THE EFFECT OF BALANCED SCORECARD ON EMPLOYEE PERFORMANCE: (Case of Probation and After Care Service in the Office of the Vice President and Ministry of Home Affairs)
This study sought to investigate the effect of balanced scorecard (BSC) on employee performance. This was necessitated by the evidence that in the year 2004/2005 external evaluation gauging the best ten and last ten Kenya government ministries on performance achievement rated Probation and After Care Service department among others at 2.73. The ranking was based on a pre-determined criterion of values which positioned the sector with the entire parent ministry, Office of the Vice President and of Ministry of Home Affairs at position 27 out of 33 Ministries. This was an indicator that the sector’s general performance needed urgent improvement. Since performance measurement is critical to achieving an organization’s objectives and translating strategy into action, the Probation and After Care Service adopted the BSC approach and instituted new initiatives in order to improve their performance by aligning its strategies with its operations to prosper in a competitive environment. The BSC is a strategic tool which establishes the framework in which the performance of all or part of an organisation towards strategic goals can be directed, monitored, and refined. To be useful, a BSC must include the right measures and targets, which is a difficult thing to do. The objective of the study was to investigate the effect of BSC four perspectives of customer orientation, internal business process, financial support, growth and learning on employee performance. The study employed a survey design and used a purposive sampling technique to select Nairobi, North Rift Valley, South Rift Valley and Nyanza Provinces based on prior information that it has a large population of 245 probation officers. A stratified simple random method was applied to draw 98 respondents and a return rate of 97% of the respondents was obtained. Data for survey was obtained from both Probation and After Care Service reports and records. The research was executed by use of pre-coded questionnaires which were distributed by the researcher. Data collected was analysed through both qualitative and quantitative data analysis techniques, involving descriptive statistics and frequency distribution. Inferences have been made for purposes of drawing generalizations and conclusions. The study’s findings have indicated that, all the four BSC perspectives improve employee performance. This study recommends that all the four BSC perspectives must be given equal importance to achieve maximum effectiveness of employees. The financial support perspective should always be pegged to planning and target setting and be used as a basis for business in the organisation. The results of this study will be useful to the GOK in formulating policies in relation to strategic measurement systems. Probation and After Care Service will especially benefit from BSC information needed to enable improved alignment behind strategic goals across the whole organisation, strengthen existing internal business processes, making them more focused on achieving and maintaining performance improvements for effective employee performance.
DEDICATION

This research project is dedicated to my parents; Reuben Odera Omollo and Teodora Adhiambo Odera for loving me unconditionally, for understanding and supporting me in pursuit of my career aspirations. You have been with me every step of the way, through good times and bad. Thank you for all the guidance and support that you have given me instilling in me the confidence that I am capable of doing anything I put in my mind.
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OPERATIONAL DEFINITIONS OF TERMS

**Balanced Scorecard** (BSC) refers to a strategic management tool which monitors the performance of all or part of an organization, towards strategic goals. (Active Management 2GC Limited, 2009).

**Current indicator** refers to the assessment of how an organization has been doing, and how well it is doing to align strategy with operations. (Chaudron David, 2003).

**Customer perspective** refers to the ability of the organization to provide customer value by satisfying the customer’s needs with respect to providing services which are timely, of good quality and cost effective performance.

**Employee Performance** refers to the accomplishment of a given task measured against pre-set known standards of competency, speed, accuracy and cost.

**Growth and learning perspective** refers to the ability of the organization to gain insight and understanding through experience, experimentation, observation, analysis and willingness to examine successes and failures. (Oliver Serrat, 2009).

**Internal Business perspective** refers to the monitoring, evaluating and improving quality, efficiency and other organizational processes through a focus on operations, collaborations and innovation to meet performance expectations. (Kaplan and Norton. 2002).

**Lagging indicators** refers to the key indicator of what has happened in an organization with respect to aligning strategy with operations. (Chaudron David, 2003).

**Leading indicators** refers to the measures an organization can expect to do in the future to align strategy with operations. (Chaudron David, 2003)

**Financial perspective** refers to formulating and executing budgeting in line with good stewardship of public funds; allocating resources; providing consumers and stakeholders with the best value for shillings spent; analyzing financial data to enable the agency to respond to changing needs.
ABBREVIATIONS AND ACRONYMS

BSC Balanced Scorecard.

DPM Directorate of Personnel Management

GJLOS Governance Justice Law and Order Sector

GOK Government of Kenya

PSC Public Service Commission

PSK Public Service of Kenya
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CHAPTER ONE
INTRODUCTION

1.0 Introduction
This chapter introduces the subject balanced scorecard (BSC) and employee performance. It outlines the objectives of the study carried out, statement of the problem, location, scope, and the assumptions of the study.

1.1 Background of the Study
Probation and After Care Service, a department in the Office of the Vice President and Ministry of Home Affairs has existed in Kenya since 1943 and is clustered under the, “Governance Justice Law and Order Sector” (GJLOS) of the Government of Kenya (GOK). This department was chosen as the sector of study to examine the effect of BSC on employee performance because of the many changes that had taken place in the department as a result of GOK sector performance standards adopted in the year 2003 (Probation Service feedback report 2011). As a service provider her technical staff are the probation officers who generate and provide reports to courts and other penal institutions for the administration of justice; they supervise offenders released to them by the courts; rehabilitate and reintegrate offenders within the community as opposed to custodial sentencing. According to the Probation Service feedback report (2011), the service has a workforce of 605 probation officers countrywide as at December 2010. These employees play a crucial role in crime prevention and the general public protection and safety. Therefore, understanding the factors that can inhibit quality and efficient delivery of services in this department is important for policy making.

The BSC is an important logical framework, management tool and strategy enterprise which leaders, executives, and managers use to move their organizations toward achieving long term, sustainable success (Johnson and Beiman 2007). Active Management 2GC Limited (2009), defines BSC as a strategic performance management tool, a semi-standard structured report supported by proven design methods and automation tools that can be used by managers to keep track of the execution of activities by staff within their control and monitor the consequences arising from these actions. The Active Management 2GC Limited (2009), states that, a
BSC is a tool which monitors all or part of an organization towards strategic goals. It uses financial and non-financial performance measures to highlight areas where the organization is failing to do what is required or was expected.

The business dictionary (2012), defines employee performance as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Employee performance measurement is critical to achieving an organisation's objectives, translating strategy into action and monitoring progress. According to Osborne and Peter (2000), performance measurement enables officials to hold organisations accountable and to introduce consequences for performance. It helps citizens and customers judge the value that government creates for them and it provides managers with the data they need to improve employee performance.

The Directorate of Personnel Management (DPM) in Kenya (2002), acknowledged that, the previous performance evaluation in GOK departments ignored the link between employee performance and the organizations' strategic goals until the recent institution of Kenya Public Service (KPS) reforms aimed at enhancing quality and efficiency in service delivery. They evaluated individual employee performance without link to strategic goals and lacked reliability and validity, a factor that de-motivated many hardworking employees. The GOK through an administrative circular issued by the Permanent Secretary and Secretary to the Cabinet and Head of the Public Service provided new guidelines on introducing performance improvement systems in the public service in the year 2003. A new performance contracting hybrid system that has borrowed from international best practices and the BSC was adopted. The KPS Performance Contracting and Evaluation system best practices were drawn from; South Korea, India, China, USA, United Kingdom, China, Malaysia and Morocco but been domesticated to suit the local context (GOK performance contracting report 2010).

In conformance with the KPS reforms and policies of performance improvement, the Probation and After Care Service restructured to improve performance and developed a strategic plan for the period 2005 to 2009. Another strategic plan was developed in conformance with Kenya's Vision 2030 for the period 2008 to 2012. Subsequently in
the year 2010 the department could no longer rely on traditional ways of doing business and had to take on a more proactive approach focusing on customer-oriented business, improvement of internal processes, enhancing organization learning and growth, and providing financial support. By undertaking all these the department for the first time implemented a performance management tool to reinforce and support strategic priorities adopted by the organization between the years 2005 and 2010 and came up with a balanced scorecard (BSC) to assess their performance against their strategic plans. It further provides feedback within the period of assessment (Feedback Probation Service 2011). According to Rohm Howard (2008), the balanced scorecard (BSC) is an approach which provides a framework of various measures to ensure the complete and balanced view of the performance of employees and focuses on the measures that drive performance. When BSC’s are developed as strategic planning and management systems, they can help align an organization behind a shared vision of success, and get people working on the right things and focusing on results (Rohm Howard 2008). The BSC therefore, involves setting the right measures and targets to be useful to an organization, which is a difficult thing to do.

Bessire and Baker (2004), traced the historical perspective of BSC and revealed that, while the phrase “Balanced Scorecard” was coined in the early 1990s, the earliest roots of the this type of approach are deep, and included the pioneering work of General Electric on performance measurement reporting in the 1950’s and the work of French process engineers who created the “Tableau de Bord” literally, a "dashboard" of performance measures in the early part of the 20th century. According to De Wall (2003), Denton (2005), and Bourne (2008) the term BSC first appeared in the results of a multi-company research study by Dr. Robert Kaplan of Harvard Business School and Dr. David Norton called; “Measuring Performance in the Organisation of the Future” in 1990. The study identified the need for an improved management control system based on an understanding of actual performance against important strategic goals, which the authors called “the balanced scorecard” (Kaplan and Norton 1992; Cobbold and Lawrie 2004; Andersen et al., 2004). In 1992 the concept of BSC was introduced to the wider public by Kaplan and Norton. It was presented at that time as a performance measurement tool, used to capture besides the financial measures, the value-creating
activities from an organization's intangible assets (Kaplan and Norton, 1992). A year later, in a new article, they made the first references about the connection between performance metrics and strategy (Kaplan and Norton, 1993). By 1996 Kaplan and Norton (1996a), labeled the BSC as a strategic performance management system, which formed the basis of a rallying framework for strategic processes, resource allocation, budgeting and planning, goal setting and employee learning. Within the same year Kaplan and Norton (1996b), published the first book on the topic BSC, which included instructions on how the concept should be implemented. Since the introduction of the BSC by Kaplan and Norton in 1992 it has become very popular among academics, practitioners and in consulting firms and many organizations, both in private and public organizations have embraced it in an attempt to improve performance (Chan and Ho 2000).

