THE INFLUENCE OF THE CUSTOMER PERSPECTIVE OF THE BALANCE SCORE CARD MODEL ON ORGANIZATIONAL PERFORMANCE THE CASE OF KENYA WILDLIFE SERVICES, MERU NATIONAL PARK, KENYA

RERAI JOHN KIHANYA

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DECLARATION

This project is my original work and has not been submitted for an award in any other University

Signed_______________________________ Date ___________________

Rerai John Kihanya

L50/83731/2012

This project has been submitted with my approval as the University Supervisor.

Signed___________________________ Date ___________________

Prof. Christopher Gakuu

Department of Extra Mural Studies.

University of Nairobi

DEDICATION

First and foremost, this project is dedicated to God whose provision, grace, and care I cherish. My dear wife Nyambura, I appreciate that you tirelessly continue to endure my absence and offer great support. I also dedicate it to my daughters Nduta and Muthoni: They brought so much joy in my life. To my mum and dad (Jane and Andrew), my brothers and sisters; Josephine, Nic, Bilha, Alex and Ben for their constant support and encouragement keep me going all the way. None of this would have been possible without you.

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I highly cherish your support.

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LIST OF ABBREVIATIONS

BPI	-	Business Process Improvement
BSC	-	Balanced Scorecard
GOK	-	Government of Kenya
KWS	-	Kenya Wildlife Service
PR	-	Public Relations
SPSS	-	Statistical Package for Social Sciences
UK	-	United Kingdom

ABSTRACT

There is an increasing trend towards implementing balanced scorecard (BSC) as a set of performance indicators. The study's problem was summarized by that KWS depend on the traditional methods of performance assessment which focuses on the accounting system, and depends on the first place on the financial side of the BSC more, which leads to creating a gap between the organization's strategy and the methods of performance measurement. The aim of the study was to establish the influence of the customer perspective of the balance score card model on performance of Kenya Wildlife Service with reference to Meru National Park. The research design that was employed in this study was descriptive survey method. The population of study was 287 respondents comprising of senior managers, middle level managers and support staff at Meru National Park. Based on Krejcie and Morgan's (1970) table for determining sample size, for a given population of 287, a sample size of 165 respondents would be appropriate to adequately represent a cross-section of the population at 95% confidence level. Stratified random sampling was used basing the strata on the management levels of employees in Meru National Park. Data in this study was collected using semi structured questionnaires. The data was analysed by use of descriptive statistics (mean score and percentages) and correlation analysis. The study revealed that effective communication system had the highest influence on performance of Kenya Wildlife Service followed by corporate image, then service quality while continuous improvement had the least influence on performance of Kenya Wildlife Services. The study concludes that there is a positive influence between service quality, corporate image, communication, continuous improvement and performance of KWS. The study recommends customer perspective of balanced scorecard training on all cadres of staff. There is a need to balance training to include sufficient technical focus. To maintain a wave of interest in performance, it is necessary to develop generations of managers who not only understand but are dedicated to the pursuit of never-ending improvement in meeting external and internal customer needs.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the critical success factors of excellence organisations has been the successful application of performance measurement. These organisations use performance measurement to drive improvements and successfully translate strategy into action, and do not stop at the gathering and analysis of performance data. In other words, they use performance measurement to gain insight into, and make judgements about, the organisation and the effectiveness and efficiency of its programs, processes, and people (Ahn, 2011).

Traditionally, the measurement of all organizations has been financial. Bookkeeping records that are being used to facilitate financial transactions can be traced back thousands of years. At the turn of the twentieth century, financial measurement innovations were critical to the success of the early industrial giants like General Motors. The financial measures created at that time were the perfect complement to the machinelike nature of the corporate entities and management philosophy of the day. Competition was ruled by scope and economies of scale, with financial measures providing the yardsticks of success (Lindvall, 2005).

A growing number of firms are replacing their financially-based performance measurement and compensation systems with a "balanced scorecard" incorporating multiple financial and nonfinancial indicators. Proponents of the balanced scorecard concept contend that this approach provides a powerful means for translating a firm's vision and strategy into a tool that effectively communicates strategic intent and motivates performance against established strategic goals (Kaplan and Norton, 1996). However, the balanced scorecard literature provides little discussion of the scorecard's role in compensation decisions, despite the fact that the majority of adopters use the scorecard for this purpose (Towers, 2008).

Balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. These "critical success factors" naturally vary from organization to organization; typically, though, they fall in one of four categories: financial; customer satisfaction; efficiency, time, and quality; and learning, growth, and innovation (Brown, 2010).

The BSC proposes the use of a matrix of objective outcome measures as the source of information for performance evaluation decisions. Nevertheless, the use of subjective measures and a variety of other problems continues to make its influence felt even in the BSC context (Ittner, Larcker, and Meyer, 2003; Cardinaels, and van Veen-Dirks, 2010).

Both researchers and practitioners have long struggled to try to understand and control the unwelcomed influence of non-performance factors on performance evaluations (Spence & Keeping, 2010). A number of metrics are specified that must be consistent with the organization's strategy, and a manager is held accountable for the results in his/her unit. In short, BSCs are consistent with responsibility center management, stress both unit and overall organizational objectives, and in many cases, serve as the basis for budget allocations. Those units that accomplish pre-set unit and organizational goals are rewarded; those that fail are not.

The balanced scorecard concept was designed to overcome shortcomings of previous performance management systems in which measurement focused primarily on indicators of operational performance and quantitative financial measures. Such systems had the disadvantage that they tended to focus on the past and did not identify areas of strategic improvement. The term “balanced” means the balance between the traditional financial and non financial measures. The BSC is not only a measurement system but a management tool, as long as it enables organizations to clarify their vision and strategy and translate them into action (Fanning, 2009). The basic idea of the balanced scorecard is that it views the organization through four different perspectives. The first perspective is the financial that monitors the traditional monetary measures that are familiar to all organizations such as profitability, revenue growth, return on investment, shareholder value. The second is the customer perspective which looks at the organization through the eyes of its customers. It uses indicators such as service levels, satisfaction rating, complains rate. The third is the internal perspective which reports on the efficiency of internal processes and procedures. It uses metrics like productivity, cycle time, cost, defects rate. The fourth is the learning and growth perspective which measures the ability of the organization to growth and adapt to change. It uses metrics as intellectual assets, innovations, skills development.

According to Hagood and Friedman (2010), a typical balanced scorecard may employ 20-25 measures from these four perspectives. However, in almost all cases, when developing a balanced scorecard the people involved in the process end up with a huge list of measures. For Kaplan and Norton (2001), these four perspectives are interlinked in many ways and the final link is the financial results of the organization. In other words, every one of the other three perspectives, customer, internal, learning, finally contributes to the financial perspective. It has to be a clear connection between the scorecard (the scorecard being the product of the chosen metrics of each perspective times the statistical weight of each metric) and the strategy of the firm (Kaplan and Norton, 1996b). It becomes obvious that the usefulness of the balanced scorecard depends on the chosen metrics of its perspective and how each one is weighted. The choice of the metrics and their respective statistical weights could be empirical, based on the manager's experience, or "academic", based on several management tools and methods of mathematical analysis. The second approach provides not only better diagnosis of the right metrics, but also a more accurate definition of their respective statistical weights, according to the strategy and the goals of the firm (Karra and Papadopoulos, 2008).

