and in making impactful future policies in the service companies in the area of balance scorecard as a tool to measure organizational performance. When there are political and economic stability in an economy, there are chances that organizational performance will that have a strong effect on overall performance of service companies in Nigeria.

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