There followed a shift towards a more strategic use of the BSC as an all encompassing strategic management and control system in the year 2002. Kaplan and Norton (2001), shed more light on the move to use the BSC as an all encompassing strategic management and control system. By the year 2004 to 2005 there was a further transition from the management accounting school to the strategy management school with a focus on two components of the BSC framework that support its strategic role: the Strategy Map and the Office of Strategic Management (Kaplan and Norton, 2004, 2005). The current international trends of BSC have gone through a metamorphosis from its early use as a simple performance measurement framework to a full strategic planning and management system. According to Kaplan and Norton (2008), a new phase in the evolution of the BSC concept is the integration between strategy and operations. The emphasis is on its integration role of aligning strategy with operations. Kaplan and Norton (2008) reiterate that, they have "refined the BSC concept and showed how it could move beyond a performance measurement system to become the organizing framework for a strategic management system". The purpose of this later model of BSC is to help managers articulate and communicate the vision and strategy for the organization, and monitor whether objectives have been set and the extent to which planned actions to achieve them are working. Callabro (2001), states that, the "new" BSC transforms an organization’s strategic plan from an attractive but passive
document into the "marching orders" for the organization on a daily basis. It provides a framework which provides both performance measurements and also helps planners identify what should be done and measured. It enables executives to truly execute their strategies. Since its inception, the potential of this new concept has been recognized in various forms, receiving distinctions as the best theoretical framework in 1997 from the American Accounting Association (Norreklit 2003), while the Harvard Business Review considered the BSC as one of the most influential ideas of the twentieth century (Brudan, 2008). Whereas, De Wall (2003), suggests that the BSC is the most successful tool in the field of performance management.

1.2 Statement of the Problem
The Probation Service Feedback report (2010), indicated that, in the year 2004/2005 external evaluation gauging the best ten and last ten government ministries on performance achievement rated the service among others at 2.73 (good lower). Despite the term “good lower”, Probation and After Care Service being a service provider was still considered to have performed poorly. The ranking is based on a pre-determined criterion of values with attributes assigned to each value as follows; 1.00-1.49: excellent, 1.50-2.49: very good, 2.50-3.49: good, 3.50-3.59 fair and 3.60-5.00: poor. The ranking at 2.73 positioned the sector with the entire parent Ministry of Home Affairs at position 27 out of 33 Ministries. The problem is that this was very low ranking, an indicator that the sector’s general performance needed urgent improvement. After the dismal performance, Probation and After Care Service adopted the BSC approach and instituted new initiatives in order to improve their performance. The purpose of this study is to examine the effect of BSC on employee performance within Probation and After Care Service. According to Chaudron David (2003), for an organization to have clear picture of reality, no manager can ignore the key indicator of what has happened also known as “lagging indicator”. An organization needs a “BSC” to measure not just how it has been doing, but also how well it is doing, “current indicators”; and can expect to do in the future, the “leading indicators”. This study is based on the premise that, organizations that seek to remain competitive, productive and open to challenges of the future in the face of organizational change through their workers, must be able to integrate between strategy and operations which is achieved
through use of BSC to enhance employee performance. Kaplan and Norton (1996), also argue that if companies are to survive and prosper in a competitive environment, they must use measurements and management systems derived from their strategies and capabilities to enhance employee performance.

1.3 Objectives of the Study
The broad general objective of this study is to examine the effect of BSC on employee performance in the department of Probation and After Care Service within Office of the Vice President and Ministry of Home Affairs.

1.3.1 Specific Objectives
Specifically, the study objectives seek to;

1. To establish how customer orientation perspective influences employee performance in the department of Probation and After Care Service.
2. To find out the extent to which the internal business processes influences employee performance in the department of Probation and After Care Service.
3. To determine the effect of growth and learning on employee performance in the department of Probation and After Care Service.
4. To investigate the effect of financial support on employee performance in the department of Probation and After Care Service.

1.4 Research Questions
2. To what extent does customer orientation affect employee performance?
3. To what extent does the internal business process contribute to employee performance?
4. To what extent does growth and learning affect employee performance?
5. Is there any significant relationship between financial support and employee performance?

1.5 Significance of the Study
The findings of the study will be of great assistance to; The GOK where policy decisions related to performance management is a critical tool in the civil service reform. Add to the existing knowledge about BSC. The study is justified in that the information availed would assist all the stakeholders in policy formulation in the
development of appropriate organization vision, strategic goals and measures that would help them gain a competitive advantage through their workers by managing their behavior and results. This study will help organisations to understand the concept of BSC as a system designed for organizations to manage strategy and one which managers of Human Resources may adapt to aide them in their ability to clarify vision and strategy and contribute to wider strategic objectives by clearly identifying the lagging indicators, current indicators and the leading indicators. Finally scholars will find this study a useful base for further research work in the dynamics of BSC especially governmental organisations and other non-profit institutions.

1.6 Assumptions of the study
That the interviewees were open and willing to provide true and honest answers to the questions asked during the interview. That BSC rests on essentially rationalist, directive view of the organization and that the strategic goals can be expressed in clear terms to be used in framing BSC measurements. That outcome of human resources processes can be expressed in ways which allow an assessment to be made whether or not they are contributing to the achievement of strategic goals and objectives. That BSC can be analyzed as a set of interlinking cause and effect sequences whose perspective links can be identified. That the BSC chain of lagging indicators, current indicators, and leading indicators can be identified and “managed” in the sense that corrective action can be designed and implemented to repair poorly performing part of the chain, this being carried out by people designated as “Managers” of the system. That communication to all employees about the organisation’s vision, mission, strategic plans, and specific operational goals of Probation and After Care Service had already been made prior to being interviewed.

1.7 Scope of the study
The study focused on probation officers who are employees of Probation and After Care Service within Nairobi, Rift Valley, and Nyanza provinces part of Kenya. The study's focus was on evaluating the effect of BSC on employee performance. The findings of the study have been generalized to the population of the Study and other stations in the country with similar characteristics.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter provides the theoretical review of BSC, and empirical studies on BSC and employee performance. Firstly, it focuses on the link between BSC strategy and employee performance indicators. Secondly, it explains the purpose of the BSC’s four perspectives and provides an understanding of the BSC concept and employee performance.

2.1 Theoretical Review

2.1.1 The Underlying Theory of Balanced Scorecard

The BSC is a modern strategic management system originally developed by Robert Kaplan and Dr. David Norton at the Harvard Business School in 1992 (Kaplan and Norton 1996b). It is the most widely used performance management system today and it provides a framework which encourages the use of both financial and non-financial measures of performance, allowing the organisation to pinpoint its strategic objectives via balancing four perspectives of customers, financial, internal business process and learning and growth (Chan Hoo, 2000). According to Kaplan and Norton (2001), the BSC is more than just a collection of measures; it is a strategic management system that managers can use to clarify and implement strategy. The BSC bridges the gap between strategic objectives set at the senior level within an organisation, and their operational execution. This is accomplished by translating vision and strategy into objectives and measures, providing a framework to communicate this vision and strategy to employees, and thereby channeling the energies, the abilities, and the specific knowledge of people throughout the organization towards achieving long term goals (Kaplan and Norton 1996b). The BSC therefore, involves setting the right measures and targets to be useful to an organization's employee performance, which is a difficult thing to do, and giving better indicators of where the organization is going.

Kaplan and Norton (1992, 1996a, 2001), proposed the use of four perspectives in a BSC as the performance areas; Customer, Internal Business process, Learning and Growth and Financial Perspectives as illustrated in figure 2.1.
The uniqueness of Kaplan and Norton BSC framework above is that, it can be understood in terms of the following three aspects; the Structure attributes forming the base, the Implementation attributes forming the middle, and the Use attributes forming the apex as illustrated in figure 2.2 BSC pyramid below.


Source: Johnson and Beiman (2006)
According to Johnson and Beiman (2006), in the BSC pyramid, structure relates to the design of the scorecard, implementation relates to how the scorecard is put in place in the organization, and use relates to how the scorecard is employed to implement strategy and assess performance. Structurally the scorecard has three important features which differentiate it from other performance measurement systems: one; measures are derived from strategy, two; there is balance among measures, and three; the measures are causally linked. According to Kaplan and Norton (1996d), an organization’s strategy should be apparent by looking at its BSC. This is the key requirement for an organization to be considered to have at least begun to adopt a BSC. If the measures are not derived from the organization’s strategy, then the performance measurement system cannot be called a BSC.

The second aspect of structure is the notion of balance. To assist in creating balance, Kaplan and Norton (1996d, 2001) suggested that an organization’s scorecard should consist of measures along four perspectives or dimensions: one; learning and growth, two internal business process, three; customer focus and four; financial support. Traditionally, performance measurement systems have largely focused on reporting financial measures. This focus was however criticized by various authors. For example, Malina and Selto (2001, p. 52) stated that using only financial measures for performance measurement promoted short-run, myopic decision making. They went on to suggest that “… organizations sensibly and perhaps optimally may use a diverse set of performance measures to reflect the diversity of management decisions and efforts”. Although both financial and non-financial measures are necessary to assess the effectiveness of strategy implementation, Nanni et al. (1992) suggested that non-financial measures are more actionable and better relate to long-term strategic objectives than the financial measures. Moreover, they believed that non-financial measures are more useful in understanding why strategy implementation may have failed. There is a considerable amount of research suggesting that more organizations are supplementing financial measures with non-financial metrics and using them for evaluation and reward purposes (Ittner and Larcker 1998, Behn and Riley 1999, Banker et al. 2000, Kalagnanam 2002).
Together, the four perspectives encourage organizations to focus on where they want to be and how they plan to get there. These four perspectives are a guideline, not a straightjacket. Kaplan & Norton (1996e) noted that they had seen companies using five perspectives; similarly, there were other organizations that reported measures along three dimensions (Rucci et al., 1998; Malina and Selto 2001; Speckbacher et al., 2003). The multi-dimensional approach to performance measurement proposed by Kaplan and Norton (1996e, 2001) is only one aspect of balance. They also suggested balance with respect to the number of measures in each perspective, and the types of measures included in the scorecard (for example, leading and lagging indicators, financial and non-financial measures, and quantitative and qualitative measures).

