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Balanced Scorecard as a Tool for Evaluating the Performance of Postal Institutions in Algeria: A Case Study of Relizane's Post Office as a Model

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Abstract:

This study examines the use of the balanced scorecard as a tool for assessing performance at the Relizane Post Office, utilizing data analyzed through SPSS. The balanced scorecard framework focuses on four key dimensions: financial performance, customer satisfaction, internal operations, and learning and growth. This approach ensures a balanced perspective between financial and non-financial goals. The findings indicate that implementing the balanced scorecard enhances institutional performance, showing a strong connection between financial outcomes and efficient internal operations, which in turn lead to greater customer satisfaction. The study recommends strengthening both financial and administrative areas, improving the application of the scorecard, and enhancing decision-making processes to achieve strategic objectives.

Keywords: Relizane post, Assessing performance, SPSS model, balanced scorecard, efficient decision-making.

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Introduction

The balanced scorecard is a modern management monitoring tool and one of the most significant methods for performance evaluation today. It addresses the limitations of traditional approaches that typically focus solely on financial indicators, neglecting non-financial indicators. By incorporating these dimensions, the balanced scorecard creates connections between them and aids in translating the organization's goals and strategies through four key perspectives: financial, customer, internal operations, and learning and growth.

This study aims to assess the extent to which the balanced scorecard contributes to the evaluation and monitoring of organizational performance, exploring its impact across the four perspectives: customers, internal operations, financial aspects, and learning and growth.

The significance of the study lies in the balanced scorecard's effectiveness as a vital tool for evaluating and monitoring the performance of institutions. It helps articulate the organization's mission and strategy while providing managers with a clear overview of overall performance. Many organizations have successfully implemented this tool, highlighting its value in real-world applications.

The central question of this study is: To what extent does the implementation of the Balanced Scorecard framework enhance the effectiveness of performance evaluation at the Relizane Post Office?

The following hypotheses are tentative answers to the above question:

1. The financial performance dimension of the Balanced Scorecard significantly contributes to the evaluation and improvement of institutional performance at the Relizane Post Office.
2. The customer perspective plays a vital role in assessing service quality and user satisfaction, thereby influencing overall institutional performance.
3. The learning and growth dimension positively impacts the development of human capital and innovation, contributing to sustained institutional effectiveness.
4. The internal business processes dimension significantly supports operational efficiency, which enhances the overall performance of the postal institution.

To address the study's problem and validate the hypotheses, we employed a descriptive analytical approach. This involved describing the study variables, specifically performance evaluation and the balanced scorecard. We highlighted a field study conducted at Relizane's Post as a model, focusing on how the balanced scorecard serves as a tool for evaluating the performance of postal institutions through four dimensions: financial, customer, learning and growth, and internal operations.

The study is divided into the following sections:

1. What is performance evaluation?

2. What is the balanced scorecard?

3. A field study of the balanced scorecard at Relizane's Post as a model.

1. What is performance evaluation?

1.1. The concept of performance evaluation:

Performance evaluation has been defined in various ways. Some key definitions include:

- The institution's ability to achieve its strategic goals, which encompass survival, adaptation, and growth.
- The outputs, results, and achievements attained by an individual, group, or organization after processing inputs (Wael Mohamed SobhiIdris and Taher Mohsen Mansour Al-Ghalbi, 2009, p. 39).
- A link between functional effectiveness and strategic effectiveness (Wael Mohamed SobhiIdris and Taher Mohsen Mansour Al-Ghalbi, 2009, p. 8).

Devrise'sperformance evaluation refers to the process of analyzing and measuring the work accomplished by an institution within a specific timeframe (Wael Mohamed SobhiIdris and Taher Mohsen Mansour Al-Ghalbi, 2009, page 21). It reflects how the institution utilizes its financial and human resources efficiently and effectively in order to achieve its goals (Addadi Al-Hussein and Falah Hussein, 2000, page 23).

Performance evaluation aims to assess what the institution has achieved during a designated period compared to its planned objectives. This process involves using a set of indicators to identify any deviations and address them accordingly.

