

Evaluating Bank Performance Through the Balanced Scorecard Framework: An Empirical Study of the State Bank of India

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Abstract

Banks need to continuously evaluate and improve their performance to enhance market share, profitability, and sustainability in a highly competitive and dynamic banking environment. Since banking products and services are largely intangible in nature, performance evaluation should incorporate both financial and non-financial dimensions. The Balanced Scorecard (BSC) provides a comprehensive framework integrating financial and non-financial performance measures. To evaluate and analyse the performance of the State Bank of India (SBI) using the Balanced Scorecard approach across multiple performance perspectives. The study is based on secondary data collected from SBI Annual Reports, Sustainability Reports, RBI publications, and authenticated financial databases. Tools & Techniques such as Graphs, charts, percentages, mean, averages, and standard deviation using MS-Excel are used. The study concludes that the Balanced Scorecard is an effective tool for assessing the overall performance of State Bank of India by integrating financial and non-financial measures. The findings indicate that SBI has shown stable financial growth, improved asset quality, enhanced customer reach, and significant progress in digital banking and financial inclusion during the study period. However, fluctuations in certain indicators highlight the need for continuous performance monitoring. It is suggested that SBI focus on improving cost efficiency, strengthening CASA deposits, enhancing digital infrastructure, and investing in employee skill development. Regular use of the Balanced Scorecard will help SBI align its strategic objectives with operational performance and achieve sustainable long-term growth.

Keywords: Balanced Scorecard, Performance Measurement, State Bank of India, Banking Sector, ESG.

1. Introduction

The Indian banking sector plays a pivotal role in the economic development of the country by acting as a financial intermediary between savers and investors, thereby facilitating capital formation, credit creation, and efficient allocation of financial resources. Over the past few decades, the sector has undergone significant transformation due to economic liberalization, financial reforms, digitalization, and increased integration with global financial markets. Banks have expanded beyond traditional banking functions and now actively contribute to inclusive growth by promoting financial inclusion, supporting priority sector lending, and enabling socio-economic development across rural and semi-urban regions [7].

State Bank of India (SBI), as the largest public sector bank in India, occupies a dominant position in the Indian banking system. With its extensive branch network, diversified product portfolio, and wide customer base, SBI plays a critical role in implementing government-led financial inclusion initiatives and supporting national economic objectives. However, SBI operates in a highly competitive and dynamic environment characterized by rapid technological advancements, stringent regulatory requirements, evolving customer expectations, and exposure to global economic fluctuations. The emergence of private and foreign banks, fintech innovations, and digital payment platforms has further intensified competition, compelling public sector banks to continuously improve their operational efficiency and service quality [3][8].

To sustain long-term growth and maintain competitiveness in such an environment, banks must adopt comprehensive performance measurement systems that balance short-term financial outcomes with long-term strategic objectives. Traditional performance evaluation approaches that rely solely on financial indicators are inadequate, as they fail to capture critical non-financial dimensions such as customer satisfaction, internal process

efficiency, human capital development, innovation, and social responsibility. Consequently, there is a growing need for multidimensional performance assessment frameworks that provide a holistic view of organizational performance [6][22].

The Balanced Scorecard (BSC), developed by Kaplan and Norton, addresses this need by integrating financial and non-financial performance indicators within a unified strategic framework [9]. The BSC translates an organization's vision and strategy into a coherent set of measurable objectives across multiple perspectives, including financial, customer, internal business processes, and learning and growth [9]. In the context of banking institutions, the Balanced Scorecard enables management to align operational activities with strategic goals, monitor performance drivers, and assess the long-term sustainability of competitive advantage [10][16]. Therefore, the application of the Balanced Scorecard framework offers a robust and systematic approach for evaluating the overall performance of banks such as the State Bank of India [17][18].

2. Objectives

The main objectives of the study are:

To develop a Balanced Scorecard Model for State Bank of India.

To evaluate and analyze the performance of State Bank of India during 2019-20 to 2023-24 based on the Balanced Scorecard Model.

3. Scope and Methodology

A. Scope of The Study:

The study covers a period of five financial years from 2019-20 to 2023-24.

B. Sample Size and Collection of Data:

State Bank of India has been taken as the sample bank for the study, as it is the largest public sector bank in India in terms of asset size and branch network. The data required for the study has been collected through secondary sources, which include Annual Reports, Sustainability Reports, RBI publications, official websites of the bank, research articles, and journals.

C. Tools and Techniques:

The data has been analyzed using graphs, charts, percentages, mean, and standard deviation with the help of MS-Excel.

D. Hypothesis of The Study:

H0: There is no significant difference in the overall performance of State Bank of India during the last five years based on the Balanced Scorecard approach.