Le Pla, (1999, p. 37) claimed that the BSC provides a balance between short and long term objectives, between lagging and leading indicators and between internal and external perspectives and between financial and non-financial measures. It provides a direct link between a set of operational performance indicators (measurement control system) and an organisation's strategy (strategic management system). It translates vision and strategy into a tool that effectively communicates strategic intent and tracks performance against the established goals. The BSC is not just a tool nor is it a quality management project. Rather, it is a dynamic, continual and comprehensive strategic performance management system that encompasses mission, strategy and perspectives. Each perspective contains multiple measures that are linked together in a series of cause-effect relationships. Cause and effect, also called leading and lagging indicators, are measures where a change in the first measure, the leading measure, results in a change in the second measure, the lagging measure. The BSC places great emphasis on developing management control systems that reinforce and support strategic priorities adopted by organizations.

2.1.2 The Internal Business Process orientation.
According to Fields (2007), business processes are comprised of interconnected activities that transform particular inputs into customer-focused outputs working across departments. It emphasizes delivering value to customers by streamlining and accelerating work patterns. Here the organization looks at their main business
processes like production, logistics or sales and then set goals related to such things as quality, time/efficiency, and cost reduction. The organization then explores ways of improving internal systems and functions (Schutta 2006, McCormack and Johnson 2001). According to Kaplan and Norton (1996a), the internal business process perspective focuses on improving existing processes. The BSC will identify entirely new processes at which the organisation must excel to meet customer and financial objectives. The internal business process objective highlights the processes most critical for the organisation's strategy to succeed and incorporates innovation processes into the internal business process perspective.

According to Sethi and King (2003), the business process orientation is a social-technical approach that brings about behavioral improvement as well as material change. It helps to mould employee behaviour and attitude via self management. These elements help to improve both efficiency and effectiveness by reducing the cost of doing business and enhancing customer satisfaction. Uusitalo et al. (2008), examined the relationship between business process orientation and non-financial performance measures such as employee satisfaction, learning, commitment, absenteeism and working conditions. The study revealed a positive relationship between business orientation and non-financial performance measures. The business process orientation has a critical significant impact on employee performance.

It was argued that business process orientation demands better employee performance. The quality and efficiency of business processes help to boost the performance of employees and provide better service to customers (Uusitalo et al., 2008). The business process orientation consists of five important concepts and variables; the process view, process structures, process jobs, process management and measurement systems, and process values and beliefs (Sussan and Johnson, 2003). The process view accentuates process thinking and process terminologies in the performance of activities in an organization. Process structures are the structural elements, boundaries and activities of the business process. Process jobs are organisational jobs understood in terms of business processes that recognize the process owners who are responsible for them. Process values and beliefs represent a process oriented organisational culture that
emphasizes customer orientation, teamwork, empowerment, cross-functional coordination and continuous improvement. Process management and measurement systems describe methods of measuring process performance and rewards for process improvement. Skrinjar et al. (2010) stated that, in the internal business process perspective, executives identify the critical internal processes in which the organization must excel. The critical internal business processes enable the business unit to deliver on the value propositions of customers in targeted market segments, and satisfy shareholder expectations of excellent financial returns. The measures should be focused on the internal processes that will have the greatest impact on customer satisfaction and achieving the organisation’s financial objectives.

2.1.3 The Customer perspective

Recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any organization. According to the GOK Performance Contracting report (2009), the major focus of the Government civil service reforms is to build a public service that is capable of meeting the challenge of improving service delivery to the citizens of Kenya. Improving service delivery calls for a shift away from inward looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which place the needs of the customer first. Kaplan and Norton (1992, p. 73), argued that the cost of customer dissatisfaction is substantial. It includes the cost of replacing lost customers, recovery costs involved in satisfying displeased customers, the impact of negative word-of-mouth, poor employee morale due to working with disgruntled customers, and the cost of ‘opening doors’ for competitors (Massnick, 1998, p. 14). For this reason major effort is directed at determining how to ensure and increase customer loyalty. Olve et al. (1999, p. 61) suggested that, organisations usually become familiar with customers’ purchasing processes only when they embrace customer focus.

According to Sharon Caudle (2008), the customer perspective asks how an organization should appear to customers to achieve the organization’s vision. Customer objectives identify customer and market segments where the business would compete and what performance would be expected for these targeted segments. The scorecard focuses on
customer concerns primarily in four categories: time, quality, performance and service, and cost. These are called leading indicators. If customers are not satisfied they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline (Kaplan and Norton 1992).

2.1.4 Learning and Growth perspective

Learning and growth perspective refers to building organizational capacity through educated, skilled employee and peer services; developing and enabling staff to provide high-quality, evidence-based and culturally competent services utilizing technology and efficient and effective organizational design; planning for future needs. According to Mariko Rillo (2000), learning and growth perspective identifies the infrastructure that the organisation must build to create long-term growth and improvement. Organisational learning and growth comes from three principal sources of; people, systems, and organisational procedures. It requires businesses to invest in re-skilling employees, enhancing information technology and systems, and aligning organisational procedures and routines. Intense global competition also requires that companies continually improve their capabilities for delivering value to customers and shareholders. The financial, customer, and internal business process objectives on the BSC will typically reveal large gaps between existing capabilities of people, systems, and procedures and what will be required to achieve targets for breakthrough performance. To close these gaps, businesses and organisations will have to invest in re-skilling employees, enhancing information technology and systems, and aligning organisational procedures and routines (Mariko Rillo 2000). These objectives are articulated in the learning and growth perspective of the BSC.

2.1.5 Financial Support.

Financial Perspective refers to formulating and executing budgeting in line with good stewardship of public funds; allocating resources; providing consumers and stakeholders with the best value for shillings spent; analyzing financial data to enable the agency to respond to changing needs. Kaplan and Norton (1996b, p. 48) states that financial objectives and measures perform a dual role: they define the financial performance expected from the strategy, and they serve as the ultimate target for the
objectives and measures of the remaining scorecard perspectives. Financial objectives can differ at each stage of a business’s life cycle.

2.2 Empirical Studies

2.2.1 Employee Performance

The Business Dictionary (2012), defines employee performance as the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties (Business Dictionary, 2012). Kaplan and Norton (1990), while undertaking a multi-company research study called “Measuring Performance in the Organisation of the Future” concluded that; to evaluate the organisational and employee performance in performance appraisal management processes, the BSC provides a framework of various measures to ensure the complete and balanced view of the performance of the employees, unlike the conventional approach which measures employee performance only on a few parameters like the action processes, results achieved or the financial measures. The study identified the need for an improved management control system based on an understanding of actual performance against important strategic goals, which the authors called “the BSC” (Kaplan and Norton, 1992; Cobbold and Lawrie, 2004; Andersen et al, 2004). BSC therefore focuses on the measures that drive performance.

Kloot and Martin (2000), while performing research on “drive for reform in public sector” among several government bodies in the state of Victoria, Australia, indicated that, traditional approach to performance in the public sector do not offer a strong linkage between strategic objectives and performance measurement. Additionally the researchers found that the local governments pay much less attention on the means for achieving long term improvement in relation with internal operations and innovations and learning activities. A similar view is outlined also by Kaplan and Norton (2001), who argued that traditionally, public organizations encountered difficulties when
defining clearly their strategy. Accordingly, most of the times, public organizations strategic plans consists of a list of programs and initiatives articulated on the organizational mission and vision, but no outcomes that the organizations are trying to achieve, are defined.

Khomba et al. (2012), while undertaking research in Malawi and South Africa corporate companies on the relevance of BSC model in Africa and whether it is shareholder centered or stakeholders centered; concluded that the current conceptualization of Kaplan and Norton BSC model was not fully relevant to an organisation operating in an African environment. The Norton and Kaplan BSC model is not ideal for an organisation that is operating in Africa unless the BSC model is redesigned to reflect realities of the African socio-cultural framework that is inclusive and stakeholder-centered. The new Africanised BSC model would represent a more holistic and balanced approach where all stakeholders are embraced unlike the current balanced scorecard model that just focuses on maximization of shareholders’ wealth.

Awino and Mulu (2011), while undertaking an empirical study on the challenges of the BSC in strategy implementation in an auditing and consultancy firm, Ernst and Young-Kenya; established that, Ernst and Young-Kenya had used the BSC to implement its strategies but realised that the firm had to domesticate the Kaplan and Norton BSC to fit the Kenyan situation. This is concurrent with Campbell and Alexander (1997), who stated that, the BSC is a concept that can be implemented in many ways. One prerequisite is that it must be adapted, or changed to fit a specific organisation. A good Scorecard reflects the strategic plan of the organisation, provides a framework that helps shape work behaviour, allows each person to measure his or her individual performance, and gives data to make changes immediately so that performance is enhanced. A scorecard is more than a way of keeping scores; it is a system, consisting of people, strategy, processes, and technology.