1.2. The Importance of Performance

The importance of performance can be summarized as follows:

- It serves as an indicator of how well the organization is achieving its vision and mission.
- It is a means to achieve the organization's goals.
- It helps identify the potential strengths and capabilities of the organization's employees.
- Performance evaluation is a crucial foundation for administrative development processes within the organization.(Sabry Mohamed AwadMadi, 2011, pp. 77-78)

1.3. Criteria for Measuring Performance Efficiency

The following criteria are used to measure performance:

1. Performance Outcome Criteria: These are divided into two categories:

- Performance Quantity Criterion: Focuses on the amount produced.
- Performance Quality Criterion: Focuses on the standard of the output.

2. Performance Behaviour Criteria: In this category, the emphasis is on the individual's behaviour rather than the quantity or quality of their production. This includes:

- Customer complaints handling
- Report writing
- Work perseverance
- Collaboration with colleagues

3. Personal Qualities Criteria: These criteria focus on the personal attributes of the employee rather than their production or behavior. Some examples are:

- Initiative
- Attention to detail
- Emotional awareness and empathy

1.4. Factors Affecting Performance

These factors are categorized into two main types: internal and external.

*__Internal Factors:__ These variables arise from the interactions within the institution itself and can be influenced and controlled by management. By making appropriate changes, management can enhance the positive effects of these factors or mitigate their negative impacts. The key internal factors include:

A. Technical Factors: These relate to the various forces and variables that affect the technical operations of the institution.

B. Organizational Structure: This refers to the official framework that outlines the degree of specialization and division of labor between different units and individuals within the institution.

C. Human Resources: This encompasses the various forces and variables that influence the utilization of human resources within the institution.**(Omar Timjgdin, 2012-2013, page 51)**

* **External Factors:** These include a range of changes, restrictions, and situations that are beyond the institution's control, yet they can directly or indirectly impact its activities and decisions. Examples of external factors that can affect the institution include: (Omar Timjgdin, 2012-2013, page 52).

A. Political Factors: This category includes the relationship between the institution and political variables, such as the impact of political decisions, wars, bans on the activities of certain institutions, and coups.

B. Economic Factors: These factors encompass interest rates, inflation rates, unemployment rates, trends in wages, and the availability and cost of energy.

C. Social Factors: Social factors pertain to the demographic structure, geographical distribution, consumption patterns, and levels of education within a population.

D. Technological Factors: This category involves the rates of investment in research and development, advancements in communication and information systems, new inventions, and other innovations that help address workplace challenges through modern technologies.

E. Environmental and Legislative Factors: These include laws that govern the relationship between institutions and their employees, focusing on environmental protection and pollution prevention, as well as laws that defend consumer rights.

As for the special factors or those that have a direct impact on the performance and decisions of the institution, they include customers or beneficiaries of the institution's outputs, suppliers, unions, competing institutions, and other stakeholders in the community surrounding the institution.

2. Balanced Scorecard

2.1. What is the Balanced Scorecard?

The definitions of the balanced scorecard have varied among researchers. R. Kaplan and D. Norton introduced the concept in 1992, defining it as a well-structured measurement system. This system helps translate strategy into clear goals and a set of appropriate measures for evaluating performance. It also provides performance standards linked to a range of actions and programmes necessary to achieve these goals.