H1: There is a significant difference in the overall performance of State Bank of India during the last five years based on the Balanced Scorecard approach

4. Literature Review

Kaplan and Norton (1992), in their seminal article titled "The Balanced Scorecard—Measures that Drive Performance," introduced the Balanced Scorecard (BSC) as a multidimensional performance measurement framework that integrates financial and non-financial indicators. The study argued that traditional financial measures alone are insufficient for assessing organizational performance and proposed four perspectives—financial, customer, internal business processes, and learning and growth—to provide a balanced view of organizational success. Kaplan and Norton (1996), in "Using the Balanced Scorecard as a Strategic Management System," extended the BSC from a performance measurement tool to a strategic management framework. The study emphasized translating organizational vision and strategy into measurable objectives and linking operational activities with long-term strategic goals. The authors concluded that the Balanced Scorecard facilitates strategy implementation and organizational alignment.

Hoque and James (2000) examined the relationship between Balanced Scorecard usage and organizational

performance. Their study found that organizations adopting a broader set of financial and non-financial performance measures experienced improved strategic alignment and performance outcomes, highlighting the practical value of the BSC framework in dynamic business environments.

Ittner, Larcker and Randall (2003) investigated strategic performance measurement systems in financial service firms. The study concluded that organizations that effectively integrate non-financial performance indicators with strategic objectives achieve better organizational outcomes, reinforcing the importance of comprehensive performance measurement systems in the financial sector.

Wu (2012), in the study “Constructing a Strategy Map for Banking Institutions with Key Performance Indicators of the Balanced Scorecard,” developed a framework for banking performance evaluation by linking key performance indicators across the four Balanced Scorecard perspectives. Using the DEMATEL approach, the study identified causal relationships among performance indicators and demonstrated the usefulness of strategic mapping in improving banking performance.

Yüksel and Dağdeviren (2010) proposed a Balanced Scorecard-based performance evaluation model for the banking industry using the Fuzzy Analytic Network Process (FANP). The study concluded that combining BSC with multi-criteria decision-making techniques enhances the effectiveness of banking performance evaluation and supports strategic decision-making.

Wu, Lin and Tsai (2010) evaluated the business performance of wealth management banks using the Analytic Network Process integrated with the Balanced Scorecard framework. The findings revealed that customer and financial perspectives play a significant role in determining banking performance and competitiveness.

Hacıoğlu and Yüksel (2016) evaluated the performance of the Turkish banking sector using a Balanced Scorecard-based Analytic Network Process model. The study found that the financial perspective received the highest importance, followed by the customer perspective, while learning and growth and internal process perspectives had relatively lower weights. The study also identified variations in performance priorities among state-owned, private, and foreign banks.

Annapurna and Manchala (2017) applied the Balanced Scorecard framework to evaluate the performance of major Indian public sector banks, including State Bank of India. The study demonstrated that the BSC provides a comprehensive framework for assessing both financial and non-financial performance dimensions and supports strategic performance evaluation in the banking sector.

Öztürk and Coşkun (2014) reviewed Balanced Scorecard applications in banking institutions and concluded that the framework offers a holistic approach to performance measurement by integrating financial and non-financial indicators. The study emphasized that BSC enables banks to align strategic objectives with operational performance and improve long-term organizational effectiveness.

5. Result and Discussion

State Bank of India

The State Bank of India was incorporated in July 1955 under the State Bank of India Act, 1955, with its registered office in Mumbai, India. As of March 31, 2024, the Bank had a nationwide distribution network of over 22,000 branches and more than 65,000 ATMs and Cash Deposit Machines across India.

The vision, mission, and objectives of State Bank of India are as follows:

Vision & Mission

To be the most preferred and trusted bank providing high-quality, customer-centric banking and financial services through innovation, digital leadership, and sustainable practices while contributing to national economic development.

Objectives

To provide a wide range of banking and financial services to individuals, businesses, and institutions, promote financial inclusion, support economic growth, and achieve sustainable profitability while maintaining prudent risk

Strategic Focus Areas:

1. Strengthening market leadership in the Indian banking sector.
2. Expanding geographical reach with emphasis on rural and semi-urban areas.
3. Enhancing cross-selling of diversified financial products and services across customer segments.
4. Accelerating digital transformation and adoption of advanced banking technologies.
5. Maintaining superior asset quality and effective credit risk management.
6. Ensuring cost efficiency and maintaining a low cost of funds.
7. Integrating social responsibility, financial inclusion, and environmental sustainability with banking operations.
8. Upholding the highest standards of ethics, transparency, corporate governance, and regulatory compliance.

Based on the above Vision, Mission, and Strategic Objectives of State Bank of India, a Balanced Scorecard model for SBI has been developed, and its performance has been evaluated for the period from 2019-20 to 2023-24.