Rohm (2001), in one of the presentations for the United States Foundation for Performance Measurement outlined several reasons for which the BSC should be adopted in the public sector. Some of the ideas resemble and strengthen the arguments
previously exposed. Accordingly in the view of Rohm (2001), BSC should be introduced in the public sector in order to; provide alignment between mission, strategy, processes and personal performance, demonstrate the value of programs to citizens, develop meaningful performance measure in order to determine the outcomes of the programs, link mission and vision to budget request, determine resources allocated and contract cost for each initiative and Increase interagency coordination in order to eliminate waste and duplication.

Nikolaj Buk and Malmi (2005), based on their experiences in working with a number of Scandinavian companies, argued that, thinking of cause-and-effect relationships can assist in adapting the BSC to any particular organization. The relationships in the BSC should not be perceived as generic, but specific to the organization, the actual situation and the relevant time dimension. Furthermore, the relationships are not necessarily known for certain, but are based on beliefs and assumptions. Moreover, relationships are best defined between measures, not between measurement areas. By following cause-and effect logic, management can come up with measures that reflect a unique strategy, and establish measures believed to lead to desired outcomes.

2.3 Other Performance Measurement Models and BSC

According to Stephanie Edwards and technical information services (2005), Activity Based-Costing and Management is an approach to the costing and monitoring of activities which involves tracing resource consumption and costing final outputs. Resources are assigned to activities, and activities to cost objects based on consumption estimates. The latter utilizes cost drivers to attach activity costs to outputs. It lacks the strategic and nonfinancial elements that are captured in the BSC. It has however proved valuable as providing metrics for use in the BSC’s internal process perspective. Successful firms use Activity-based costing in combination with the BSC to drive the achievement of a firm’s strategy and competitive advantage.

Stern Stewart Corporation (1982), developed Economic Value Added as an overall measure of organizational performance. The definition of Economic Value Added is net operating profit less an appropriate charge for the opportunity cost of all capital
invested in an enterprise. Mathematically it is; Economic Value Added = Net Operating Profit after Taxes–(Capital x Cost of Capital). It is designed to give managers better information and motivation to make decisions that will create the greatest shareholders wealth. It is a pure financial model, and does not serve as a vehicle for articulating a strategy. It has been found to cause managers to invest in less risky, cost reduction activities rather than growth activities. Since Economic Value Added is a single metric it is complementary to the BSC and can be included in a BSC framework for example, as a financial perspective measure.

According to Johnson Christian (2007), over the past few decades, many firms have adopted various quality programs, such as Total Quality Management, Six Sigma, European Foundation Quality Management, and The Baldridge National Quality Program. Such quality programs aim to assist organizations to improve the quality of the manufacturing and service offerings. A central tenet for all these programs is the business performance measurement. Although quality programs focus a firm on continuous improvement, they are not well suited to measuring relative performance among differing enterprises in different industries like the BSC.

Bradley and Robert (1980), in a cross sectional and longitudinal study of business units in the Profit Impact of Marketing Strategy database, came up with the term Customer Value Analysis. Their key conclusion was that; long term profitability is dependent on market share and that; market share itself is highly dependent on customer satisfaction. Customer Value Analysis and Customer Relationship Management techniques enable businesses to improve performance, to measure that improvement, and to focus a firm on the value of its customers. While Customer Value Analysis and customer Relationship Management techniques fail to account for important non-customer aspects of a business. The techniques are however often used by BSC practitioners to drive improvements in the customer perspective of the BSC.

According to Andy et al. (2002), the “Performance Prism” is one of derivatives of BSC developed in the year 2001 hence, a customized BSC framework. It illustrates the flexibility of the BSC framework to be adapted and applied to the various needs of businesses. In the “Performance Prism,” companies view their organizations from five
perspectives, rather than the four traditional perspectives of the BSC of; Stakeholder satisfaction, strategies, processes, capabilities and stakeholder contribution.

2.4 Critical Review of Major Issues.

The actual set-up of a particular BSC to enhance employee performance may vary from organisation to organisation because of very close linkages to particular establishment's main functions, vision, and strategy. The aim for public non-profit organisations, for instance, would be to replace financial part of the section of BSC with employee empowerment perspective or add additional features to their BSC. Whichever the BSC design, Active Management 2GC Limited (2008), identifies five key concepts of BSC as; relevance, causality, learning, ownership and communication. The measures that inform management intervention must be relevant and linked to strategic objectives and outcomes or targets for key measures and activities selected to achieve objectives. A model of the linkages amongst various strategic objectives should be explained to illustrate and test causal relationships and a clear understanding of the actions required to deliver strategic outcomes. In learning; using feedback and intervention is used to identify ways of improving performance. The organization must own the BSC and ensure consensus so that everyone is clear on what needs to be done, and is fully involved in the process and there is clear accountability to deliver results. In communication; there must be a clearly articulated description of strategic destination of the organisation at some future date and unambiguous information on strategic goals and priorities.

A major critical issue that emerges in the endeavors of GOK to reform Kenya's public sector service delivery processes is the need to look at the public service users as "customers". In the customer's perspective, managers must know if their organization is satisfying customer needs. They must determine the answer to the question, "How do customers see us?"

In the internal business process perspective, managers need to focus on those critical internal operations that enable them to satisfy customer needs. They must answer the question, "To satisfy my customers, at which processes must I excel?" The critical
internal business processes enable the business unit to deliver on the value propositions of customers. The customer and internal business process perspectives identify the factors most critical for current and future success.

The main objective of learning and growth is to develop the right competencies for the future success of the organization. It is an investment in the intangible assets of human capital, organizasational capital including skills, training, organizational culture, leadership, systems and databases. An organization's ability to learn, innovate, and improve, ties directly to its value as an organization. Managers must answer the question, “To achieve our vision and create value for our services how must our organization learn and improve?”

In the financial perspective in the public sector, financial measures typically focus on results oriented measures required by the Government Performance and Results. Managers must answer the question, “Can we execute budgets in line with good stewardship of public funds; allocate resources; provide consumers and stakeholders with the best value for shillings spent?”

2.5 Summary of Gaps to be filled by the study

This study is a systematic examination of the extent to which the use of BSC performance measurement affects employee performance in Probation and After Care Service within Office of the Vice President and Ministry of Home Affairs. Consequently, the study included three steps of; development of a conceptual model of the balanced scorecard framework, development of a survey to assess the model, and administering the survey to a large sample of Probation and After Care Service, probation officers within Nairobi, Nyanza, North and South Rift Valley Provinces. A major contribution of this study is the conceptualization and operationalization of Kaplan and Norton’s BSC framework which can be used by academics and practitioners. For academics, this study will allow researchers to assess the effects of an organisation's BSC on employee performance. This will permit comparisons between organizations and between BSC studies. This study may also ultimately allow researchers to answer the question "Does the Balanced Scorecard improve performance?" From a practitioner’s perspective, the results of the study will provide a
benchmark from which managers can compare performance measurement systems. Moreover, a better understanding of the structure and use of the BSC will allow managers to alter their systems to fully utilize the BSC and derive its purported benefits.

2.6 The Conceptual Framework

Figure 2.3 Conceptual Framework of BSC

Source: The Researcher (2012)

2.6.1 The Balanced Scorecard (BSC)

The BSC is a strategic management tool which balances financial and non-financial measures within the organisation planning and performance measurement systems. Hellriegel et al. (2002), describe strategy as “the major courses of action that an organisation takes to achieve its goals”. Hacker and Brotherton (2008), place the BSC
in a systems perspective by describing it as a system that integrates processes for planning, deployment and implementation. The BSC model (Kaplan and Norton, 1992) emphasises the need for an information set that covers all relevant areas of corporate performance measurement systems. The information that the model requires is premised on the customer orientation, internal business processes orientation, financial support, and learning and growth. In this way, the model balances financial and non-financial performance measures. These four perspectives are balanced in the sense that organisations are required to think in terms of all the four perspectives holistically to prevent a situation in which improvements are made in one area at the expense of another. Under the BSC model senior management start by articulating their corporate vision, mission, strategies and objectives. A critical component is translating strategies into action by looking at how improving employee capabilities and skills in certain job positions would enable a critical internal business process to improve as well. It follows that the improvement of internal business processes would cascade down to enhance the value proposition delivered to targeted customers. By implication, the improved customer base would ultimately lead to the customer getting value for the shillings spent (Kaplan and Norton, 2004).

2.6.2 Employee performance
The Business Dictionary (2012), defines employee performance as the job related activities expected of a worker and how well those activities were executed. In this research the indicators of the variable employee performance include; timeliness of service provision and quality of service provision. The measurements of employee performance is categorized into four; very effective, effective, fairly effective and ineffective based on whether the employees achieved and surpassed the goals set, achieved the set goals, partially achieved the goals, and did not achieve the set goals set in the job related activities respectively.

2.6.3 Customer orientation
Customer orientation refers to the ability of the organization to satisfy the customer’s needs and provide customer value with respect to aligning organization strategy with operations. The customer orientation focuses on ways in which customer value can be
created and how demand for those values is satisfied. If organisations neglect customer needs by not delivering the right products and services, revenue will be adversely affected (Olve et al., 1999, p. 61). The customer orientation is measured by the timeliness of service provision and quality of services.

2.6.4 **Internal business processes orientation.**

The internal business processes orientation refers to specific group of activities and subordinate tasks which results in the performance of a service that is of value (McCormack 2001). Internal business processes orientation focusses on the core business processes rather than functions. It involves the monitoring, evaluating and improving quality, efficiency and other business processes through a focus on operations, collaborations and innovation to meet performance expectations. Business process orientation demands better employee performance. The quality and efficiency of business processes help to boost the performance of employees and provide better service to customers (Uusitalo et al., 2008). The business process orientation consists of five important concepts and variables; the process view, process structures, process jobs, process management and measurement systems, and process values and beliefs (Sussan and Johnson 2003). The internal business process is measured by assessing whether or not the organisation structures, management systems and measurement systems facilitate efficient work performance; and whether or not the organisation process values and beliefs improve work performance.