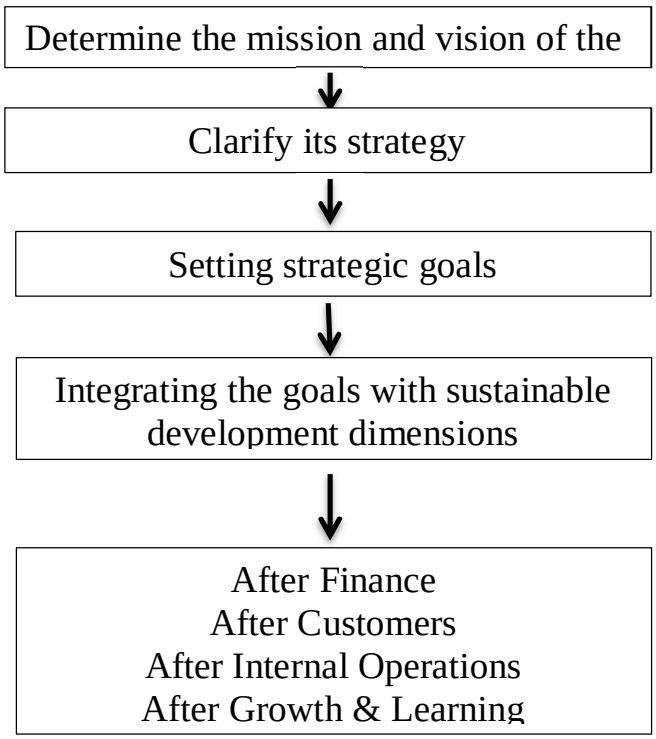
The Balanced Scorecard is known as a framework for performance management that connects an institution's strategy to its daily operations. It offers a comprehensive view of the institution through a set of performance measures based on four dimensions: financial performance, customer satisfaction, internal operations, and learning and growth. (POPA A. Simona, 2009, p. 216)

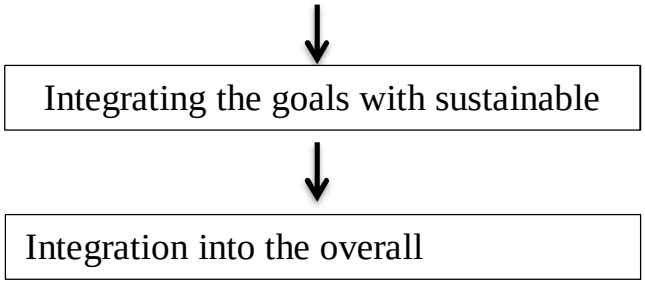
The balanced scorecard is a dashboard of indicators that provides a comprehensive framework for managers to translate future projects into performance metrics. These metrics focus on various aspects: financial performance, customer satisfaction, internal operations, and learning and growth (Claude Alazard, Sabine Sépari, 2007, p. 243).

This administrative system is designed to assist managers in translating their vision and strategies into actionable goals (Abdel Hamid Abdel Fattah Al Maghribi and Ramadan FahimGhariba, 2006, p. 192).

The balanced scorecard serves as a multidimensional evaluation tool that encompasses customer perspectives, financial metrics, internal operations, and learning and growth. It aims to translate the institution's mission and strategy into a set of objectives and to evaluate its operational, financial, and strategic performance. This is achieved through a balanced application of both financial and non-financial indicators to provide insights into institutional performance and create equilibrium between objectives to ensure both efficiency and effectiveness (Righia Ahmed Al Sagheer, 2013-2014, p. 1).

The success of the balanced scorecard lies in its ability to connect the organisation's vision and strategy with its daily activities. It enables decision-makers to align business processes with long-term goals, ensuring that all levels of the organisation contribute to its strategic objectives. Moreover, the balanced scorecard enhances communication and coordination by providing a structured framework for evaluating performance across different dimensions. It also facilitates continuous improvement by identifying strengths and weaknesses, allowing institutions to make data-driven adjustments for sustainable growth.The following diagram illustrates the design of the balanced scorecard:





Its importance: It is represented in:

- Providing managers with indicators that illustrate the causes and effects within their institutions.
- Defining the measures in the balanced scorecard that represent the primary drivers of the institution's strategic objectives.
- Translating the strategic vision into actionable steps.
- Assisting the institution in delivering a comprehensive overview of its operations to various stakeholders, including customers and employees.
- Enabling managers to monitor both financial and non-financial results through the financial dimension, customer dimension, internal operations dimension, and learning and development dimension.
- Improving the flow of information and enhancing the communication of business objectives at all levels of the institution.