Measurement of Performance Through Application of BSC in State Bank of India

A. Measurement of Performance on Financial Perspective: To measure and evaluate the performance of State Bank of India on the financial perspective, the following measures (as shown in Table 1) have been selected based on the strategic objectives of the bank

Table 1: SBI Bank’s Performance on Financial Perspective

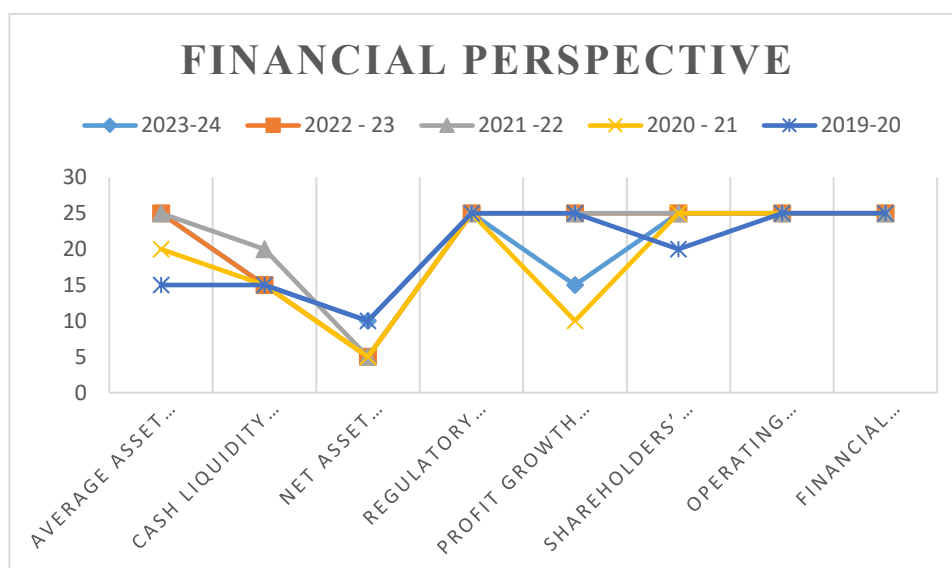
MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Average Asset Profitability Ratio	(%)	1.36	1.11	0.87	0.68	0.56
Cash Liquidity to Deposit Ratio	(%)	4.36	5.25	7.45	5.3	4.67
Net Asset Quality Ratio	(%)	2.46	0.87	1.22	1.7	2.43
Regulatory Capital Adequacy Ratio	(%)	14.48	14.88	14.03	13.94	13.33
Profit Growth Rate	(%)	20.62	55.51	55.86	13.2	531.06
Shareholders’ Equity Return Ratio	(%)	17.66	16.95	12.53	9.06	7.15
Operating Efficiency Ratio	(%)	59.21	54.06	58.11	53.79	52.65
Financial Leverage Ratio	(%)	152.32	147.68	152.48	158.47	139.06

Table 2: SBI Bank’s Performance Score on Financial Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Average Asset Profitability Ratio	(%)	25	25	25	20	15

Cash Liquidity to Deposit Ratio	(%)	15	15	20	15	15
Net Asset Quality Ratio	(%)	10	5	5	5	10
Regulatory Capital Adequacy Ratio	(%)	25	25	25	25	25
Profit Growth Rate	(%)	15	25	25	10	25
Shareholders' Equity Return Ratio	(%)	25	25	25	25	20
Operating Efficiency Ratio	(%)	25	25	25	25	25
Financial Leverage Ratio	(%)	25	25	25	25	25
400		165	170	175	150	160

Chart 1: Graphical Representation of Financial Perspective over five years



Interpretation and Analysis:

The financial perspective of the Balanced Scorecard reflects the overall financial strength and profitability of State Bank of India during the study period from 2019–20 to 2023–24. The Average Asset Profitability Ratio shows a consistent upward trend from 0.56% in 2019–20 to 1.36% in 2023–24, indicating improved efficiency in utilizing assets to generate profits. The Regulatory Capital Adequacy Ratio remained well above the minimum regulatory requirement throughout the period, reflecting a strong capital base and effective risk management practices. The Shareholders' Equity Return Ratio also exhibited steady improvement, signifying enhanced returns to shareholders. However, the Operating Efficiency Ratio remained relatively high, suggesting scope for improvement in cost management. Overall, the financial indicators demonstrate strengthening profitability, capital adequacy, and financial stability of the bank over the years.

Based on the weighted scores assigned to each financial measure, the overall financial performance score of the bank shows an improving trend across the five-year period. The composite score increased from 150 in 2020–21 to 175 in 2021–22, followed by a marginal decline to 170 in 2022–23 and 165 in 2023–24, indicating minor fluctuations in performance. The significant rise in profit growth during certain years positively influenced the overall score, while variations in liquidity and asset quality measures impacted consistency. Nevertheless, the aggregate financial perspective score reflects satisfactory and stable financial performance, suggesting that State

Bank of India has been able to maintain financial resilience and growth despite changing economic conditions.