The customer perspective of the Balanced Scorecard is arguably the most important part of the approach – after all, without customers your business would not be making a profit. This focuses on the analysis of different types of customers, their degree of satisfaction and the processes used to deliver products and services to customers. Particular areas of focus would include customer service, new products, new markets, and customer retention and customer satisfaction. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good (Hagood and Friedman, 2010).

Rigby (2001) suggests that in 2001 the balanced scorecard had been adopted by 44% of organizations worldwide (57% in the UK, 46% in the US and 26% in Germany and Austria). And more recent data suggests that 85% of organizations were going to have performance measurement system initiatives underway by the end of 2004 (Silk, 1998; Williams, 2001; Speckbacher et al, 2003, Marr *et al*, 2004).

BSC is arguably one of the most popular management tools not only because it effectively helps companies achieve missions, execute strategies and attain objectives, but also because it combines the essences of the five approaches to business administration, namely the management of production, marketing, human resources, information and finance (Kaplan and Norton, 1996; Kuo, 2002). Chow and Haddad (1997) said BSC is valuable mostly because it integrates a business organization's strategies, framework and vision, while transforming its long-term strategies and objectives (e.g., creating customer value) into tangible actions either internally or externally (Liu, 2002).

In his thesis entitled "Exploring the Effect of Balanced Scorecard on Corporate Performance: a Before-and-After Study of BSC Implementation at Taiwan-based Bank A" Tsao (2006) mentioned noticeable gaps among the vision, missions and strategic objectives of a BSC-implementing bank he studied and the objectives of individual bank workers. He went on to suggest that companies should better integrate the vision, missions and strategic objectives for better performance.

However, in Africa, few organizations have adopted BSC in their management (Leoni 2012). In a study by Mutasim (2012) aimed at knowing the impact of applying the balanced scorecards on the performance of the Jordanian banks, it was found that there is an awareness and conception relationship from the Jordanian banks employees regarding application of the balanced score cards, which positively improved the performance measurement and helped in achieving the planned objectives. Agostino and Arnaboldi (2011) also found that BSC implementation has a significantly positive effect on IC accumulation and BSC implementation affects a company's financial performance. Leoni (2012) revealed that the BSC is suitable for addressing seven of the eight departmental factors hampering delivery under the South African government's upgrading of informal settlements programme and partially suitable for addressing the remaining factor.

An increasing number of organizations in Kenya have embraced balanced scorecard, although most of them have not implemented it. In the Kenya Wildlife Service (KWS) strategic plan 2008-2012, BSC has been adopted to meet their mission of being a world leader in wildlife conservation. The learning and growth perspective is achieved by strengthening and modernised institutional capacity; internal processes by enhanced quality service delivery;

Customer/stakeholder perspective by enhancing partnership with customers and stakeholders. The financial perspective by enhancing financial stability which will lead to enhanced wildlife conservation. Hence it will be in a position to make its contribution towards the achievement of mid-term plan of vision 2030.

Meru National Park is a Kenyan national park located east of Meru, 350 km from Nairobi. Covering an area of 870 km², it is one of the most famous known parks of Kenya. It has a wide range of wild beasts like elephant, hippopotamus, lion, leopard, cheetah, black rhinoceros and some rare antelopes

1.2 Statement of the Problem

There is an increasing trend towards implementing balanced scorecard (BSC) as a set of performance indicators (Zelman, Pink and Matthias, 2003). In the literature review, the feasibility and value of using balanced scorecard to measure performance has been evidenced (Chan and Ho, 2000). Importantly, performance measurement in higher learning institutions is an important issue both at the individual and the national level since education costs continue to rise and the performance level in these organizations is moving out of control.

KWS depend on the traditional methods of performance assessment which focuses on the accounting system, and depends on the first place on the financial side of the BSC more, which leads to creating a gap between the organization's strategy and the methods of performance measurement. While numerous studies have been conducted on balanced scorecard in Kenya, most of them have focused primarily on corporations and other business entities (Kamau, 2006, Renato, 2007, Macharia, 2008 and Mbogo, 2008) and even little have contrasted the BSC practice and organization performance. Therefore, this study sought to establish the influence of customer perspective of the balance score card model on performance of Kenya Wildlife Service.

1.3 Purpose of the study

The aim of the study was to establish the influence of the customer perspective of the balance score card model on organizational performance with reference to Kenya Wildlife Service, Meru National Park.

1.4 Objectives of the study

The study was guided by the following objectives

1. To determine how service quality influence the performance of Kenya Wildlife Service
2. To establish the influence of corporate image on performance of Kenya Wildlife Service
3. To assess the influence of effective communication system on performance of Kenya Wildlife Service
4. To ascertain how the continuous improvement influence the performance of Kenya Wildlife Service

1.5 Research Questions

The study sought answers to the following research questions:

1. How does the service quality influence the performance of Kenya Wildlife Service?
2. What is the influence of corporate image on performance of Kenya Wildlife Service?
3. To what extent does the effective communication system influence performance of Kenya Wildlife Service?
4. How does the continuous improvement influence the performance of Kenya Wildlife Service?

1.6 Significance of the Study

Given that few studies have been done in Kenya to ascertain the relationship between BSC practice and organization performance of Kenya Wildlife Service, this study will be of great significance to the parastatals management. By outlining how BSC influences performance of the Kenya Wildlife Service, the institutions that do not use BSC will work towards that goal and use balanced scorecard to enhance their performance. Implementation of such would benefit the community, owing to higher quality, general staff given the improved internal processes and enhance the institutions' market accreditation given by improved financial and non-financial performance.

1.7 Scope of the Study

This was a study on influence of the customer perspective of the balance score card model on performance of Kenya Wildlife Service. Its scope therefore lied in establishing how balance scorecard practice influence performance of Kenya Wildlife Service with reference to Meru National Park. The staffs of Meru National Park were the respondents of the study.

1.8 Limitations of the study

While conducting the survey, the researcher encountered some factors that hindered achievement of objectives. One of the factors was poor questionnaire return rate. Also due to the nature of KWS work availability of some staff was complex since they were out of park for operation duties. Time was also a major constraint in this study. However, within the short period of May to June the researcher was able to collect the required data as planned by allocating more time into the activity.

1.9 Assumptions of the study

Assumptions in this study included; that the respondents answered question correctly and truthfully; and that the respondents were ready and available to answer the questions.

1.10 Definitions of Significant Terms

Balanced scorecard is an integrated set of performance measures derived from the company's strategy that gives top management a fast but comprehensive view of the organizational unit. The balanced scorecard has four perspectives namely; the Customer Perspective, the Internal Business Process Perspective the Learning and Growth Perspective and the Financial Perspective.

Communication system - It is the process whereby speech, signs or actions transmit information from one person to another. It is a two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning

Continuous improvement - Programmed, and an almost unbroken, flows of improvements realized under a scheme such as Kaizan, lean production, or total quality management (TQM).

Corporate image - Mental picture that springs up at the mention of a firm's name. It is a composite psychological impression that continually changes with the firm's circumstances, media coverage, performance, pronouncements, etc. Similar to a firm's reputation or goodwill, it is the public perception of the firm rather than a reflection of its actual state or position.

Customer perspective defines the value proposition that the organization will apply to satisfy customers and thus generate more sales to the most desired customer groups.