2.3. Balanced Scorecard Axes:

1. Financial Dimension:

- Improve the level of return.
- Increase the net profit rate.
- Maximize the optimal use of assets.
- Reduce costs.
- Increase sales.

2. Customer Dimension:

- Increase market share.
- Grow sales volume.
- Improve product quality.
- Enhance marketing operational efficiency.

3. Learning and Growth Dimension:

- Develop the capabilities of individuals within the organization.
- Ensure the safety of individuals within the organization.
- Increase employee satisfaction.
- Raise the level of supervision.

4. Internal Operations Dimension:

- Increase the inventory turnover rate.
- Enhance worker productivity.
- Improve overall productivity.
- Boost the efficiency of industrial processes.

3. Field Study on the Balanced Scorecard: Relizane's Post Office as a model:

This field study aims to evaluate and monitor the performance of the institution using the balanced scorecard approach. A questionnaire was developed to gather employees' responses on various aspects, considering statistical tools to analyze and study the sample effectively.

First: Determining the Sample Community

The sample size consisted of 30 employees from Algeria Post.

Second: Nature of the Questionnaire

A questionnaire was used to gather information from Algeria Post employees. It was structured in two parts: one section collected personal information, while the second part focused on the key aspects of the study. We employed a three-part Likert scale for responses, detailed in the following table.

Table 01: Likert Scale

Relative weight	**1**	**2**	**3**
Opinion	Disagree	Agree	Neutral

Third: Testing the study axes for coincidence and reliability:

Table 02: Testing the study axes for validity and reliability

Axes	**Number of paragraphs**	**Reliability coefficient**
First axis	6 paragraphs	0.875
Second axis	8 paragraphs	0.730
Third axis	9 paragraphs	0.877
Fourth axis	7 paragraphs	0.776
Fifth axis	8 paragraphs	0.831
Performance axis	12 paragraphs	0.643

The researchers prepared the source using the outputs from the SPSS programme. The table shows that all axes demonstrated a stability rate of over 60%, which is considered statistically acceptable. Furthermore, Alpha Kronbach's coefficient increased positively for the total paragraphs of the questionnaire, reaching 0.941. This corresponds to more than 94%, indicating that the study tool has validity and reliability.

Fourth: Distribution of the study sample based on variables.

1. Distribution of sample members by gender:

Table 03: Distribution of sample members by gender

Variable	Category	Number	Percentage
Gender	Male	16	59.3
	Female	11	40.7
	Total	27	100

From the table it is clear that the sample under study had a higher percentage of males than females.

2- Distribution of sample members according to the age variable:

Table 04: Distribution of sample members according to the age variable

Variable	Category	Number	Percentage
Age	25 to 35	10	37.60
	35 to 40	4	14.8
	40 to 45	1	3.7
	45 to 50	1	3.7
	More than 50	11	40.7

The table indicates that the age groups span from senior individuals with extensive experience to younger individuals. The younger group benefits from the knowledge of the senior group, particularly in relation to adopting the balanced scorecard.

3- Distribution of sample members according to the variable of educational level:

Table 05: Distribution of sample members according to the variable of educational level

Variable	Educational level	Number	Percentage
Educational Level	Primary	1	3.7
	Intermediate (Middle School)	2	7.4
	Secondary	3	11
	University 1	32	77.8

The table shows that most of the employees in the study have a university degree, as their percentage exceeded 77.8%, which is a positive percentage indicating the ability to train in the field.

Fifth: Study of individuals' trends according to the study axis

Table 06: Study of individuals' trends according to the financial performance axis

Axis One:Financial Performance	**Frequencies and percentages**				**Statistical methods**			
	Scale	**Agree**	**Disagree**	**Neutral**	**Arithmetic mean**	**Deviation**	**Rank**	**Trend**
The postal institution makes prudent financialdecisions	**Number**	15	09	03	2.44	6.98	6	High
	Percentage %	55.6	33.3	11.1				
The postal institution's strategy is clear and aligned with its goals	**Number**	15	6	3	2.56	0.698	4	High
	Percentage %	66.7	22.2	11.1				
	Number	18	7	2				

The postal institution's strategy aligns with its financial objectives	**Percentage %**				2.59	0.636	3	High
The postal institution possesses sufficient resources and capabilities for efficient activity management and cost-effective goal achievement	**Number**	14	12	1	2.48	0.580	5	High
	Percentage %	51.9	44.4	3.7				

The table indicates that the fifth statement ranked highest, with an arithmetic mean of 2.7 and a standard deviation of 0.669. This high trend suggests that most respondents are aware of the regulatory procedures in place at the postal institution to oversee its financial performance.