2.6.5 **Learning and Growth perspective.**

Learning and growth refers to the development of the right competencies through skills and training for employees to effectively execute their current duties and future success of the organization. According to Kaplan and Norton (1996c), learning and growth is an investment in the intangible assets of human capital, organisational capital including skills, and training, organizational culture. In this research the indicators of the variable learning and growth will include; qualification to provide probation services, acquisition of further training related to probation service. The measurements of learning and growth is categorized into three; very competent, competent and fairly competent based on whether the employees have acquired five or more skills oriented
trainings after employment, one to four skills oriented training after employment and no skills oriented training except on the job experiences after employment respectively.

2.6.6 Financial Support perspective

Financial support refers to formulating and executing budgeting in line with good stewardship of public funds; allocating resources; providing consumers and stakeholders with the best value for shillings spent and analyzing financial data to enable the agency to respond to changing needs. Kaplan and Norton (1996b, p. 48) states that financial objectives and measures perform a dual role: they define the financial performance expected from the strategy, and they serve as the ultimate target for the objectives and measures of the remaining scorecard perspectives. Financial objectives can differ at each stage of a business’s life cycle. Financial support is assessed with whether or not formulation and execution of budgets in line with good stewardship of public funds is adhered to; whether or not there is sufficient allocation of financial resources to facilitate work performance; whether or not the organisation provides customers with the best value for financial resources spent and whether or not the organisation is able to respond to customers changing needs with the available financial resources.
3.0 Introduction
This chapter provides detailed procedures and techniques which were applied in carrying out the study. The chapter describes what was done and how it was done. This chapter covers details on research design, the study population, the sampling techniques, data validity and reliability, instruments of data collection and methods of data analysis. The basis of any empirical study depends on methods and procedures employed in data collection and a clear definition of the target group.

3.1 Research Design
This study assumed a descriptive survey design. A research design is defined by Orodho (2003), as the scheme, outline or plan that is used to generate answers to research problems. It is an arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance with research purpose. A survey research approach is defined by Kombo and Tromp (2006) as the method of collecting information by interviewing or administering a questionnaire to a sample of individuals. A survey research was appropriate for the purposes of this study because it can be used when collecting information on people’s attitudes, opinions, or any of the variety of employment or social issues. The design also enabled the researcher to undertake an intensive investigation.

The main concern of this study was to assess the effect of BSC on employee performance of Probation and After Care Services. This department was chosen as a sector of study due to the changes it instituted as a result of the new GOK sector performance standards (Probation Service Feedback Report 2011). The focus was specifically to assess how the BSC perspectives of customer orientation, internal business process, financial support and learning and growth are linked to employee performance. Such issues are best investigated using the survey research design. The survey research design enabled the researcher to undertake an intensive investigation.
3.2 Target Population

According to the Probation and After Care feedback report (2012), there are 605 Probation Officers in the Republic of Kenya. Although there are 605 probation officers, a purposive sampling of Nairobi, North Rift Valley, South Rift Valley and Nyanza Provinces was made such that the study population was composed of 245 probation officers. Burns and Grove (2007), defines purposive sampling as judgemental or selective sampling where the researcher consciously selects certain subjects, elements, events or incidents to include in the study. The choice of the four administrative provinces was based on prior information that it is a homogeneous sample with the largest number of probation officers, which also increased the likelihood that the study sample was representative of the accessible target population. The characteristics of the population is as indicated in Table 3.1

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Province</th>
<th>Population Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi</td>
<td>35</td>
<td>$(35\div245) \times 100 = 14$</td>
</tr>
<tr>
<td>Rift Valley/North</td>
<td>33</td>
<td>$(33\div245) \times 100 = 13$</td>
</tr>
<tr>
<td>Rift Valley /South</td>
<td>90</td>
<td>$(90\div245) \times 100 = 37$</td>
</tr>
<tr>
<td>Nyanza</td>
<td>87</td>
<td>$(87\div245) \times 100 = 36$</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>245</strong></td>
<td>$(245\div245) \times 100 = 100$</td>
</tr>
</tbody>
</table>

Source: Probation and After Care feedback report (2012)

3.3 Sample Design

This research employed a stratified random sample. From a target population of 245 probation officers, a stratified random sample was obtained by assigning all probation officers within each provincial stratum a random number, after which a selection of every third kith from the first number was identified until the sample size of 40% was obtained from each strata. According to Kothari (2004), a sample size of 30% is acceptable. This research adopted a slightly higher percentage of 40% so that the sample size would be more representative. This sampling design resulted in a sample
size of 98 respondents as illustrated in table 3.2. During the survey a total of 95 probation officers responded to the survey resulting in 97% return rate. A sample is defined by Orodho and Kombo (2002), as a finite part of a statistical population such that the selected group contains elements representative of the characteristics found in the entire group.

Table 3.2 Sampling Strategy

<table>
<thead>
<tr>
<th>Province</th>
<th>Population Frequency</th>
<th>Sample Ratio</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi</td>
<td>35</td>
<td>0.4</td>
<td>(35 ÷ 0.4) = 14</td>
</tr>
<tr>
<td>Rift Valley/North</td>
<td>33</td>
<td>0.4</td>
<td>(33 ÷ 0.4) = 13</td>
</tr>
<tr>
<td>Rift Valley/South</td>
<td>90</td>
<td>0.4</td>
<td>(90 ÷ 0.4) = 36</td>
</tr>
<tr>
<td>Nyanza</td>
<td>87</td>
<td>0.4</td>
<td>(87 ÷ 0.4) = 35</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>245</strong></td>
<td><strong>0.4</strong></td>
<td><strong>(245 ÷ 0.4) = 98</strong></td>
</tr>
</tbody>
</table>

Source: Probation and After Care feedback report (2012)

3.4 Data Collection.
The study used a questionnaire as the instrument of data collection. There were mainly closed ended questions and a few open ended questions. Closed ended questions were used to make the respondents give specific information and reduce the chances of collecting irrelevant information. Open ended questions were used to get a wide and varied view of the respondents. The researcher sought for research permission from the Director Probation and After Care Service, after which the researcher personally distributed the research instruments by dropping questionnaires to the four Provincial Probation Officers with instructions to deliver them to the selected respondents and picked the questionnaires later.

3.5 Data Analysis and Presentation
Data collected were both quantitative and qualitative. Quantitative data was analysed using descriptive statistical analysis to summarize and describe data collected. This involved cleaning and coding data from questionnaires and use of tables of raw scores. Descriptive statistics such as percentages and frequency distribution tables were used in
analysis. Qualitative data was analysed using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. Qualitative data analysis makes general statements on how categories or themes of data are related (Mugenda and Mugenda, 2003). Data collected has been presented using charts, tables and graphs.

3.6 Validity and Reliability of Research Instruments.
The researcher put into consideration the validity and reliability of the data gathered. Validity of the instrument as pertains to this study was done by use of pilot testing of four respondents which constitutes 4% of the sample size. According to Mugenda and Mugenda (2003), normally, 1% to 10% of sample size is used for pilot testing of the data collection instrument depending on the sample size. Pre-testing of questionnaires and interview guides assists in identifying suitable data analysis methods for the study. The pilot testing of 4% of the sample size also ensured that the questionnaires were framed without ambiguity to ascertain that results obtained in the pilot study reveal consistency throughout the period of data collection. Mugenda and Mugenda (2003), defines validity as the accuracy and meaningfulness of inferences which are based on the research results. It is therefore the degree to which the method of collecting information results in accurate information. To maximize on the degree of validity, Kombo and Tromp (2006), asserts that the use of most precise research instruments is crucial. As pertains to reliability, Kombo and Tromp (2006), expresses that it is a measure of how consistent the results from a test are. The researcher ensured that the degree to which observation of the data could be maximized was achieved by ensuring that the research instrument was consistent and accurate.
4.0 Introduction
This chapter presents data analysis and the research findings where in a survey of among 245 probation officers within Nairobi, Nyanza, North Rift Valley and South Rift Valley Provinces, a total of 95 Probation Officers were interviewed. This includes the demographic; knowledge about organisation vision, mission and strategic plan; the BSC four perspectives of customer focus, internal business process, financial support and growth and learning; employee level of performance. The research also tried to fulfill all the objectives of the study.

4.1 Demographic Information
4.1.1 Gender Distribution
The gender of the respondents was sought so as to know and to understand the composition of employees in terms of gender.

![Gender Distribution](image)

Figure 4.1 Distribution of gender
The results produced in figure 4.1 indicate that there is a slightly higher percentage of male probation officers as compared to the female probation officers. This indicates a fair gender balance in the organisation.

4.1.2 Highest Level of Education
The level of education determines one’s reasoning capacity and conceptual ability. This contributes to an individual’s ability to be more effective on their job. The levels of education were therefore sought to know whether Probation and After Care Service has
a workforce that can conceptualize the four BSC perspectives and be effective on their jobs.

The results produced in figure 4.2 indicate that 68% of the probation officers are degree holders, 14% diploma holders whereas 18% are masters' holders. This is an indicator that the organization's workforce is well educated and is therefore in a good position to conceptualise the BSC perspectives and be very effective in their jobs.

4.2 Knowledge about Organisations' Strategic Plan

It was significant to find out whether Probation and After Care Service top management articulates the strategies that the organization would want to be achieved and whether or not their operational employees have knowledge about the same.
The research findings in figure 4.3 revealed that all probation officers were conversant with the organisations strategic plans. This is also an indicator that the top level management had clearly communicated its intentions to its entire technical workforce.