Service quality – An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

1.11 Organization of the study

This report was organized into five chapters. Chapter one was the introduction of the project and it involved background information, research problem, objectives and research questions. Chapter two was the literature review where by the relationship between the independent variable and dependent variable was explained at length using examples at global, regional and national perspective. Chapter three was the research methodology whereby the researcher is explaining the methods he used in order to obtain findings. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes with chapter five which presents the discussion, conclusion, and recommendations for action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the subject matter. It summarizes the information from other researchers who have carried out their research in the same field of study. The chapter presents concept of balance score card, the process of balanced scorecard, purpose of balanced score card, the perspective of a balance score card, stakeholder theory, influence of customer perspective of balance score Card (BSC) on performance and finally the conceptual framework.

2.2 Concept of Balance Score Card

The concept of the balanced scorecard (BSC) was first presented in the early 1990s. In only ten years, the idea of the balanced scorecard has certainly made its mark (Gadenne, 2000). It is a system of linked objectives, measures, targets and initiatives that collectively describe the strategy of an organization and how that strategy can be achieved. As well as a framework, it is a process that a company uses to foster consensus, alignment and commitment to the strategy by the management team and the people within the organization at large. It is a tool designed to enable the implementation of an organization's strategy by translating it into concrete and operational terms which can be measured, communicated and drive decision making and action.

The balanced scorecard emphasizes that financial and nonfinancial measures are all part of a system that gives information to every part of the organization (Brewer and Speh, 2000).
They are part of a top down driven process, driven by the mission and strategy of the Business Unit. The measures are a balance between external measures for customers and shareholders and internal measures of business processes, innovation and learning and growth. A balance must also be struck between measures of past performance and measures that drive future performance. It is possible to use the balanced scorecard as a strategic management system to manage strategy over the long run (Poll, 2001). Kahihu (2005) adds that the measures selected for the scorecard present a tool for leaders to use in communicating to employees and the

external stakeholders the outcomes and external drivers by which the organization will achieve its mission and strategic objectives.

Financial measures are lag indicators; they report on outcomes, the consequences of past actions. Exclusive reliance on financial indicators promoted short-term behavior that sacrificed long-term value creation for short-term performance. The balanced scorecard approach retained measures of financial performance, the lagging indicators, but supplemented them with measures on the drivers, the lead indicators, of future financial performance (Brown, 2000). The balanced scorecard explicitly identifies the critical few drivers of success, which cut across an organization and together drives the creation of shareholder value. It reflects the interests of the whole organization starting with the strategy by examining the financial and shareholder requirements, the customers' needs, internal processes and enablers such as company culture, information and infrastructure. It forces a focused debate about the key drivers of success that will deliver the organization's strategy and vision using the four perspectives of the model which represent the different facets of the business linked together by cause and effect.

2.3 The Process of Balanced Scorecard

Traditionally, organizations measured their performance on short-term financial measures; however the balanced scorecard approach extends this to including measures of performance relating to customer, internal processes and learning and growth needs of their people (Latshaw and Choi, 2002).

This broader focus brings in a longer term, strategic dimension to the business, by not only looking at the short-term financial performance, but also how the organization is going about delivering the results, and checking on the overall strategic health of the organization. By also focusing on these non-financial dimensions, the organization can assess its performance in building key capabilities, required in terms of its strategy to survive and prosper into the future (Hagood and Friedman, 2002).

At the highest level within an organization the strategy will define the specific performance measures and standards required in each of these non-financial areas. This process requires the leadership to define in very specific terms the definition of success in each of these non-financial areas, together with their relative importance weightings, to enable employees to embrace these requirements in their day to day activities. Once this is completed for the organization as a unit, these measures are transferred to individuals throughout the organization, by creating individual Balanced Scorecards : This information and the subsequent decision to change something is critical to the strategic learning process, which should continuously modify strategies to reflect this real time learning (Johnsen, 2001).

The Balanced Scorecard approach extends into linking employee rewards to performance in all four areas, with suitable weightings applied reflecting the relative importance of each area. In some instances companies see the non-financial measures of such importance that a threshold level of performance is set for each of the non-financials. Only if an individual exceeds these threshold levels, can they qualify for performance related rewards linked to the financial performance results. This approach clearly indicates to employees the level of importance the organization places on future capability building and strategic issues, while at the same time recognizing shorter-term financial performance (Gadenne, 2000).

2.4 Purpose of Balanced Score Card

The purposes of the balanced scorecard are to guide, control and challenge an entire organization towards realizing a shared conception of the future. Within the perspectives the vision is expressed as a number of more specific objectives. Measures and targets are set and the organization then puts in place action plans to meet the set targets. Strategic plan and the balanced scorecard bring our customers true happiness (Waal, 2003).

The scorecard is balanced: the four perspectives aim for a complete description of what you need to know about the business. First, there is a time dimension going from bottom to top. Current profitability, etc. may largely be a consequence of what was done last quarter or last year; if new skills are added now it should have consequences for next year's efficiency and finance. Finally, the scorecard is linked through cause-and-effect assumptions. Among its most important uses is to reflect on how strong these linkages are, what time delays they involve, and how certain we can be about them in the face of external competition and change. The balanced scorecard contains a diverse set of performance measures, spanning financial performance, customer relations, internal business processes, and the organization's learning and growth activities (Kaplan and Norton, 1992). This large set of measures is designed to capture the firms' desired business strategy and to include drivers of performance in all areas important to the firm (Kaplan and Norton, 1993,). Use of the balanced scorecard should improve managerial decision making by aligning performance measures with the goals and strategies of the firm and the firm's business units (Lipe and Salterio, 2000).

Each business unit in the organization develops its own balanced scorecard measures to reflect its goals and strategy. Judgment and decision-making research suggests that decision makers faced with both common and unique measures may place more weight on common measures than unique measures. Therefore, managers evaluating multiple subordinated units (i.e. superior managers) may under use or even ignore the unique measures designed for each unit. Judgmental difficulties in using unique measures may be compounded when the manager who carries out a unit's performance evaluation does not actively participate in developing that unit's scorecard and, consequently, may not appreciate the significance of the unique measures. Under use of unique measures reduces the potential benefits of the balanced scorecard because the unique measures are important in capturing the unit's business strategy (Appelbaum and Reichart, 1998).

2.5 Perspective of a Balance Score Card

A Balanced Scorecard initiative begins with identifying strategies derived from the organization’s vision and mission. Strategic themes are then developed by viewing the vision and mission statements from four distinct perspectives: Financial, Internal Processes, Customers, and Learning and Growth (Kaplan & Norton, 2004).

While private sector companies emphasize measuring success through financial measures, nonprofits also need to monitor budgets and expenses. The first perspective, the financial perspective, defines financial strategic objectives and financial performance measures that provide evidence of whether or not the company’s financial strategy is yielding increased profitability and decreased costs. This view also captures how the organization must look to customers in order to succeed and achieve the organization’s mission. In the private sector, achieving financial strategic objectives is the primary means to realize the company’s mission.

However, financial performance is complemented and impacted by three other perspectives namely; Internal Processes, Customers, and Learning and Growth.

2.6 Theoretical Framework

This study is underpinned in the stakeholder theory which is primarily a management instrument. The attributes power, urgency and legitimacy of claims define an organization's stakeholders. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders (Mitchell et al, 1997). A stakeholder in general as defined by Freeman (1984, p.41) is "any group or individual who can affect or is affected by the achievement of the organization's objectives". Freeman (1984) traces the term 'stakeholders' back to the Stanford Research Institute in 1963 defining the term as "those groups without whose support the organization would cease to exist" (Donaldson and Preston, 1995, p.31). Stakeholder theory helps to improve the value of the outcomes of the stakeholder decisions by identifying the interests of various stakeholder groups and prohibiting them from being disadvantaged, ultimately resulting in greater returns to shareholders.