The sixth statement follows, with an arithmetic mean of 2.59 and a standard deviation of 0.636. This indicates a strong trend, as most respondents believe that the prices of the services offered are appropriate for the quality of the national service.

Overall, the first axis yielded an average score of 2.56, indicating a generally positive sentiment among respondents. This result suggests a widespread belief that Algeria Post's financial performance effectively meets the interests of its stakeholders. Respondents agree that the institution demonstrates financial stability and strategic planning, ensuring that its services align with stakeholder expectations while adhering to regulatory requirements. These findings highlight the significance of transparency, fair pricing, and financial accountability in enhancing stakeholder confidence in the Algeria Post.

Table 07: Study of individuals' trends according to the customer axis

Axis II Customers **Performance**	**Frequencies and percentages**				**Statistical methods**			
	Scale	**Agree**	**Disagree**	**Neutral**	**Arithmetic mean**	**Deviation**	**Rank**	**Trend**
Receiving postal services provided by the postal institution Customer satisfaction	**Number**	14	08	05	2.33	0.784	8	High
	Percentage %	5.9	129.6	18.5				
The time spent to meet the customer's request is	**Number**	23	3	1	2.81	0.483	5	High
	Percentage %	85.2	11.1	3.7				

proportional to the time available to him								
Service providers in postal institutions are keen to provide advice to customers	**Number**	26	1	0	2.93	0.386	1	High
	Percentage %	196.3	33.7	0				
The postal institution has signboards that show where to obtain the required service	**Number**	22	4	1	2.78	0.506	6	High
	Percentage %	81.5	14.8	3.7				
Customers can submit complaints and suggestions about the services provided to them	**Number**	25	2	0	2.93	2.267	2	High
	Percentage %	92.6	7.4	0				
The postal institution seeks to attract new customers with the aim of achieving appropriate profitability	**Number**	23	3	1	2.81	4.83	4	High
	Percentage %	85.2	11.1	3.7				
The institution relies on promotional and incentive methods to attract new customers	**Number**	12	14	1	2.41	0.572	7	High
	Percentage %	44.4	51.9	3.7				
The postal institution has tools that enable customers to save time in requesting their services	**Number**	25	1	1	2.89	0.424	3	High
	Percentage %	92.6	3.7	3.7				

The table indicates that the third statement received the highest ranking, with an arithmetic mean of 2.89. This reflects a significant increase, suggesting that service providers at postal institutions are committed to offering advice to customers.

Following closely is the fifth statement, which has an arithmetic mean of 2.93 and a standard deviation of 0.267. This statement highlights that customers can submit complaints and suggestions regarding the services they receive.

Table 8: Study of the Trends in Individuals According to the Axis of Internal Operations

The third axis is internal operations	Frequencies and percentages				Statistical methods			
	Scale	**Agree**	**Disagree**	**Neutral**	**Arithmetic mean**	**Deviation**	**Rank**	**Trend**
Postal institutions seek to digitize their services	**Number**	25	0	20	2.85	0.534	2	High
	Percentage %	92.6	0	7.4				
The postal institution is developing its technical devices in light of the rapid development	**Number**	23	3	1	2.81	0.483	5	
	Percentage %	85.2	11.1	3.7				
The postal institution has various and advanced internal communication methods	**Number**	22	3	2	2.74	0.594	7	
	Percentage %	81.5	11.1	7.4				
Employees have sufficient capacity to accomplish their work efficiently and effectively	**Number**	24	2	1	2.85	0.456	1	High
	Percentage %	88.9	7.4	3.7				
The highest possible degree of quality is provided in the performance of postal services at the lowest possible cost	**Number**	23	3	1	2.81	0.483	4	
	Percentage %	85.2	11.1	3.7				
The postal institution provides new postal services at the appropriate time for customers	**Number**	22	4	1	2.78	0.506	6	
	Percentage %	81.5	14.8	3.7				
	Number	14	11	2				