4.2.1 Knowledge about Organisation Vision and Mission

It was critical to find out whether Probation and After Care employees could accurately quote both the organisation vision and mission. This knowledge allows employees to clearly identify with where the organisation intends to be in the future; identify who their customers are; identify how they are going to satisfy their customers; and identify what technology they are going to use. All these factors are critical to the formation of BSC within an organisation and subsequently enable employees to remain focused to the critical core objectives.

The research findings revealed that only 80% of Probation officers could accurately quote both the vision and mission of the organisation, 100% could accurately quote only the vision of the organisation, whereas 20% could not accurately quote the organisation mission.

Figure 4.4 Knowledge about organisation vision and mission
4.2.2 Translation of Vision, Mission and Strategic Plan into Operational Measures

It was important to establish whether or not employees found the organisation vision and mission adequately translated into their operational measures. Accurate translation of vision and mission into operational measures provides a precise link between organisation strategic plan and operational goals. An effective BSC must be able to accurately translate the organisation vision and mission into operational measures for employees to be effective.

**Figure 4.5 Translating Vision, Mission, Strategic Plan into Operational Goals**

It was established in figure 4.5 that 57% of probation officers found the translation of Vision, Mission and Strategic Plan into Operational Measures to be highly translated; 35% found the translation of Vision, Mission and Strategic Plan into Operational Measures as translated; whereas 8% found the translation of Vision, Mission and Strategic Plan into Operational Measures to be fairly translated.

4.2.3 Goal Attainability

It was important that the researcher find out whether the goals set for employees are attainable when all the BSC perspectives are adhered to in the organisation. This is because attainable result driven approach has become the most effective and operational technique of the BSC theory.
It was established in figure 4.6 that 71% of the probation officers actually found the goals set in their performance measures highly attainable; 26% probation officers found the goals set in their performance measures attainable; whereas 3% found the goals set in their performance measures fairly attainable.

4.2.4 Congruence of Officer’s Goals with Sector’s Strategic Plans

It was critical to find out whether individual officers’ performance targets are congruent with organisations’ strategic plans. This was necessary because congruence emphasizes the need for all the BSC perspectives to provide guidance in order for employees to contribute effectively to the organizations’ success. It also establishes whether the employee’s efforts and targets are derived from the organisations’ corporate decisions.
It was established that 32% of the Probation Officers actually found the goals set in their performance targets congruent with the organisations' strategic plans, 65% found the targets congruent, whereas only 3% found the targets fairly congruent to the strategic plans. None of the respondents found their targets completely lacking congruence with the sectors' strategic plans. The Department needs to ensure that at all times there is congruence between strategic plans and employees' performance targets.

4.3 The BSC Customer focus Perspective

4.3.1 Standardized Measures for Customer Value

It was necessary to establish whether there are standardized measures for customer value in the organisation. This is because standardized measures enables demands for the values set for customers to be satisfied by the organisation hence effective employee performance.

![Figure 4.8 Standardised Measures for Customer Value](image)

Figure 4.8 Standardised Measures for Customer Value

It was established in figure 4.8 that 98% of probation officers understood the standardized measures for customer value and all quoted the "customer service delivery charter" whereas only 2% of probation officers were not sure about standardized measures for customer value in the organisation.
4.3.2 Timely Provision of Service

It was critical to establish whether employees are able to provide timely services to their customers. Timely provision of services enhances customer satisfaction and is also an indicator of employee effectiveness.

Figure 4.9 Timely Provision of Service

It was established in figure 4.9 that 84% of probation officers were providing quite timely services to their customers, 11% were providing timely services whereas, 5% were providing fairly timely services.

4.3.3 Quality of Service

It was important that the researcher establish whether employees are providing quality services to their customers. Provision of high quality of services enables an organisation to develop the culture, attitude that strives to provide customers with products and services that satisfies their needs. Very high quality of services enhances customer satisfaction and it also requires quality in all aspects of the organisations’ operations, with processes being done right the first time and defects and wastes eradicated from operations.
It was established in figure 4.10 that 13% of the probation officers were providing very high quality services to their customers, 82% were providing high quality services whereas, only 5% were providing average quality of services to their customers.

4.3.4 Level of Customer Focus and Satisfaction

It was necessary to establish how probation officers rate their level of customer focus and satisfaction. Customer focus and satisfaction enhances employee effectiveness.

It was established in figure 4.11 that 36% of the probation officers rated their level of customer focus and satisfaction as excellent, 60% rated their level of customer focus
and satisfaction as good, whereas, only 4% rated their level of customer focus and satisfaction as fair.

4.4 BSC Internal Business Process Perspective

4.4.1 BSC Internal Business Process Perspective and Facilitation of Work
It was critical to establish whether Probation and After Care Service business processes are comprised of interconnected activities that effectively facilitate employee work. This helps in emphasizing delivering value to customers by streamlining and accelerating work patterns.

![How BSC Internal Business Process Perspective Facilitates Work](image)

<table>
<thead>
<tr>
<th>Facilitation Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Facilitates Work</td>
<td>36%</td>
</tr>
<tr>
<td>Facilitates Work</td>
<td>62%</td>
</tr>
<tr>
<td>Fairly Facilitates Work</td>
<td>12%</td>
</tr>
</tbody>
</table>

Figure 4.12 BSC Internal Business Process facilitation of work

It was established in figure 4.12 that 36% of the probation officers rated the organisation Internal Business Processes as one that highly facilitates work, 62% rated organisation Internal Business Processes as one that facilitates work, whereas, 12% rated organisation Internal Business Processes as one that fairly facilitates work.

4.4.2 Organisation Process Values and Work Performance Improvement
It was important for the researcher to establish whether Probation and After Care Service Process values improve performance. This helps in increasing employee level of effectiveness.
Figure 4.13 Organisation Process Values and Work Performance Improvement

It was established in figure 4.13 that 47% of the probation officers rated the organisation Process values as those that highly improve performance, 50% rated organisation Process values as those that improve performance, whereas, only 3% rated the process values as those that fairly improve performance.

4.5 BSC Growth and Learning Perspective

4.5.1 Training in the Organisation enabling Long term Growth

It was essential to find out whether training provided by the organisation to the probation officers facilitates long term growth and improvement in the organisation. Training of employees helps in building organisational capacity. Through educated, skilled employees, developing and enabling staff the organisation is able to identify the infrastructure that it must build to create long-term growth and improvement.

Figure 4.14 Training and Long term Growth and Improvement
It was established in figure 4.14 that 78% of the probation officers highly agreed that training in the organisation was enabling long term growth and improvement, whereas, 22% agreed that training in the organisation was enabling long term growth and improvement.

4.5.2 Skills Oriented Training

It was important to establish whether the organisation provides skills oriented training to their employees. Learning and growth requires businesses and organisations to invest in re-skilling employees, enhancing information technology and systems, and aligning organisational procedures and routines. Intense global competition also requires that companies continually improve their capabilities for delivering value to customers and shareholders. Re-skilling of employees is also one major area that makes them become very effective.

![Skills Oriented Trainings obtained from the Organisation](image)

Figure 4.15 Skills Oriented Trainings Obtained

It was established in figure 4.15 that 75% of the probation officers had received five and above skills oriented trainings from the organisation, whereas, 25% had received one to four skills oriented trainings.

4.6 BSC Financial Perspective

4.6.1 Formulation of Budgets

It was critical for the researcher to establish whether the organisation formulates budgets and executes them in line with good stewardship of public funds. This is because financial objectives and measures perform a dual role. Firstly, they define the
financial performance expected from the strategy. Secondly, they serve as the ultimate target for the objectives and measures of all the scorecard perspectives.

![Formulation and Execution of Budgets in line with good Stewardship of Public Funds](image)

**Figure 4.16 Formulation and Execution of Budgets**

It was established in figure 4.16 that 45% of the probation officers highly agreed that the organisation formulated and executed budgets in line with good stewardship of public funds, whereas, 55% agreed that the organisation formulated and executed budgets in line with good stewardship of public funds.

### 4.6.2 Allocation of Financial Resources

It was important for the researcher to establish whether probation officers were able to effectively perform their duties with the financial resources allocated to them. This is because adequate allocation of financial resources to facilitate work enables employees to be very responsive to customers needs hence being effective.

![Allocation of Sufficient Financial Resources to Facilitate Work](image)

**Figure 4.17 Financial Resources and Facilitation of Work**
It was established in figure 4.17 that 57% of probation officers rated themselves as very responsive to customers needs with the available financial resources allocated to them, 20% rated themselves as responsive, whereas only 10% rated themselves as fairly responsive.

4.6.3 Responsiveness to Customers Needs

![Pie chart showing responsiveness to customers needs with available financial resources.](image)

Figure 4.18 Financial Resources and Responsiveness to Customers

It was established that 60% of the probation officers rated themselves as very responsive to customers needs with the available financial resources allocated to them, 20% rated themselves as responsive, whereas only 10% rated themselves as fairly responsive.

4.7 BSC Employee Performance

4.7.1 Employees level of Work Performance

It was necessary to investigate how well employees are able to execute the activities in their jobs. This is because the BSC provides a framework of various measures to ensure the complete balanced view of the performance of the employees. Performance measurement helps in identifying the exact targets that are to be achieved and areas for improvement in an organisation.
It was established in figure 4.19 that 29% of the probation officers were able to achieve and surpass the goals set in their targets. 56% were able to achieve all the goals set in their targets whereas, 15% partially achieved the goals set in their targets.

4.7.2 Articulation of BSC Current Indicators in Feedback Reports

It was critical to find out whether the Organisation BSC “current indicators” are well articulated in feedback reports. This was necessary because the BSC “current indicators” helps an organisation to measure not just how well it has been doing, but also how well it is doing. It emphasizes the need for employees’ performance to be directed towards the organizations’ success. It also establishes whether the employee’s efforts and targets are derived from the organizations’ corporate decisions.
It was established in figure 4.20 that 95% of the probation officers found the Organisation BSC “current indicators” very well articulated in feedback reports, 3% found Organisation BSC “current indicators” well articulated whereas 2% found them not articulated.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter provides summary of the research findings, conclusions obtained from conducting the study and recommendations.