Modern businesses have become more transparent and accountable in order to meet their new, interactive and responsive relationships with stakeholders. Stakeholders should be defined through their legitimate interests in the organization rather than the organization's interest in them. Therefore, recognizing obligations to stakeholders helps organizations to become successful (Andriof *et al*., 2002). This idea is also heavily supported by the agency theory. Stakeholder focus is the effort expended by the organization intending to satisfy the majority of the key stakeholders. Key stakeholders in BPI are identified in terms of the degree of reliance and interaction with the process to be improved.

Thus, the larger the process the higher the number of key stakeholders involved. Clarkson (1995) affirms that persistence in dissatisfying principal stakeholders may cause the organization to fail. However, building a trust relationship can significantly lower costs, and therefore impact their performance. The impact of key stakeholders is asserted in a variety of fields such as firm's performance, decision-making, and corporate social performance.

Furthermore, this argument does not deal with the moral foundation of the stakeholder theory and the principle of fairness. The theory does not imply either that all stakeholders should be equally involved in processes (Donaldson *et al.*, 1995). The focus of this research is on the capability of the theory to accomplish multiple purposes although these purposes are not necessarily entirely congruent. Thus, the theory assists in identifying a mechanism to recognize cross points among the different requirements of key stakeholders in a BPI project.

While BPR literature recommends that executives and key staff members to be involved in BPI, Davenport *et al.* (2004) discovered that less than 30 percent of organizations have achieved even limited information exchange with their suppliers and customers (who are also part of the key stakeholder vision). From the stakeholder theory perspective, BPI personnel should consult with affected key people throughout the different phases of the project (that is analysis, design, and implementation) and identify middle ground solutions. In summary, stakeholder theory, in the context of BPI, suggests that recognizing and aligning key stakeholders' concerns can have a positive impact on the results of the project in particular and the organizational performance in general. This area is largely neglected in the field of BPI. Accordingly, we argue that identifying and aligning with the interests of various key functional based personnel, as well as other external key stakeholder groups, during a business process improvement project has a significant and positive impact on BPI projects' final results.

2.7 Influence of Customer Perspective of Balance Score Card (BSC) On Performance

BSC was derived following the realization that no single performance indicator could fully capture the complexity of an organization's performance (Epstein and Manzoni, 1998). In modern business, increasingly dominated by services, where assets are often intangible and organizations are mindful of the demands of a range of stakeholder groups, the measurement of competitive performance becomes more complex. A body of literature, whilst not questioning the importance of financial measures, nevertheless argued that such measures alone were inadequate in evaluating a company's competitive position (Eccles, 1991; Kaplan and Norton, 1992). This is particularly true of the service sector, with its focus on human resources, intangible assets, and difficulties with regard to delivery of consistent product standards (Sherman, 1984).

There are less obvious benefits of implementing a scorecard. The process of building and utilizing the scorecard provides an opportunity to identify priorities and reconcile different stakeholder demands as well as enhancing strategic feedback and learning (Kaplan and Norton, 1996a), thus also enabling effective diagnostic control (Simons, 1990, 1994) through the monitoring of financial and other lag indicators against pre-set targets (Mooraj et al., 1999).

In addition to substantially meeting Lynch and Cross' (1995) necessary conditions, the balanced scorecard appears to offer a range of additional attributes that may also support successful strategy implementation. It has been shown that the keys to enabling such communications are an organization’s middle managers who have been shown to play a pivotal role (Aaltonen and Ikåvalko, 2002) and are viewed as strategic actors (Bartlett and Goshal, 1996) playing an important role in strategic transformation. The scorecard approach encourages the establishment of coordinated scorecards at every level of an organization which, when implemented properly, engage middle managers. Such a process not only necessitates considerable active communication involving everyone within an organization (Alexander, 1985; Aaltonen and Ikåvalko, 2002), it also permits the useful integration of such scorecards with management and employee incentive programmes (Huckstein and Duboff, 1999), potentially involving the development of individual/personal scorecards which can be positively utilised to align personal and organization goals and encourage ownership (Kaplan and Norton, 1996b; Mooraj et al., 1999). Noble (1999) states that, the degree of involvement across the organization appears to be a predictor of success implementation. The scorecard facilitates this involvement throughout the strategy implementation process.

The BSC approach, which can be applied at different levels (total organization, strategic business unit, individual operational units or even to individuals), involves identifying key components of operations, setting goals for them, and finding ways to measure progress towards their achievement. Traditional financial measures, viewed as lagging indicators of performance, are balanced with non-financial measures, which are lead indicators and serve to drive future performance. The measures are not to be viewed merely as a collection of various metrics (Kaplan and Norton, 2001), but instead they are selected to show cause and effect in the implementation of the company's mission and organizational strategy. An important preliminary step prior to choosing the scorecard goals and measures is to map the strategy in detail, a process that Kaplan and Norton (2001) describe in some detail. Further, Gekonge (2004) views the BSC as a performance measurement tool which can help management in strategy formulation and implementation.

The customer perspective of balance score card (BSC) captures the ability the balance score card to provide quality services, the effectiveness of their delivery, and overall customer service and satisfaction. In the governmental model, the principal driver of performance is different than in the strictly commercial environment; namely, customers and stakeholders take preeminence over financial results (Gadenne, 2000). In general, public organizations have a different, perhaps greater, stewardship/fiduciary responsibility and focus than do private sector entities.

The customer perspective defines the value proposition that the organization will apply in order to satisfy customers and thus generate more sales to the most desired (i.e. the most profitable) customer groups. The measures that are selected for the customer perspective should measure both the value that is delivered to the customer (value position) which may involve time, quality, performance and service and cost and the outcomes that come as a result of this value proposition (e.g., customer satisfaction, market share). The value proposition can be centered on one of the three: operational excellence, customer intimacy or product leadership, while maintaining threshold levels at the other two. This perspective measure customer will typically include customer satisfaction, customer retention, new customer acquisition, customer profitability, and market and account share in targeted segments (Latshaw and Choi, 2002). This is the perspective where the company must understand who and where it consumer base is and how that base is best marketed to.

According to Gadenne (2000), the customer perspective of the Balanced Scorecard is arguably the most important part of the approach – after all, without customers your business would not be making a profit! When Kaplan and Norton (2002) were looking at what factors affected a customer’s decision to use and return to a business, they found three that were fundamental: the product or service supplied, the company image and relationship management with the customer. In addition they also found that in industries where the market is saturated, a company needed to perform well in all three areas, however if there was little or no competition in an industry or sector, a company could perform well without addressing any of the sectors.

Treacy and Wiersema (2000) states that when choosing measures for the Customer perspective of the Scorecard, Africa must answer three critical questions: Who are our target customers? What is our value proposition in serving them? What do our customers expect or demand from us? Each of these questions offers many challenges to organizations. Most organizations will state that they do in fact have a target customer audience, yet their actions reveal an "all things to all customers" strategy. Porter (2005) observed this lack of focus will prevent an organization from differentiating itself from competitors. Choosing an appropriate value proposition poses no less of a challenge to most firms.