B. Measurement of Performance on Customer Perspective:

To measure and evaluate the performance of State Bank of India on the customer perspective, the following measures (as shown in Table 3) have been selected based on the strategic objectives of the bank:

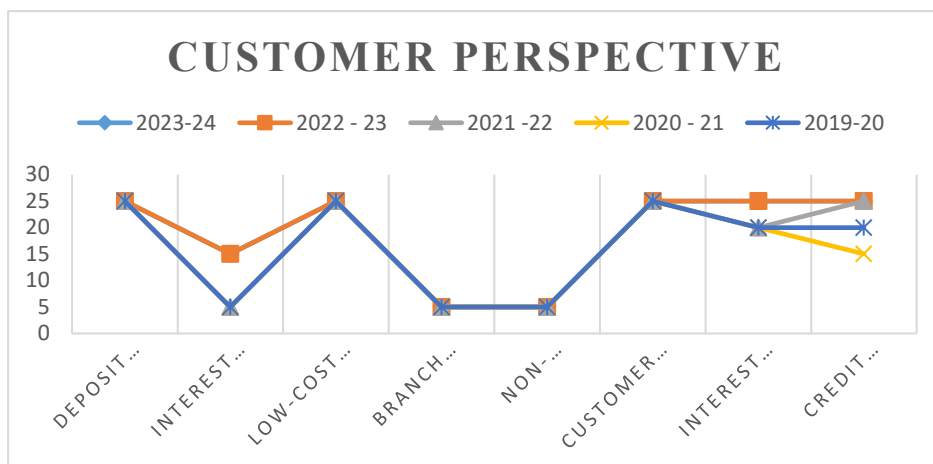
Table 3: SBI Bank’s Performance on Customer Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Deposit Mobilization Growth Rate	(%)	11.34	9.39	10.26	13.76	11.54
Interest Revenue Growth Rate	(%)	25.2	20.76	4.09	3.24	6.15
Low-Cost Deposit Ratio (CASA)	(%)	40.09	42.86	44.71	45.59	44.42
Branch Network Expansion Rate	(%)	0.22	0.21	0.2	0.2	0.21
Non-Interest Income Intensity Ratio	(%)	1.03	0.86	1.01	1.15	1.34
Customer Grievance Resolution Ratio	(%)	1.2	1.21	1.19	1.21	1.19
Interest Income Concentration Ratio	(%)	1.09	1.1	1.07	1.06	1.05
Credit Expansion Growth Rate	(%)	15.98	17.22	11.81	5.54	6.58

Table 4: SBI Bank’s Performance Score on Customer Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Deposit Mobilization Growth Rate	(%)	25	25	25	25	25
Interest Revenue Growth Rate	(%)	15	15	5	5	5
Low-Cost Deposit Ratio (CASA)	(%)	25	25	25	25	25
Branch Network Expansion Rate	(%)	5	5	5	5	5
Non-Interest Income Intensity Ratio	(%)	5	5	5	5	5
Customer Grievance Resolution Ratio	(%)	25	25	25	25	25
Interest Income Concentration Ratio	(%)	25	25	20	20	20
Credit Expansion Growth Rate	(%)	25	25	25	15	20
400		150	150	135	125	130

Chart 2: Graphical Representation of Customer Perspective over five years



Interpretation and Analysis:

The first table presents the actual performance trends of the bank over the period 2019–20 to 2023–24 across key customer and business growth indicators. The data shows that deposit mobilization remained stable with moderate fluctuations, while interest revenue growth improved significantly in recent years, peaking in 2023–24, indicating better income generation from lending activities. However, the CASA ratio shows a gradual decline, suggesting increasing reliance on higher-cost deposits. Branch expansion remained minimal and stable, reflecting a cautious physical expansion strategy. Non-interest income displayed minor fluctuations, while customer grievance resolution ratios remained consistent, highlighting steady service quality. Credit expansion improved notably after 2020–21, reflecting recovery and growth momentum post-pandemic.

The second table reflects the scoring and weightage framework applied to these measures and the overall performance scores achieved by the bank. High and consistent scores were assigned to deposit growth, CASA ratio, customer grievance resolution, and credit expansion, indicating strong performance in these areas. Lower scores in earlier years, particularly during 2020–21, reflect the impact of economic disruption, while higher total scores in 2022–23 and 2023–24 (150 each) demonstrate operational recovery and strengthened financial performance. Overall, the combined analysis indicates that the bank has achieved improved growth, income stability, and customer service performance in recent years, though attention is required to arrest the declining trend in low-cost deposits and enhance income diversification.