5.1 Summary of Major Findings

5.1.1 Demographic Findings
The study results indicate a slightly higher percentage of male probation officers as compared to the female probation officers. The gender balance can be described as fair in the organisation. A majority of the probation officers had attained high levels of education, a higher majority being university first degree holders followed by post graduates. The Probation and After Care Service therefore, has highly qualified staff whose reasoning and conceptual abilities can also be described as high.

5.1.2 Knowledge about Organisations’ Strategic Plan, Vission and Mission
The study concluded that all the probation officers were conversant with the organizations strategic plans and a high majority could accurately quote both the vision and mission of the organisation. It was also established that a high majority of the probation officers actually found the goals set in their performance measures highly attainable.

5.1.3 The BSC Customer Perspective
Four significant findings emerged from this study. First, it was established in figure 4.8 that a very high majority of probation officers understood the standardized measures for customer value in the organisation and all quoted the “customer service delivery charter”. Secondly, it was established in figure 4.9 that a high majority of probation officers were providing quite timely services to their customers. Thirdly, among the respondents it was established in figure 4.10 that a very low percentage of probation officers 13% were providing very high quality of services to their customers, a high majority of 82% were providing high quality of services whereas, only 5% were providing average quality of services to their customers. Another significant finding in
figure 4.11 is that, a fairly low percentage of the probation officers 36% rated their level of customer focus and satisfaction as excellent, 60% rated their level of customer focus and satisfaction as good, whereas, only 4% rated their level of customer focus and satisfaction as fair.

5.1.4 The BSC Internal Business Perspective

It was established in figure 4.12 that 36% of the probation officers rated the organisation Internal Business Processes as one that highly facilitates work, 62% rated organisation Internal Business Processes as one that facilitates work, whereas, 12% rated the organisation Internal Business Processes as one that fairly facilitates work. It was established in figure 4.13 that 47% of the probation officers rated the organisation Process values as those that highly improve performance, 50% rated organisation Process values as those that improve performance, whereas, only 3% rated the process values as those that fairly improve performance.

5.1.5 The BSC Growth and Learning Perspective

It was established in figure 4.14 that 78% of the probation officers highly agreed that training in the organisation was enabling long term growth and improvement, whereas, 22% agreed that training in the organisation was enabling long term growth and improvement. It was established in figure 4.15 that 75% of the probation officers had received five or more skills oriented trainings from the organisation, whereas, 25% had received either one to four skills oriented trainings.

5.1.6 The BSC Financial Support Perspective

It was established in figure 4.15 that 45% of the probation officers highly agreed that the organisation formulated and executed budgets in line with good stewardship of public funds, whereas, 55% agreed that the organisation formulated and executed budgets in line with good stewardship of public funds. It was established in figure 4.16 that 57% of probation officers rated themselves as very responsive to customers needs with the available financial resources allocated to them, 20% rated themselves as responsive, whereas only 10% rated themselves as fairly responsive.
5.1.7 Employees level of Work Performance

It was established in figure 4.19 that 29% of the probation officers were very effective and able to achieve and surpass the goals set in their targets. 56% were effective and able to achieve all the goals set in their targets whereas, 15% were not effective and partially achieved the goals set in their targets.

5.2 Conclusions

The study made the following conclusions;

All the probation officers were conversant with the sector’s Strategic plans. These findings indicate that the Probation and After Care Service top management clearly communicated and articulated the strategies that the organization would want to be achieved to the employees. There are however some minimal gaps and it still requires inculcating into all the employees the organisation mission. The organisation is also able to set clear and achievable targets. The basis of a comprehensive BSC essentially begins with clear understanding of organisation vision, mission, strategic plans and subsequently setting achievable goals to obtain greater results.

The study concluded that there are standardized measures for customer value in the organisation. A higher majority of probation officers were able to quote the “standard customer service charter” as their standardized customer value tool in use. A standardized measure enables demands for the values set for customers to be satisfied by the organisation hence effective employee performance. There is generally quite timely provision of service in the organisation which is consistent with the BSC customer focus perspective requirements.

The study concluded that only a small minority the organisation employees provide very high quality of services as required by the BSC principles of best practice. A high majority of employees rated their service provision as of high quality. The organisation is currently offering high quality of services but needs to move a notch higher inorder to enhance customer satisfaction as is required by the BSC principles. This will require that all aspects of the organisations’ operations and processes must be done right the first time and all the shortfalls eradicated from operations.
The study concluded that the Probation and After Care Service’s Internal Business Processes manages to facilitate work but does not highly facilitate work as should be the case with the best practices of BSC. This arises due to the fact that a relatively low percentage of the probation officers recognise that the organisation highly facilitates whereas a majority do not.

The study concluded that the level of employee effectiveness in Probation and After Care Service is satisfactory. This arises due to the fact that a majority of the probation officers were able to achieve the goals set in their job descriptions, a few were very effective and a very low percentage of probation officers were ineffective. Though most of the probation officers found goals set in their performance criteria both specific and achievable, the organisation needs to do more in terms of awareness creation on both goal specificity and goal attainability.

There is growth and learning in Probation and After Care Service. This arises due to the fact that most of the officers had attended at least five or more skills oriented trainings organised by the organisation, whereas very few had attended at least one to four skills oriented trainings.

5.3 Recommendations

The level at which the BSC operates varies according to how the organization chooses to apply the model, or the level at which the top level managers analyzes the process. In principle, the BSC framework if implemented correctly can add value to the organisation by adding clarity to communicate strategy across an organisation. The organisation presented in this study is moving toward a scoreboard performance measurement system, featuring many different performance indicators and performance targets. Knowledge of the BSC can help sort out, prioritize and align the various indicators. The BSC offers a perspective on how to link the various key indicators on performance targets altogether.

The organisation should review its Vision, Mission statement and inculcate to all the employees its contents to make clarifying and translating vision, mission and strategies into goals easier. This is because the BSC is a management process not a measurement
process and is built upon the organization’s vision and strategies. Building the BSC develops consensus and teamwork throughout the organization. The measurement element of BSC tells the story of the strategy through both outcome and driver indicators and is balanced between financial and non-financial operating measures.

The organisation should use the BSC as a vehicle for communication by cascading it down through the organisation and by defining measures that relate to more detailed activities. This would make it possible to use the scorecard as a basis for setting personal goals and linking these goals to employees’ personal rewards. The study recommends full involvement of all employees in goal setting as a critical component of BSC because it allows the employees to identify with the targets to be achieved and subsequently becoming effective.

The study recommends that, all the BSC perspective should be given equal importance. The financial support perspective should always be pegged to planning and target setting; it should also be used as a basis for business in the organisation. Through quantifying long term outcomes to be achieved, establishing short term goals, and identifying mechanisms for achieving these outcomes, an organisation provides for the alignment of organisational plans and financial resources.

Feedback, learning and growth provide the most innovative and most important aspect of the entire BSC management process. The organisation should become a real learning organisation. Open professional feedback sessions with the employees should be held regularly. Information received through these sessions can result in modifications. Non-financial indicators are usually drivers, informing the manager of likely future performance. For example, learning new knowledge and skills, a lag indicator for learning and growth, is a lead indicator of the organisations’ employees’s ability to ensure best practices at ‘harvest’ are in place. With investment in staff learning and personal growth, the organisation will have more ability to deliver to the customer’s quality specifications identified in its customer related goals.

The BSC can be used as a convenient framework in which to analyze different aspects of organisation strategies. Generally, by distilling out essential perspectives of the BSC
process, the BSC process link represents a model of how it can be used by organizations wishing to take a rational and strategic approach to managing employee work output.

Results of this study add to the literature in Strategic Management by providing direct evidence that appropriate application of the BSC model can lead to effective employee performance.

5.4 Room for Further Study

In summary, this study suggests further study on more key elements of the BSC like the implementation process. Future field research into causal linkages of the four BSC perspectives should also be tested to find out whether organisations that say they have causal linkages really have them, and to examine how important they are in terms of performance results.
References

Active Management 2GC Limited. (2008). FAQ Answer: *What is a “state of the art” Balanced Scorecard design?* Albany House, Market Street, Maidenhead, SL6 8BE, UK

Active Management 2GC Limited. (2009). FAQ Answer: *What is the Balanced Scorecard?* Albany House, Market Street, Maidenhead, SL6 8BE, UK


Kalananam, T. (2002). Conceptualizing the encoding process related to institutionalization in organisations – *From key performance indicator scorecard to a 


REQUEST TO CARRY OUT A RESEARCH PROJECT

GRACE ACHIENG ODERA
P.O. BOX 88-40600
SIAYA
11TH MAY 2012

Ref: KU-ST/SCU/601(1)

THE DIRECTOR,
PROBATION AND AFTER CARE SERVICES,
P.O. BOX 43225 -00100
NAIROBI.

Dear Sir,

RE: PERMISSION TO CARRY OUT A RESEARCH PROJECT IN YOUR ORGANISATION

I am a postgraduate student at Kenyatta University pursuing (MBA-Strategic Management). I am kindly requesting your good office to allow me undertake research on “the effect of Balanced Scorecard on employee performance”, by administering questionnaires and conducting interviews to Probation Officers in charge of strategic programmes, Provincial regional directors and a few selected districts within Nairobi, Nyanza, and Rift Valley Provinces.

I reassure you that the information gathered will be treated with utmost confidentiality and will be mainly for academic purposes. On completion of the research project, a copy of the same will be submitted to you for your perusal and custody.