Lipe and Salterio (2000) in a review of application of the BSC in Africa observed that the driver of financial success, except in a few rare cases, is customer satisfaction. Satisfied customers mean retained customers, and referrals and new business. How an organization performs from its customers' point of view is clearly a top priority for management. It is important however to focus again on the right type of satisfaction, and particularly, whose satisfaction. All businesses have their best customers, the ones that deliver the maximum contribution to the specific type of financial measure which matters most to them. All businesses also have their average customers, and also the customers whose money they just cannot turn away, but in reality cost the business too much to service, are perhaps never quite satisfied, and frankly, the business would be better off without. To maximize financial return then it is the customer satisfaction of the 'target' customer profile which should be addressed. Customer satisfaction measures that reflect the issues that really matter to these customers need to be developed. From these, the key objectives, and measures, for what the company do can be established. In this way an even more powerful link can be established between customer focused objectives and improved financial performance.

Geert and Nijssen (2011) did a study on the performance effects of using the balanced scorecard: a note on the Ghana experience. The study found that the BSC lends itself to various interpretations. This article explores how the way in which the BSC is used affects performance. Empirical evidence from Ghana firms suggests BSC use will not automatically improve company performance, but that the manner of its use matters: BSC use that complements corporate strategy positively influences company performance, while BSC use that is not related to the strategy may decrease it.

Dabbas (2008) did a study on the impact of applying balanced scorecards on the Tanzania's banks performance. This study aimed at knowing the impact of applying the balanced scorecards on the performance of the Tanzania bank's thought knowing the impact of the balanced scorecards methodologies and mechanisms with their five pivots (the financial perspective, the customer perspective the internal processes perspective, the learning and growth perspective and the strategy vision perspective). The study's period which extended from 2006 – 2010 included all the operating local banks in Tanzania. The study reached some results, such as the existence of a relationship between application of the balanced scorecards and the Tanzania Banks performance with its four perspectives (the financial pivot, the customers perspective, the internal processes perspective and the learning and growth perspective, and there is no relationship with a statistical significance between the vision perspective and the Jordanian banks perspective). Also it was shown that there is awareness and conception relationship from the Tanzania banks employees regarding application of the balanced score cards, in order to improve the performance measurement and achieving the planned objectives.

In Kenya, Njuguna (2006) investigated the effect of balanced scorecard (BSC) on customer 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.

Mungai (2009) also observed that 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 has to 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. The study's findings 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 customer performance.

2.8 Influence of Service Quality on Performance

The quality management theories (Lowenstein 1995) indicate that many key product and service attributes have a curvilinear relationship to satisfaction. Certain attributes, termed "Must-be" attributes by Kano such as quality and reliability, have a dramatic negative impact on satisfaction when they are not delivered, but have a major positive impact when they are improved from an acceptable level.

Quality is a concept that is difficult to define yet easy to visualize (Parasuraman, Zeithaml and Berry, 1985). The term has various definitions that vary based on the area it is used. Quality has been defined as “the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” (Kotler, Armstrong, Saunders and Wong, 2000). A more straightforward definition is the “customers' perception of the value of the suppliers' work output” Until recently, quality was associated with manufactured goods and production. In the 1980’s, the definition was broadened by a team of marketing experts to include services. That distinction has created some challenges when it comes to evaluation of services. Because business services are intangible, variable and non-standardized, they pose a lot of difficulty when evaluating their quality levels than in evaluating goods.

Service quality literature indicated that perceptions of high service quality and high service satisfaction resulted in a very high level of purchase intentions. Coner and Gungor (2002) claimed that customer satisfaction was affected by product quality, service quality, and retailer image. They also suggested "quality [of product and service is directly related to customer satisfaction, and leads to the loyalty of the customer" (Coner and Gungor, 2002, p. 195). Customer satisfaction literature showed that the relationship between customer satisfaction and customer loyalty depended on the type of satisfaction. The positive impact of manifest satisfaction on customer loyalty was stronger than that of latent satisfaction on customer loyalty.

Based on empirical findings in service quality and satisfaction literature, service quality is one of the antecedents of satisfaction, and loyalty is one of the consequences of satisfaction (Coner and Gungor, 2002). Service recovery can be regarded as a passive strategy for the improvement of customer satisfaction. Service recovery refers to the actions taken by a firm in response to a service failure (Zeithaml and Bitner, 2000). Service failure often occurs when the customer's perceived service quality falls below customer expectations. For example, delivery and Web site design problems are two major types of service failure in online retailing. Such failures may cause significant costs to the firm, such as lost customers and negative word of mouth.

Literature has addressed the importance of service recovery. According to Nyer (2000), firms learn from experiences of service recovery when they may not be able to prevent service failure. Berry and Parasuraman (1992) believed that firms should not regard service failure as a problem but as an opportunity to create satisfied customers. Hence, recovery strategies have a dramatic impact on a firm's revenue and profitability. Service recovery literature has shown that resolving customer problems has a strong impact on customer satisfaction and loyalty. Zikman (2002) also found that customer behavioral intentions are more favorable when customers believe that firms consistently implement service recovery when failures occur. Furthermore, Robbins and Miller (2004) found that well-handled service recovery strongly affects customer satisfaction.

Cronin and Taylor (1992) examined the causal relationships among service quality, customer satisfaction, and purchase intention. Each variable was measured by one item. There were 660 usable questionnaires randomly collected from customers of four types of businesses in the southeastern United States: banking, pest control, dry cleaning, and fast food. The results of correlation analysis have suggested that (1) service quality was an antecedent of consumer satisfaction, (2) service quality had less effect on purchase intentions than did consumer satisfaction, and (3) consumer satisfaction had a significant effect on purchase intentions.

Day (2003) also found that customer satisfaction strongly mediated the effect of service quality on behavioral intentions. The data used in their study were systematically randomly collected from 397 churches. A test of discriminant validity revealed that the construct of service quality was different from the construct of customer satisfaction. The result of regression analysis in structural equations modeling supported their proposition that customer satisfaction had a stronger effect on behavioral intentions than service quality did.

Fournier (1998) states that consumer-brand relationships are more a matter of perceived goal compatibility. Brands cohere into systems that consumers create not only to aid living but also to give meanings to their lives. Oliver (1999) argues that for fully bonded satisfaction the consumable must be part of the consumer's self-identity and his or her social-identity. A quality product must have an acceptable amount of reliability; that is: "the product/service must perform its intended function over its intended life under normal environmental and operating conditions".

It is commonly believed that most quality problems are caused primarily by lack of interest or care on the part of the worker in the production department. However, it is usually not the worker who can be blamed for this, since the conditions necessary to carry out the work correctly often do not exist. For example, instructions may be inadequate; the incoming material may be defective, proper conditions for conducting inspection of the product are not given to the workers and so on. Unfortunately the worker has no control over these factors, but they may lead to defective work.

2.9 Influence of Corporate Image on Performance

On the company level, image has been defined as: perceptions of an organization reflected in the associations held in consumer memory (Keller, 1993). Corporate image has been defined as evaluations, feelings and attitudes towards a company (Barich and Kotler, 1991; Dowling, 1986) or the association or feeling a person has about a firm (Keller, 2003). Research within the service marketing literature related to the impact of corporate image (i.e. attitude towards a company) and its impact on customer loyalty does not share the same long traditions as customer satisfaction research. Apart from the early conceptual work discussing corporate image and positioning, the service management system, the service marketing mix (Bitner 1991), technical and functional quality (Gronroos 1988), surprisingly little empirical work has been done in assessing the impact of corporate image on customer satisfaction.