The postal institution provides customers with their services through a study of their needs and desires	**Percentage %**	51.9	40.7	7.4	2.44	0.641	9	
The postal institution seeks to use modern technological tools that help customers abandon traditional means and directly engage in modern development	**Number**	24	1	2	2.81	0.557	5	
	Percentage %	88.9	3.7	7.4				
The postal institution seeks to create advanced technology and develop organizational procedures	**Number**	23	1	3	2.74	0.656	8	
	Percentage %	85.3	3.7	85.3				

According to the table, the fourth statement had the highest ranking, with an arithmetic mean of 2.85 and a standard deviation of 0.456. This indicates a strong trend, suggesting that employees possess the necessary capacity to perform their work efficiently and effectively. The first statement also had an arithmetic mean of 2.85, with a standard deviation of 0.534, indicating that postal institutions are actively seeking to digitize their services. Overall, the average for the entire axis was approximately 2.76, which also reflects a high level of success. These results highlight the institution's commitment to both workforce competency and digital transformation, reinforcing its strategic focus on operational excellence and innovation. This alignment between employee capabilities and technological advancement further strengthens the institution's ability to achieve its long-term objectives efficiently. Moreover, the integration of digital solutions within postal services enhances service quality, customer satisfaction, and overall institutional agility. By fostering a culture of continuous improvement, the institution ensures adaptability to evolving industry demands and technological advancements. This proactive approach not only sustains competitive advantage but also paves the way for future growth and modernization.

Table 9: Study of individuals' orientation according to the axis of knowledge and growth

Fourth axis: Knowledge and growth	Frequencies and percentages				Statistical methods			
	Scale	**Agree**	**Disagree**	**Neutral**	**Arithmetic mean**	**Deviation**	**Rank**	**Trend**
The postal institution is keen to allocate an annual budget for training and developing employees	**Number**	19	06	02	2.63	0.629	2	High
	Percentage %	7.4	22.2	7.04				
The postal institution motivates and helps its employees to complete their postgraduate studies	**Number**	4	6	17	2.84	0.753	4	High
	Percentage %	14.8	22	63				
The postal institution has an effective system of rewards and incentives for its employees	**Number**	16	10	1	2.56	0.577	3	High
	Percentage %	54.3	37	3.7				
The postal institution employees enjoy training activities appropriate to their academic qualifications and the nature of their work	**Number**	5	20	20	2.11	0.506	7	Average
	Percentage %	18.5	71.1	7.4				
The postal institution is keen to retain and care for its distinguished employees	**Number**	5	22	0	2.19	0396	5	Average
	Percentage %	18.5	81.5	0				
Determine adequate and appropriate training programs for employees to develop their capabilities	**Number**	5	22	0	2.19	0.396	6	Average
	Percentage %	18.5	81.5	0				
	Number	22	2	3				High

Digitize daily and monthly monitoring and accounting operations	**Percentage %**	81.5	7.4	11.1	2.70	0.694	1	

From the fourth table, it is clear that the first statement received the highest ranking, with an arithmetic mean of 2.70 and a standard deviation of 0.699. This upward trend indicates a strong consensus on the importance of digitizing daily and monthly monitoring and accounting operations, highlighting the institution's commitment to modernizing its financial and administrative processes.

The second statement, which ranked next, has an arithmetic mean of 2.63 and a standard deviation of 0.629. This finding underscores the postal institution's dedication to allocating an annual budget for employee training and education. It suggests that the organization places a significant emphasis on continuous learning and professional development, ensuring that its workforce is well-equipped with the skills necessary to adapt to evolving industry demands.