Yours faithfully,

GRACE A. O. ODERA
REG. NO. D53/0L/15267/2008
APPENDIX II

PERMIT TO CARRY OUT A RESEARCH IN PROBATION AND AFTER CARE SERVICE DEPARTMENT.
GRACE A. O. ODERA

REF: AUTHORITY TO CARRY OUT A RESEARCH PROJECT IN PROBATION DEPARTMENT

Your request to carry out research on "Effect of Balanced Scorecard on employee performance" which is geared towards your MBA - Strategic Management Postgraduate Course is hereby granted.

You may therefore administer questionnaires and conduct interviews to Probation officers in charge of Strategic Programs and Provincial Probation officers in the selected stations as required.

By a copy of this letter the concerned Probation stations are asked to provide you with the necessary support so that you may achieve your goal.

It is noted that the area of research is quite relevant to the department and its outcome will be very useful to the organization in terms of human resource management.

J. W. O. OLOO, OGW
DIRECTOR

CC
Probation Headquarters
Hostel Managers and Daycare Centres
Provincial Probation Officers
District Probation Officers
APPENDIX III

LETTER TO THE RESPONDENT

GRACE A. O. ODERA
P.O. BOX 88-40600
SIAYA.

1ST September 2012.

Dear respondent,

I am a postgraduate student at Kenyatta University carrying out a research aimed at investigating the “Effect of Balanced Scorecard (BSC) on employee performance”. The research intends to establish how the four BSC perspectives of; customer focus, internal business process, financial support, learning and growth contribute to effective employee performance. This study will help organisations to understand the concept of BSC as a system designed for organizations to manage strategy and one which managers of Human Resources may adapt to aide them in their ability to clarify vision and strategy, contribute to wider strategic objectives by clearly identifying the lagging indicators, current indicators and the leading indicators.

You have been identified as a participant in this study, and you are kindly requested to complete this questionnaire accurately. All data gathered will be treated with confidentiality. DO NOT WRITE YOUR NAME ON THE QUESTIONNAIRE.

Thank you

GRACE ACHIENG O. ODERA
D53/OL/15267/2008
APPENDIX IV

QUESTIONNAIRE

THE EFFECT OF BALANCED SCORECARD ON EMPLOYEE PERFORMANCE: (Case of Probation and After Care Service in the Office of the Vice President and Ministry of Home Affairs).

Questionnaire for Probation Officers (Please tick the appropriate box)

PART A. Demographic and Occupational Characteristics.

1. Sex
   - Male □
   - Female □

2. What is your age?
   - 20 - 25 yrs □
   - 26 - 31 yrs □
   - 32 - 37 yrs □
   - 38 - 43 yrs □
   - 44 - 49 yrs □
   - 50 and above □

3. What is your level of Education/Professional Qualification?
   - Diploma □
   - First Degree □
   - Masters □
   - Doctorate □
   - Others – Specify _____________________________

4. For how long have you served as a probation officer?
   - 1 - 6 yrs □
   - 7 - 12 yrs □
   - 13 - 18 yrs □
   - 19 - 22 yrs □
   - 23 yrs and above □

5. What is your current grade in employment? (Tick the correct box)
   - JOB GROUP
     - J - L □
     - M - N □
     - P and above □

PART B. Communication of organisation Vision and Mission

6 a). Does your organization have a vision and mission statement?
   - Yes □
   - Not sure □
   - No □
6 b). If question 6a) is Yes please QUOTE the Vision and Mission of Probation and After Care Service.

VISION: ____________________________________________________________

MISSION: __________________________________________________________

6c) Are you in the top management?

Yes ____________  No ____________

6d) If 6c is YES; have you communicated to middle level and lower management the Organisation Vision and Mission?

Yes ____________  No ____________

6e) If 6c is NO has the top management communicated the Organisation Vision and Mission to you?

Yes ____________  No ____________

Translation of Mission and Vision into operational measures

7a) Does your department, have a current strategic plan?

Yes ____________  Not sure ____________  No ____________
6 b). If question 6a) is Yes please QUOTE the Vision and Mission of Probation and After Care Service.

VISION:

MISSION:

6c) Are you in the top management?

Yes

No

6d) If 6c is YES; have you communicated to middle level and lower management the Organisation Vision and Mission?

Yes

No

6e) If 6c is NO has the top management communicated the Organisation Vision and Mission to you?

Yes

No

Translation of Mission and Vision into Operational Measures

7a) Does your department, have a current strategic plan?

Yes

Not sure

No

7b) If question 7a) is Yes, Has the departmental Strategic Plan been translated into specific operational goals at your level of operation?

Yes

Not sure

No

7c) If question 7b) is Yes, To what extent would you rate Translation of the Vision, Mission and Strategic Plan into specific operational goals at your level?.

Highly translated

Translated

Fairly translated

Poorly translated
8 a) What comments do you have pertaining to the link between your individual specific Performance Goals and the Departmental Strategic Plans?

- Congruent
- Somehow Congruent
- Not Congruent
- No Response

8b) How would you rate the level of goal achievability in your department?

- Quite achievable
- Achievable
- Partially achievable
- Not achievable

8c) Can you identify and list any key indicators of what has happened (lagging indicators) in your organization with respect to aligning strategy with operations.

PART C. Balanced Scorecard Customer Focus Perspective

9a) Does your organization have any standardized measures of giving customer value?

- Yes
- Not sure
- No

9 (b) If 9 a) is yes, briefly state the customer standardized measure tools currently being used if any.

10). Do you provide timely services to your customers?

- Quite timely
- Timely
- Fairly timely
- Untimely

11). How would you rate the quality of services you provide to your customers?

- Very High Quality
- High Quality
- Average Quality
- Low Quality
12). How would you rate your individual work performance in regard to customer focus and customer satisfaction? (Tick appropriate box)

- [ ] Excellent
- [ ] Good
- [ ] Fair
- [ ] Poor

**PART D. Balanced Scorecard Internal Business Perspective**

13a). How would you rate your organisation's process structures, management systems and measurement systems in relation to facilitating your work performance?

- [ ] Highly facilitates work
- [ ] Facilitates work
- [ ] Fairly facilitates work
- [ ] Poorly facilitates work

13 b). Briefly explain the reasons for your answer to *Question 13a)*

_____________________________________________________________________________________________________________________________________________________

14a) How would you rate your organization process values and beliefs in relation to improvement of work performance?

- [ ] Highly improves performance
- [ ] Improves performance
- [ ] Fairly improves performance
- [ ] Decreases performance

14 b). Briefly explain the reasons for your answer to *Question 14a)*

_____________________________________________________________________________________________________________________________________________________

**PART E. Balanced Scorecard Growth and Learning Perspective**

15a). Are there any programs in your organization for training and capacity building?

- [ ] Yes
- [ ] No

15b). If *15a* is *YES*. Do you think the training and capacity building programs enable employees to provide high quality, evidenced based and competent services?

- [ ] Yes
- [ ] No

63
15c) If 15a is YES. Would you agree that; the training and capacity building programs enable you as an employee to create and build long term growth and improvement in the organisation?

Highly Agree □
Agree □
Neutral □
Disagree □

15d) How many skills oriented trainings/ inhouse seminars on capacity building have you attended?

Five and above trainings (6 and above) □
One to four trainings (1 to 5) □
No training except on the job experience □

PART F: Balanced Scorecard Financial Perspectives

16). Would you agree that your organization adheres to the formulation and execution of budgets in line with good stewardship of public funds?

Highly Agree □
Agree □
Neutral □
Disagree □

17). Are you allocated sufficient resources to facilitate your work performance?

Very sufficient □
Sufficient □
Fairly sufficient □
Insufficient □

18). Would you Agree that you are able to provide your customers with the best value for resources spent at your level of operation?

Highly Agree □
Agree □
Neutral □
Disagree □

19). Is your organization able to respond to your customers changing needs with the financial resources currently available?

Very Responsive □
Responsive □
Fairly Responsive □
Non responsive □
PART G. Employee Performance

20). To what extent were you able to attain all the goals set in your job description as a result of the balanced scorecard four perspectives of; customer focus, internal business process, financial support and learning and growth?

- Goals achieved and surpassed
- Goals achieved
- Goals partially achieved
- No goal achieved

21). How would you rate your satisfaction level with the criteria being used to determine your performance levels as an employee?

- Very Satisfied
- Satisfied
- Fairly Satisfied
- Dissatisfied

22. Do you find the criteria of translating vision, mission, and goal setting and targets assigned to you relevant to your job description?

- Very Relevant
- Relevant
- Partially relevant
- Irrelevant

23. In your own opinion do you think the organisation current assessment of how it has been doing, and how well it is doing to align strategy with operations (current indicators) is well articulated in the feedback report?

- Yes
- No

24. Kindly suggest as many as possible the strategies or measures your organization can expect to do in the future (leading indicators) to align strategy with operations.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

END
THANK YOU
APPENDIX V

BUDGET

Writing and Typing of Research Proposal

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<th>Item Description</th>
<th>Cost</th>
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<td>K.shs 500.00</td>
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<tr>
<td>b) Typing and printing services</td>
<td>K.shs 2,000.00</td>
</tr>
<tr>
<td>c) Accessing internet</td>
<td>K.shs 3,000.00</td>
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<tr>
<td>d) Transport to gather information</td>
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<td>e) Binding copies of proposals</td>
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Field Work

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<th>Item Description</th>
<th>Cost</th>
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</thead>
<tbody>
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<td>K.shs 1,000.00</td>
</tr>
<tr>
<td>b) Printing services</td>
<td>K.shs 1,500.00</td>
</tr>
<tr>
<td>c) Transport to and from probation stations</td>
<td>K.shs 14,000.00</td>
</tr>
<tr>
<td>d) Transport to and from Kenyatta University</td>
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<tr>
<td>e) Miscellaneous Expenditure</td>
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Research Project

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<th>Item Description</th>
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GRAND TOTAL........................................... K.shs 50,000.00