C. Measurement of Performance on Internal Business Process Perspective

To measure and evaluate the performance of State Bank of India on the Internal Business Process Perspective, the following measures (as shown in Table 5) have been selected based on the strategic objectives of the bank:

Table 5: SBI Bank’s Performance on Internal Business Process Perspective

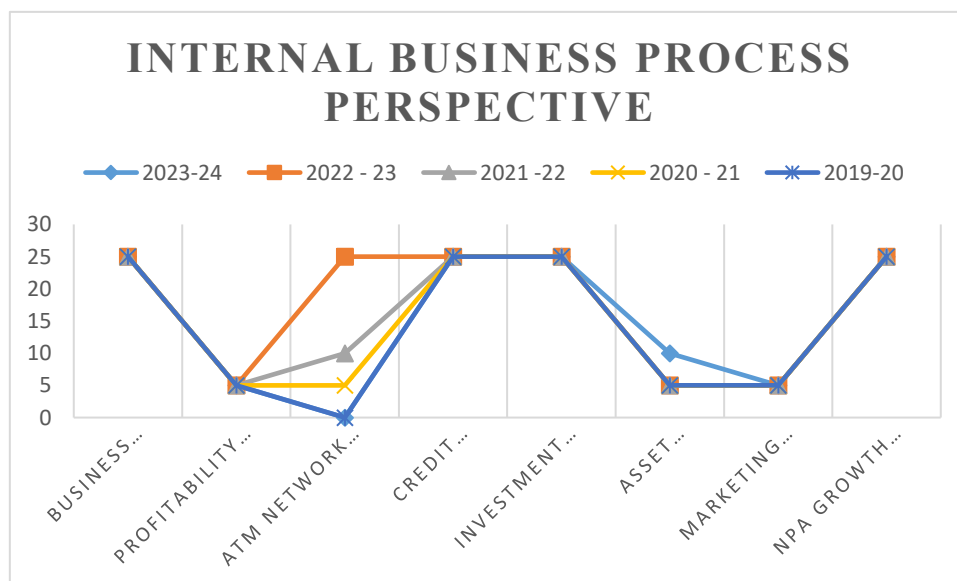
MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Business Productivity per Employee	Rs	371080330	323204940	277809651	249571543	223169170
Profitability Growth per Employee	Rs	0.5	0.44	0.35	0.3	0.28
ATM Network Growth Rate	(%)	-0.85	12.05	3	0.11	-0.51
Credit Deployment per Branch	(%)	162.78	142.99	122.99	110.44	105.22
Investment Intensity Ratio	(%)	0.45	0.46	0.48	0.48	0.45
Asset Utilization per Employee	Rs	289879241	252457764	219483461	197255408	168271237

Marketing Cost Intensity Ratio	(%)	0.21	0.21	0.21	0.21	0.21
NPA Growth Rate	(%)	-1.74	-23.04	-23.83	-28.84	-91.93

Table 6: SBI Bank’s Performance Score on Internal Business Process Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Business Productivity per Employee	Rs	25	25	25	25	25
Profitability Growth per Employee	Rs	5	5	5	5	5
ATM Network Growth Rate	(%)	0	25	10	5	0
Credit Deployment per Branch	(%)	25	25	25	25	25
Investment Intensity Ratio	(%)	25	25	25	25	25
Asset Utilization per Employee	Rs	10	5	5	5	5
Marketing Cost Intensity Ratio	(%)	5	5	5	5	5
NPA Growth Rate	(%)	25	25	25	25	25
400		120	140	125	120	115

Chart 3: Graphical Representation of Internal Business Process Perspective over five years



Interpretation and Analysis:

The Internal Business Process Perspective indicates that State Bank of India improved its operational efficiency during the study period from 2019–20 to 2023–24. Business Productivity per Employee, Asset Utilization per Employee, and Credit Deployment per Branch showed a consistent upward trend, reflecting better utilization of resources, enhanced employee productivity, and stronger lending performance. Profitability Growth per Employee also improved gradually, while the Investment Intensity Ratio and Marketing Cost Intensity Ratio remained stable, indicating effective cost management and balanced investment practices.

The performance scores presented in Table 6 and Chart 3 reveal an overall improvement in internal process

performance, with the score increasing from 115 in 2019–20 to a peak of 140 in 2022–23 before moderating to 120 in 2023–24. Although ATM Network Growth Rate fluctuated during the period, this may be attributed to the bank’s increasing emphasis on digital banking channels. The declining NPA Growth Rate reflects improved credit risk management and asset quality. Overall, the results suggest that State Bank of India has strengthened its internal business processes through improved productivity, efficient resource utilization, and effective risk management practices.