Overall, the data shows an average score of 2.40, reflecting an upward trajectory. This trend further reinforces the postal institution's focus on fostering growth, innovation, and capacity-building. It demonstrates the organization's strategic priorities and its commitment to enhancing operational efficiency and investing in human capital to sustain long-term development.

Table 10: Study of individuals' attitudes according to the environmental and social axis

Fifth axis	**Frequencies and percentages**				**Statistical methods**			
	Scale	**Agree**	**Disagree**	**Neutral**	**Arithmetic mean**	**Deviation**	**Rank**	**Trend**
The postal institution's advancement in social	**Number**	2	14	4	2.19	0.681	5	Average
	Percentage %	33.3	51.9	14.8				
The postal institution finances the teaching and training program for employees	**Number**	21	4	2	2.70	0.609	1	High
	Percentage %	77.8	14.8	7.4				
The postal institution has technologies that ensure the protection and credibility of its services	**Number**	19	2	6	2.48	0.849	3	High
	Percentage %	70.4	7.4	22.2				

The postal institution contributes to supporting charitable associations	**Number**	5	15	7	1.93	0.675	6	Average
	Percentage %	18.5	55.6	25.4				
The postal institution is interested in improving the services provided to its employees (insurance, promotion, health services, ...)	**Number**	17	8	2	2.56	0.641	2	Average
	Percentage %	63	29.6	7.4				
The postal institution provides support for cultural and scientific activities	**Number**	3	18	6	1.89	0.577	7	Average
	Percentage %	11.1	65.7	22.2				
The postal institution contributes to preserving the environment and combating environmental pollution	**Number**	2	18	7	1.81	0.557	8	Average
	Percentage %	7.4	66.7	25.9				
The postal institution contributes to creating job opportunities and contributing to reducing the unemployment problem	**Number**	15	7	5	2.37	0.792	4	High
	Percentage %	55.6	25.9	18.5				

The analysis of the fifth axis reveals that the second statement received the highest ranking, with an arithmetic mean of 2.70 and a standard deviation of 0.609. This indicates a high trend, confirming that the institution is committed to financing training and development programs for its employees.

The fifth statement ranked second with an arithmetic mean of 2.56 and also exhibits a high trend, suggesting that the postal institution is focused on improving employee services, including insurance and health benefits.

Conversely, several statements reflect a low trend. For instance, the seventh statement has an arithmetic mean of 1.81 and a standard deviation of 0.557, indicating that the postal institution does not adequately address environmental pollution issues.

Overall, the environmental and social axis has an arithmetic mean of 2.27, which suggests that this area is performing at an average level.

Table 11: Correlations between x and y

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
Relationship between institutional performance and financial performance	0.692	0.000	There is no relationship between financial performance and postal institutions' performance	There is a relationship between financial performance and postal institutions' performance

Source: Financial performance and performance of postal institutions

The table, prepared by researchers using the SPSS programme, shows a direct correlation between financial performance and the performance of postal institutions. The correlation coefficient is estimated at 0.692, which indicates a significant statistical relationship. The probability value (p-value) for this relationship is less than the alpha level of 0.05, suggesting that there is strong evidence to support this correlation. This indicates that enhancing the performance of postal institutions necessitates improvements in financial performance.

Table 12: The relationship between customers and the performance of postal institutions

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
Relationship between institutional performance and customer performance	0.564	0.002	There is no relationship between customers and postal institution performance	There is a relationship between customers and postal institution performance

Table 12 shows that there is a medium correlation between customers and the performance of postal institutions, as the correlation coefficient reached 0.564.

Table 13: The correlation between internal operations and the performance of postal institutions

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
The relationship between internal operations and the performance of institutions and customers	0.650	0.000	There is no relationship between internal operations and the performance of postal institutions	There is a relationship between internal operations and the performance of postal institutions

Source: The researchers prepared the findings using the SPSS programme.