Apart from image as a function of accumulation of purchasing/consumption experience over time, most organizations also provide complex and noisy informational environments (e.g. advertising, direct marketing, or PR) in order to attract new and keep existing customers. According to Gronroos corporate image is a filter which influences the perception of the operation of the company.

People develop knowledge systems (i.e. schemas) to interpret their perception of the company. Corporate image is believed to have the same characteristics as self schema with regard to influencing the buyers´ purchasing decision, i.e. good corporate image stimulates purchase from one company by simplifying decision rules. In this context corporate image becomes an issue of attitudes and beliefs with regard to awareness and recognition, customer satisfaction and consumer behavior (Fornell 1992). Corporate image can be an extrinsic information cue for both existing and potential buyers and may or may not influence customer loyalty (e.g. willingness to provide positive word-of-mouth). Corporate image is consequently assumed to have an impact on customers´ choice of company when service attributes are difficult to evaluate. Corporate image is established and developed in the consumers´ mind through communication and experience.

Corporate image is believed to create a halo effect on customers´ satisfaction judgment. When customers are satisfied with the services rendered, their attitude towards the company is improved. This attitude will then affect the consumers´ satisfaction with the company. Differentiation through the delivery channel (i.e. delivery of services against payment) is difficult. A growing number of service companies have embarked on a journey of positioning through the communication channel (i.e. advertising and personal selling), with the objective of building strong corporate images in order to create relative attractiveness. This development is in line with Lovelock (1984) who claims that images are likely to play only a secondary role in customer choice decisions unless competing services are perceived as virtually identical on performance, price, and availability (p 134). Consequently we would expect that corporate image under current market conditions will play an important role in both attracting and retaining customers.

Research related to consumer behavior in the field of service marketing has progressed steadily over the years. Measured by the impact and amount of work done within customer satisfaction research, it is fair to say that the dominant theories are disconfirmation of expectations (Swan 1983) and cognitive psychology (Folkes 1988). In the service marketing literature these streams of theory have been used in the prediction of consumer behavior. Disconfirmation theory focuses on cognition of transaction specific experiences as a foundation for customer (dis)satisfaction and subsequent consumer behavior whereas cognitive psychology has studied the importance of cognitive schemas in the decision process and consumer behavior.

2.10 Influence of Effective communication system on Performance

Customer feedback is imperative to the customer perspective, it would be foolish to assume anything about your customer and by regularly gaining feedback, you are also addressing the learning and growth and internal business perspectives of the Balanced Scorecard. However, customers can become easily irritated if you are constantly asking for feedback.

Organizational communication, in today’s organizations has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in morale, motivation and performance of the employees. Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in production time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place (Joey, 2002). Consequently communication can be defined as the “exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involved (Bowditch et al, 1997). Analysis of this exchange reveals that communication is a two way process consisting of consecutively linked elements. Managers who understand this process can analyze their own communication patterns as well as design communication programs that fit organizational needs (Kinicki & Kreitner, 2006).

Managers have traditionally spent the majority of their time communicating in one form or another (meetings, face to face discussions, memos, letters, e-mails, reports etc.). Today, however, it has become an indispensible part of their work. An effective management of production processes requires greater collaboration and teamwork among workers in different functional groups. Hence, to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations.

In modern days, communication is one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al., 2004).

From the forgoing analysis it is important to note that every managerial function and activity involves some form of direct or indirect communication. Whether planning and organizing or directing and leading, managers find themselves communicating with and through others. Managerial decisions and organizational policies are ineffective unless they are understood by those responsible for enacting them. Ineffective communication can clearly affect a company’s performance leading to a drop in its share price. Moreover, effective communication is critical for employee motivation and job satisfaction (Kinicki & Kreitner, 2006). This can be backed up by a study of 274 students which revealed that student motivation was positively related to the quality of student faculty communication in the instructor’s office. Another study involving 65 savings and loan employees and 110 manufacturing employees revealed that employee satisfaction and organizational communication was positively and significantly correlated with job satisfaction and performance (Jaasma and Koper, 1999).

Communication helps individuals and groups coordinate activities to achieve goals, and it’s vital in socialization, decision-making, problem-solving and change-management processes. Internal communication also provides employees with important information about their jobs, organization, environment and each other. Communication can help motivate, build trust, create shared identity and spur engagement; it provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments. Communication is the basis for individuals and groups to make sense of their organization, what it is and what it means.

Good communication practices are at the heart of every successful business. Communication serves two essential functions in every organization. It disseminates the information needed by employees to get things done and builds relationships of trust and commitment. Without it, employees end up working in silos with no clear direction, vague goals and little opportunity for improvement. Successful projects and change programs are a rarity and real leadership is scarce. Staff morale plummets when communication is ambiguous, unfocused, lacking in important details and does not allow for genuine two-way dialogue. Critically, the impact of poor communication hits customers and suppliers. They begin to feel disenfranchised and take their business elsewhere.

2.11 Influence of Continuous improvement on Performance

Firms are increasingly setting quality management as an organizational priority to improve their competitiveness in the global arena. Improvement aims at reaching the levels of performance that are significantly higher than current levels, either incrementally or in quantum jumps. According to Buttles-Valdez (2008), today's organizations are largely dependent on high-technology to develop, build, and maintain their products and services. This has created a dependence on a workforce with specialized knowledge and skills. People bring knowledge, skills, and process abilities ("competencies"). For organizations to maintain a competitive advantage in a global, rapidly changing, and technological environment, they must ensure that: People, Process, Technology, and Organizational Culture are adaptable, in alignment, and support the organization's business objectives and strategies.

Studies also show that disjointed efforts on adopting and implementing process approaches do not produce desired effects. In order to be effective and efficient, process improvement approaches need to be closely integrated with strategy and other organizational elements (Vakola and Rezgui, 2000). Thus, recognizing the shortcomings of traditional technology-oriented process approaches, broader aspects are now being imbued into the construction process related research, the concept of “re-valuing construction” being one.

Recent times have witnessed the emergence of process orientation as a concept for organizational improvement and success in both the private and the public sector. With directed attention towards how value is actually being created within organizations (the process) instead of the outcome (the product), process orientation has been described as perhaps the most important management idea (Deming, 2000). Considering this recognition and the widespread work of process orientation in today's organizations there is great reason to examine its applications further.

Never-ending or continuous improvement is probably the most powerful concept to guide management. It is a term not well understood in many organizations, although that must begin to change if those organizations are to survive (Hindle, 1997). To maintain a wave of interest in improvement, it is necessary to develop generations of managers who not only understand but are dedicated to the pursuit of never-ending improvement in meeting external and internal customer needs. The concept requires a systematic approach to management which has the following components: planning the service delivery processes and their inputs; providing the inputs; operating the processes; evaluating the outputs and outcomes; examining the performance of the processes; modifying the processes and their inputs. This system must be firmly tied to a continuous assessment of customer needs, and depends on a flow of ideas on how to make improvements, reduce variations, and generate greater customer satisfaction. It also requires a high level of commitment, involvement, and a sense of personal responsibility accepted by those operating the processes (Hindle, 1997).

The never-ending improvement cycle ensures that the organization learns from results, standardizes what it does well in a documented form, and improves operation and outputs from what it learns. But the emphasis must be that this is done in a planned, systematic, and conscientious way to create a climate, a way of life that permeates through the whole organization (Hindle, 1997).