D. Measurement of Performance on Learning & Growth and Innovation Perspective

To measure and evaluate the performance of State Bank of India on the Learning & Growth and Innovation Perspective, the following measures (as shown in Table 7) have been selected based on the strategic objectives of the bank:

Table 7: SBI Bank’s Performance on Learning & Growth and Innovation Perspective

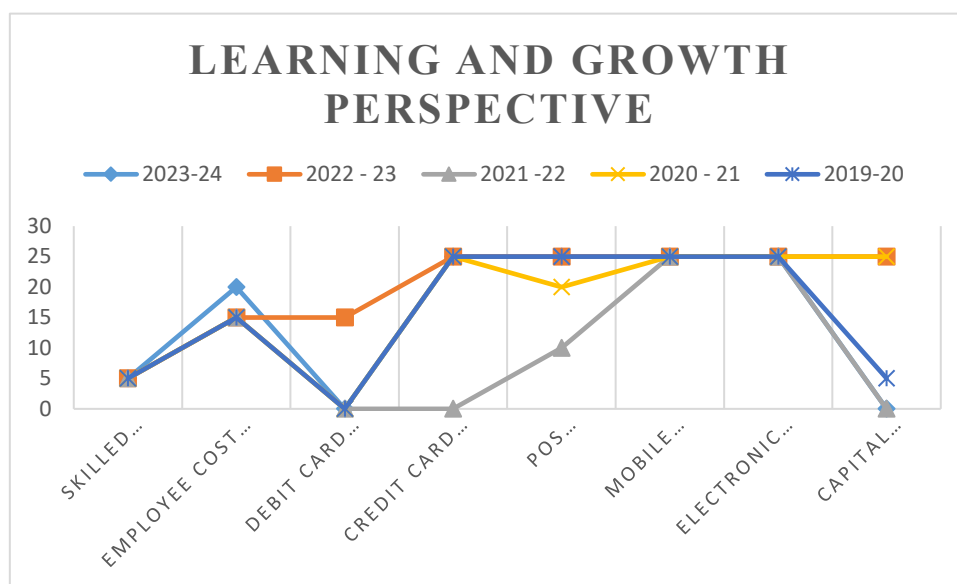
MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Skilled Workforce Expansion Rate	(%)	0.18	0.17	0.19	0.18	0.17
Employee Cost Intensity	Rs	17677894.8	14203187.3	12642676.2	13525213.1	13284826.7
Debit Card Penetration Growth	(%)	-79	5.39	-7.65	-2.29	-4.39
Credit Card Penetration Growth	(%)	18.21	44.07	-1.61	12.94	33.51
POS Infrastructure Expansion Rate	(%)	20.83	42.93	3.29	7.15	11.47
Mobile Banking Usage Growth Rate	Rs	28.21	84.84	99.84	131.22	119.32
Electronic Funds Transfer Growth Rate	(%)	32.46	37.34	42.95	21.68	47.03
Capital Investment Growth Rate	(%)	-10.42	41.52	-13.46	25.09	2.18

Table 8: SBI Bank’s Performance Score on Learning & Growth and Innovation Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
Skilled Workforce Expansion Rate	(%)	5	5	5	5	5
Employee Cost Intensity	Rs	20	15	15	15	15
Debit Card Penetration Growth	(%)	0	15	0	0	0
Credit Card Penetration Growth	(%)	25	25	0	25	25
POS Infrastructure Expansion Rate	(%)	25	25	10	20	25
Mobile Banking Usage Growth Rate	Rs	25	25	25	25	25

Electronic Funds Transfer Growth Rate	(%)	25	25	25	25	25
Capital Investment Growth Rate	(%)	0	25	0	25	5
400		125	160	80	140	125

Chart 4: Graphical Representation of Learning & Growth and Innovation Perspective over five years



Interpretation and Analysis:

The Learning, Growth, and Innovation indicators highlight State Bank of India’s focus on digital transformation and human capital development, though with notable year-to-year variations. The skilled workforce expansion rate remains relatively stable across the period, indicating consistent investment in talent development. Employee cost intensity has increased in recent years, reflecting higher spending on employee compensation, training, and capability building. Digital adoption indicators present mixed trends: credit card penetration and POS infrastructure expansion show strong growth in select years, while debit card penetration growth remains volatile, suggesting shifts in customer payment preferences and competitive digital alternatives. Mobile banking usage and electronic funds transfer growth rates demonstrate SBI’s sustained emphasis on digital channels, although recent moderation points to a maturing user base.

Capital investment growth shows inconsistency, with negative growth in certain years, implying cautious or selective capital deployment during specific periods. The weighted scores reflect these fluctuations, with performance peaking in 2022–23 (score of 160), declining sharply in 2021–22 due to weaker digital and investment indicators, and stabilizing thereafter. Overall, the results suggest that SBI has made significant progress in strengthening its learning and innovation capabilities, particularly through digital platforms and electronic transactions, while challenges remain in achieving consistent growth across all innovation-related measures.