The results indicate a correlation between internal operations and the postal institution's performance, as the correlation coefficient is 0.650, which is statistically significant. This significance is evident because the significance (Sig) value is less than the alpha value. This suggests that internal operations play a key role in enhancing the postal institution's performance.

Table 14: The correlation between learning and growth and the performance of postal institutions

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
The relationship between learning and growth and the performance of institutions and customers	0.682	0.000	There is no relationship between learning and growth and the performance of postal institutions	There is a relationship between learning and growth and the performance of postal institutions

Source: The researchers prepared the table using the SPSS programme.

It demonstrates a strong correlation between learning and growth and the performance of the postal institution. The correlation coefficient is 0.682, which indicates a significant relationship between the two variables. The p-value is less than the significance alpha, confirming that learning and growth positively contribute to the performance of the postal institution.

Table 15: The correlation between the environmental and social dimension and the performance

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
The relationship between the contract and the performance of institutions and customers is quantified	0.598	0.001	This indicates that there is no relationship between the environmental and social dimensions and the performance of postal institutions	relationship does exist between the environmental and social dimensions and the performance of postal institutions

Source: Prepared by the researchers based on SPSS

The table indicates a moderate correlation between the environmental and social dimensions and the performance of postal institutions. The correlation coefficient is 0.598, which shows a statistically significant relationship between the variables, as the significance probability value is lower than the accepted alpha level

Table 16: Correlation between balanced scorecard and postal institution performance

Hypotheses	Correlation coefficient	Siy value	Null hypothesis H0	Alternative hypothesis H1
The relationship between balanced performance and the performance of institutions and customers	0.788	0.000	There is no relationship between balanced performance and the performance of postal institutions	There is a relationship between balanced performance and the performance of postal institutions

Source: Prepared by researchers based on SPSS data

The table indicates a strong correlation between the independent variable (balanced performance) and the dependent variable (postal institutions' performance), with a correlation coefficient of approximately 0.788, which is statistically significant. This strong correlation arises from the relationship that the independent variables have with the dependent variable. For instance, the independent variable has a correlation coefficient of 0.692 with the dependent variable, further confirming the strong relationship between the study variables.

Table 17: Hypotheses of the effect

Hypotheses	Correlation coefficient	Siy value	BI	Null hypothesis H0	Alternative hypothesis H1
The effect of service quality on the second feature	0.530	0.622	0.788	0.000	There is no relationship between x and y. There is a relationship between x and y

Source: Prepared by researchers based on SPSS data

$Y = 1.219 + 0.530\ x$

According to the data presented in the table, there is a statistically significant moral effect on postal institutions.

This equation suggests that a one-unit increase in the independent variable x, which represents balanced performance, will result in a 53% change in the value of y, which denotes the performance of postal institutions. Therefore, we reject the null hypothesis (H0) and accept the alternative hypothesis.

Conclusion

Achieving balanced performance through various elements—such as financial performance, internal operations, learning and growth, and environmental and social dimensions—is crucial for improving the performance of economic institutions. This balance enables these institutions to secure a sufficient market share, ensuring their survival and continuity. The findings of this study conducted on the postal institution of the town of Relizane and supported by statistical methods, corroborate this conclusion and lead to several significant results:

- There is a strong correlation between financial performance and the performance of postal institutions.
- There is a strong correlation between education, learning, and the performance of postal institutions.
- There is a moderate correlation between the environmental and social dimensions and the performance of postal institutions.
- There is a strong correlation between the independent variable of balanced performance and the dependent variable of postal institution performance.
- There is a statistically significant effect of balanced performance on postal institution performance.

From these observations, we can conclude that postal institutions can enhance their performance through improvements in their internal environment. However, this is just the beginning, and further efforts are necessary. Based on this, we present the following recommendations:

- Enhance the relationship between the postal institution and its customers.
- Ensure timely fulfilment of currency demand.
- Address customer complaints effectively.
- Work on attracting new customers.
- Develop advanced technical devices for the institution.
- Pursue the digitisation of the postal institution.

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