There are four basic principles of never-ending improvement: Focus on the customer (internal and external) - communicate, inform and be informed. Understand the processes - design and control to eliminate bottlenecks and reduce waste and to gather and provide useful (timely, current, accurate), usable information. Involve the people - communicate, inform and be informed. Provide the necessary capacity and capability to work the processes efficiently and effectively, and for the information generated to be used to best effect (Hindle, 1997).

Continuous Improvement (Kaizen) is both a mind-set and a range of techniques to review and evaluate work processes. As a mind-set, it is a way of approaching work so that involvement in innovation and creativity is encouraged. As a range of techniques, Continuous Improvement includes approaches such as benchmarking, process mapping, work flow analysis, cycle time analysis, just in time, quality planning, problem solving, current state analysis, project planning, change management and Value stream mapping (Davenport, 2005). Kaizen' or 'Continuous Improvement' is a policy of constantly introducing small incremental changes in a business in order to improve quality and/or efficiency. This approach assumes that employees are the best people to identify room for improvement, since they see the processes in action all the time. A firm that uses this approach therefore has to have a culture that encourages and rewards employees for their contribution to the process. Kaizen can operate at the level of an individual, or through Kaizen Groups or Quality Circles which are groups specifically brought together to identify potential improvements. This approach would also be compatible with Team working or Cell Production, as improvements could form an important part of the team's aims.

When organizations embark on Business Process Improvement (BPI) projects, unnecessary non-value adding activities are eliminated, and core activities are improved in order to achieve higher levels of process efficiency and effectiveness. This outcome is achieved by optimizing a number of factors, such as decreasing time and/or cost of processes, increasing quality of processes or improving allocation of resources, while being attentive to the expectations of external stakeholders (Valiris and Glykas, 2004).

The people, process, technology, and culture work together to support the organization's values, policies, processes, and strategic business objectives. Therefore, people should be put back into the equation. To increase organizational capability on multiple levels, organizations need: a way to attract, develop, organize, motivate, and retain a workforce that has the appropriate knowledge, skills, and process abilities (competencies) that are adaptable to rapid changes in a technological environment(Buttles-Valdez, 2008).

According to Naagarazan and Arivalagar (2006), process improvements are made by one or more of the following ways: viewing all work as a process; making each process adaptable, effective and efficient; controlling in-process performance; anticipating changing customer needs; eliminating waste and rework; investigating and eliminating non-value adding activities; eliminating all non-conformities; using benchmarking to improve competitive advantage; innovating; incorporating lessons learnt into future activities, and; using technical tools such as statistical process control, experimental design, benchmarking, quality function deployment, etc.

Approaching a process improvement effort holistically increases the alignment of the interrelated and interacting "parts of the organization", increases the effectiveness and sustainability of the improvements and, positively impacts the organization's business performance and it's bottom-line. Buttles-Valdez (2008), posits that improvement efforts should be holistic encompassing vision, resources, capable workforce, capable processes, organizational culture, incentives, and action plan. All these elements holistically contribute to change and any missing element will affect process improvement.

According to Buttles-Valdez (2008), no vision results in confusion. Additionally, missing resources cause anxiety and frustration. Lack of a capable workforce means slow or little progress and missing capable processes will mean re-inventing the wheel every time. A bad organizational culture is a barrier to change while missing incentives only leads to sporadic change. Missing an action plans lads to false starts. Improvements in business processes translate directly to better profits by cutting costs and increasing competitiveness at the same time. In many cases, business process improvements have accelerating cumulative effects on the company's profits. The lack of a holistic methodology for Business Process Management has resulted in much confusion for organizations wishing to deploy Business Process Improvement projects.

2.12 Conceptual Framework

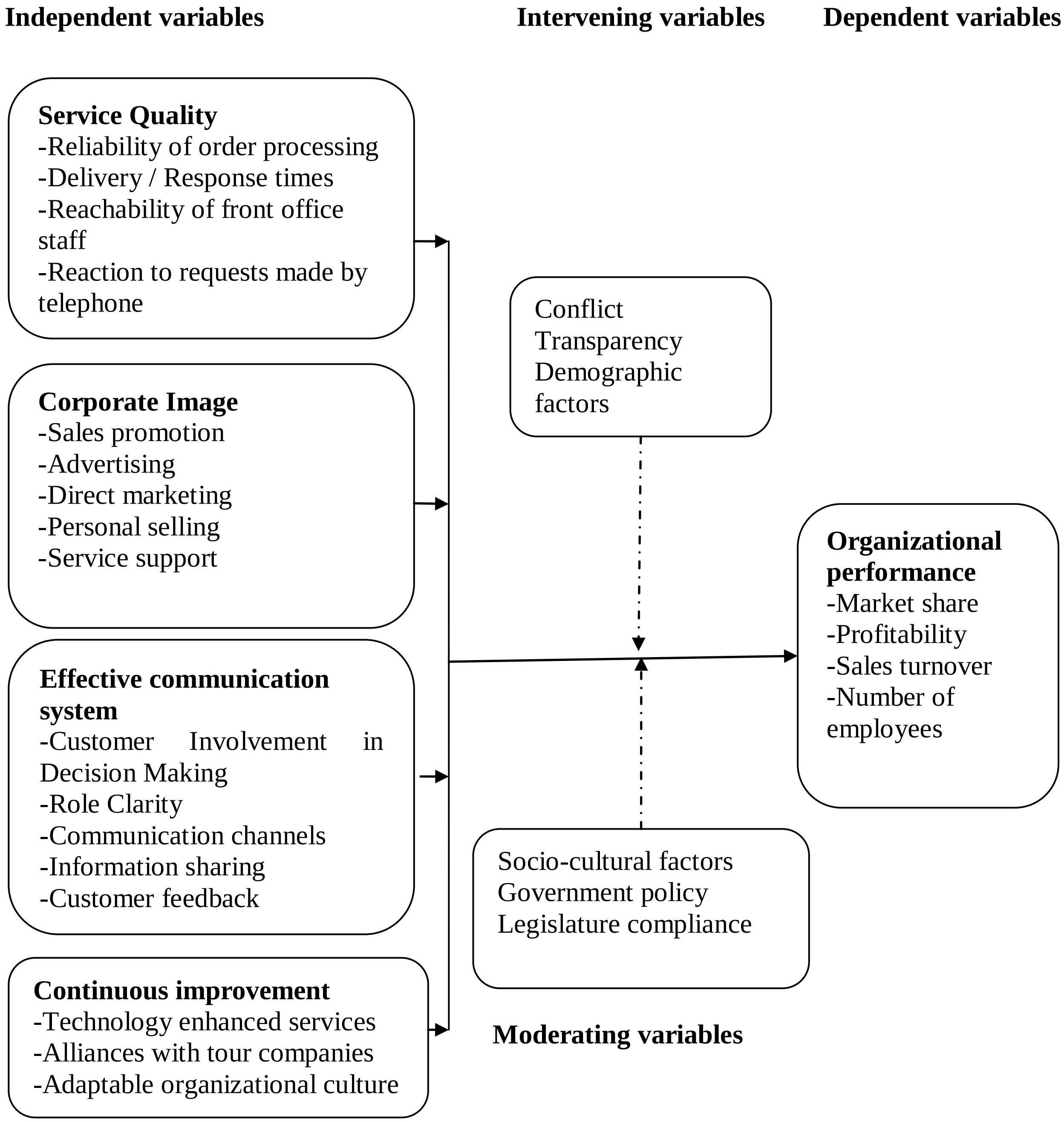

Figure 1: Conceptual Framework

Customer satisfaction is an important aspect for service organizations and is highly related with service quality. As service quality improves, the probability of customer satisfaction increases.