E. Measurement of Performance on Social, Environment and Governance Perspective

To measure and evaluate the performance of State Bank of India on the Social, Environment and Governance Perspective, the following measures (as shown in Table 9) have been selected based on the strategic objectives of the bank:

Table 9: SBI Bank’s Performance on Social, Environment and Governance Perspective

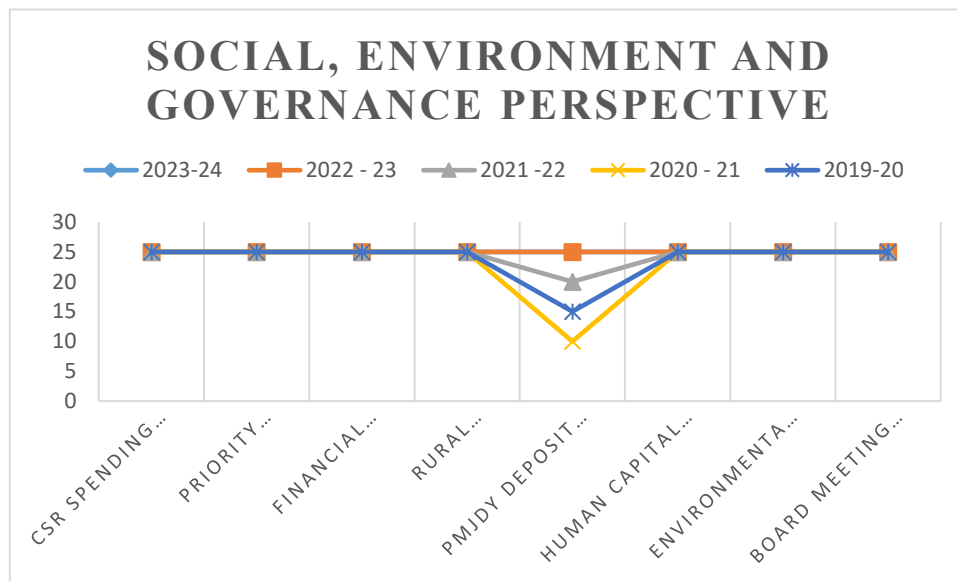
MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
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CSR Spending Intensity Ratio	(%)	0.21	0.21	0.21	0.21	0.2
Priority Sector Lending Intensity	(%)	0.43	0.42	0.44	0.43	0.43
Financial Inclusion Beneficiary Growth	(%)	0.24	0.24	0.24	0.27	0.3
Rural Financial Inclusion Growth Rate	(%)	0.24	0.25	0.24	0.27	0.27
PMJDY Deposit Mobilization	Rs	5854014.8	4953967.92	4225591.48	1588832.49	2904991.01
Human Capital Development Policy	(Yes/No)	Yes	Yes	Yes	Yes	Yes
Environmental Energy Efficiency Policy	(Yes/No)	Yes	Yes	Yes	Yes	Yes
Board Meeting Frequency	Nos.	13.2	15.2	13.2	14.2	16.2

Table 10: SBI Bank’s Performance Score on Social, Environment and Governance Perspective

MEASURE	UNIT	2023-24	2022 - 23	2021 -22	2020 - 21	2019-20
CSR Spending Intensity Ratio	(%)	25	25	25	25	25
Priority Sector Lending Intensity	(%)	25	25	25	25	25
Financial Inclusion Beneficiary Growth	(%)	25	25	25	25	25
Rural Financial Inclusion Growth Rate	(%)	25	25	25	25	25
PMJDY Deposit Mobilization	Rs	25	25	20	10	15
Human Capital Development Policy	(Yes/No)	25	25	25	25	25
Environmental Energy Efficiency Policy	(Yes/No)	25	25	25	25	25
Board Meeting Frequency	Nos.	25	25	25	25	25
400		200	200	195	185	190

Chart 5: Graphical Representation of Social, Environment and Governance Perspective over five years



Interpretation and Analysis:

The Social, Environmental, and Governance performance indicators demonstrate a strong and consistent commitment by the bank toward sustainable and inclusive banking practices over the study period. CSR spending intensity and priority sector lending intensity remain stable, reflecting sustained compliance with regulatory requirements and continued focus on socially responsible lending. Financial inclusion and rural inclusion growth rates show marginal variation, indicating steady outreach to underserved segments. PMJDY deposit mobilization exhibits a significant upward trend in recent years, highlighting the bank's improving effectiveness in mobilizing deposits under financial inclusion initiatives. The consistent presence of human capital development and environmental energy efficiency policies across all years further underscores the bank's long-term commitment to responsible governance and sustainable operations.

From a governance perspective, board meeting frequency remains robust, indicating active oversight and strong corporate governance mechanisms. The weighted scores reinforce this consistency, with the bank achieving high and stable scores across all years—peaking at 200 in both 2023–24 and 2022–23. The slight dip in earlier years is primarily attributable to lower PMJDY deposit mobilization, rather than weaknesses in policy or governance structure. Overall, the findings suggest that the bank has maintained a well-balanced and resilient approach to social responsibility, environmental sustainability, and governance, contributing positively to its long-term institutional credibility and stakeholder trust.

6. Findings

Based on the analysis of the Balanced Scorecard perspectives, the study reveals that State Bank of India demonstrated steady improvement in its overall performance during the period from 2019–20 to 2023–24. The financial perspective indicates consistent growth in profitability, return on equity, and capital adequacy, reflecting the bank's strong financial position and resilience. Asset quality also improved significantly during the study period, supported by a reduction in non-performing assets and effective risk management practices. The customer perspective highlights positive growth in deposits, advances, interest income, and customer service performance, indicating enhanced customer reach and business expansion.

The internal business process perspective shows continuous improvement in employee productivity, asset utilization, and credit deployment efficiency, demonstrating stronger operational effectiveness. From the learning and growth perspective, the bank recorded substantial progress in digital banking adoption, mobile banking transactions, electronic fund transfers, and innovation initiatives. Furthermore, the social, environmental, and governance perspective reveals SBI's strong commitment to financial inclusion, priority sector lending, CSR activities, and responsible governance practices. Overall, the study confirms that the Balanced Scorecard provides an effective framework for evaluating both financial and non-financial dimensions of bank performance and offers

7. Limitations and Research Gaps

Limitations

The study is subject to certain limitations. First, the analysis is confined to State Bank of India and therefore the findings cannot be generalized to the entire banking industry. Second, the study relies exclusively on secondary data obtained from annual reports, sustainability reports, RBI publications, and other published sources. Third, the scope of the study is restricted to a five-year period from 2019–20 to 2023–24, which may not fully capture long-term performance trends. Fourth, the analytical techniques employed are limited to descriptive measures such as percentages, mean, standard deviation, charts, and graphical analysis. Finally, the availability of data for certain non-financial indicators was limited, which may have affected the comprehensiveness of performance evaluation.

Research Gaps

The present study provides several opportunities for future research. Comparative studies may be undertaken to evaluate the performance of public sector, private sector, and foreign banks using the Balanced Scorecard framework. Future research can also incorporate primary data collected from customers, employees, and other stakeholders to provide deeper insights into non-financial performance dimensions. Advanced performance evaluation techniques such as the integration of Balanced Scorecard with Data Envelopment Analysis (DEA) or Analytic Network Process (ANP) may further enhance the robustness of performance measurement. In addition, studies covering a longer time horizon and a broader sample of banks may provide a more comprehensive understanding of the effectiveness of the Balanced Scorecard in the banking sector.

8. Conclusion

The study evaluated the performance of State Bank of India using the Balanced Scorecard framework for the period 2019–20 to 2023–24, covering financial, customer, internal business process, learning and growth, and social, environmental, and governance perspectives. The Balanced Scorecard proved to be an effective tool for providing a holistic view of SBI's performance by integrating both financial and non-financial indicators and linking them with the bank's strategic objectives.

The analysis revealed that SBI demonstrated consistent improvement in profitability, capital adequacy, and shareholder returns during the study period. Strong capital buffers and improved asset quality reflect effective risk management and financial resilience. Although operating efficiency showed minor fluctuations, the overall financial performance remained stable, indicating SBI's ability to sustain growth amid economic and competitive challenges.

From the customer and internal process perspectives, SBI recorded steady growth in deposits, advances, and interest income, supported by its extensive branch network and improving digital capabilities. Enhanced productivity per employee, better asset utilization, and a decline in non-performing assets indicate operational efficiency. However, moderation in CASA ratio and limited physical expansion suggest the need for renewed focus on low-cost deposit mobilization and balanced infrastructure development.

The learning and growth perspective highlights SBI's progress in digital transformation, with significant growth in mobile banking and electronic transactions. At the same time, variations in card usage trends emphasize the need for continuous innovation, employee skill development, and customer-centric digital solutions. The social, environmental, and governance perspective reflects SBI's strong commitment to financial inclusion, CSR initiatives, priority sector lending, and ethical governance, aligning the bank with national development and sustainability goals.

Based on the findings, it is suggested that SBI focus on improving cost efficiency through greater automation, strengthen CASA mobilization strategies, and continue investing in digital infrastructure and cybersecurity. Emphasis on continuous employee training, enhanced customer experience, and integration of ESG metrics into strategic planning will further strengthen long-term performance. Overall, institutionalizing the Balanced Scorecard as a strategic management tool can help SBI achieve sustained growth, competitiveness, and

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