For any company to achieve its objective of delivering quality service for its customers, it is imperative to study how the company can conceivably meet and even exceed customers' service delivery expectations. Therefore, it can be inferred that investment in quality improvements result in outstanding market position improvements.

The perceptions of an organization reflected in the associations held in consumer memory also affect its performance. Most organizations also provide complex and noisy informational environments (e.g. advertising, direct marketing, or PR) in order to attract new and keep existing customers. Corporate image is believed to have the same characteristics as self schema with regard to influencing the buyers´ purchasing decision, i.e. good corporate image stimulates purchase from one company by simplifying decision rules.

Customer feedback is imperative to the customer perspective, it would be foolish to assume anything about the customer and by regularly gaining feedback, the company will also be addressing the learning and growth and internal business perspectives of the Balanced Scorecard. The information from the feedback can be used for business improvement eventually resulting in increased performance.

Improvement aims at reaching the levels of performance that are significantly higher than current levels, either incrementally or in quantum jumps. For organizations to maintain a competitive advantage in a global, rapidly changing, and technological environment, they must ensure that: people, process, technology, and organizational culture are adaptable, in alignment, and support the organization's business objectives and strategies. To maintain a wave of interest in improvement, it is necessary to develop generations of managers who not only understand but are dedicated to the pursuit of never-ending improvement in meeting external and internal customer needs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology that was used in the study. It focused on the research design, population of study, sample and sampling techniques, data collection methods and come to a conclusion with the data analysis and data presentation methods that was used in this study.

3.2 Research Design

The research design that was employed in this study was descriptive survey method. According to Kothari (2004) descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or a group. The method was preferred since it is more precise and accurate since it involves description of events in a carefully planned way (Babbie, 2004). This research design also portrays the characteristics of a population fully (Chandran, 2004).

3.3 Target Population

The population of study were 287 respondents comprising of senior managers, middle level managers and support staff at Meru National Park. The park is known to have fully fledged management centre which the KWS rely on decisions. These were the people best placed to provide the required information.

Table 3.1: Target Population

Category	Population	Percentage
Senior Managers	43	15
Middle level managers	56	19.5
Support staff	188	65.5
Total	287	100

Source: KWS Meru National Park nominal roll, (2013)

3.4 Sampling Procedure

Based on Krejcie and Morgan's (1970) (Appendix III) table for determining sample size, for a given population of 287, a sample size of 165 respondents was appropriate to adequately represent a cross-section of the population at 95% confidence level.

Stratified random sampling was used basing the strata on the management levels of employees in Meru National Park. This was then put on a sampling technique as shown in table 3.2, and from this the sub samples were chosen at random.

Table 3.2: Sampling Technique

Category	Population	Ratio	Sample
Senior Managers	43	0.575	25
Middle level managers	56	0.575	32
Support staff	188	0.575	108
Total	287	0.575	165

3.5 Research Instruments

Data in this study was collected using questionnaires. According to Harper (2002), for questionnaire to provide useful results, the questions must be both valid and reliable. The questionnaires were preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately. The researcher considered this method because it was the most economical way of data collection compared to others in the sense that it can be used to collect data from a big population within a small period of time that the researcher had. The questionnaire contained both open ended and close ended questions.

3.6 Validity of the Research Instrument

Validity refers to whether the instrument is actually able to test what it is supposed to test (Harper, 2002). Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Content validity refers to the degree that one has representatively sampled from that domain of meaning. It is determined by expert judgements of the appropriateness of the contents of a measure (Kelly, 2008). To establish the validity of the research instrument the researcher sought opinions of experts in the field of study especially the lecturers in the Department of Extra-mural studies; University of Nairobi. This helped to improve the content validity of the data that will be collected.

3.7 Reliability of the Research Instrument

Reliability measures the relevance of the questions included in the questionnaires. The questionnaire needs to be pre-tested under field conditions before it is ready for the field (Lewin, 2005). The purpose of enhancing clarity is to ensure collection of accurate information and to correct any deficiencies revealed during pre-testing exercise (Mugenda and Mugenda, 2003).

The researcher pre-tested the questionnaire on a selected state owned corporation, which were not be part of the actual study since subjects in the actual sample should not be used for pre-testing. The researcher intended to select a pilot group of 15 individuals from the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008). Finally, the responses received from the questionnaires were attuned accordingly and any area needing adjustments was done. From the findings, all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.6 (average $\alpha = 0.8465$).

3.8 Data Collection Method

Quantitative and qualitative data was collected focusing on the influence customer perspective of the balance score card model on organizational performance. Respondents were assured confidentiality of the information received. The research instruments were administered when the field allowances were being paid. This was the best to find the staff assembled in the offices at the same time.

3.9 Data Analysis Method

Once the data was collected, the next step that the researcher took was the processing and analysis of data. Data is processed via editing and coding. After the collection of questionnaires from the respondents, the acceptability of questions was examined and coded assigning numbers to each of the question. This study used the quantitative method of data analysis. The data was analyzed by use of descriptive statistics (mean score and percentages) and correlation analysis. Data was coded and thereafter analyzed using Statistical Package for Social Sciences (SPSS) program version 21 and presented using tables to give a clear picture of the research findings at a glance. Conceptual content analysis was used to analyze data that was qualitative nature or aspect of the data collected from the open ended questions. In addition the study used Karl Pearson's product moment correlation analysis to assess the relationship between the variables.

3.10 Ethical Considerations

Ethics refers to rules of conduct and refers to the researcher's conduct throughout the research process. The researcher made individuals involved assured of confidentiality. Considering the ethical values, the participation of employees in the filling of questionnaires was voluntary.

3.11 Operational Definition of Variables

The operational definition of variables is shown in Table 3.3.

Table 3.3: Operationalization of variables

Objective	**Independent variable**	**Indicators**	**Measurement scale**	**Data collection Tools**	**Method of analysis**
To determine how service quality influence the performance of KWS	Service Quality	Reliability of order processing Delivery times Reachability of front office staff Reaction to requests made by telephone	Ordinal Ratio	Mean Percentage	Descriptive Regression
To establish the influence of corporate image on performance of KWS	Corporate Image	Sales promotion Advertising Direct marketing Personal selling Service support	Ordinal Ratio	Mean Percentage	Descriptive Regression
To assess the influence of effective communication system on performance of KWS	Effective communication system	Customer Involvement in Decision Making Role Clarity Communication channels Information sharing Customer feedback	Ordinal Ratio	Mean Percentage	Descriptive Regression
To ascertain how the continuous improvement influence the performance of KWS	Continuous improvement	Technology enhanced services Alliances with tour companies Adaptable organizational culture	Ordinal Ratio	Mean Percentage	Descriptive Regression

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the influence of the customer perspective of the balance score card model on performance of Kenya Wildlife Service with reference to Meru National Park. The chapter also provides the major findings and results of the study.

4.1.1 Response rate

This research study had a sample size of 165 respondents who were employees of Meru National Park. Out of this sample size 100 questionnaires were filled and returned to the researcher which represents a sample size of 60.60% response rate. The response rate was adequate for this analysis and conforms to Babbie (2002) stipulation that any response of 50% and above is adequate for analysis.

4.2 Demographic Information of KWS Meru National Park Staff

The study sought to establish the background information of the respondents including respondents' gender, age and level of education.

The findings in Table 4.1 show the gender of the respondents. From the findings, the study established that the majority of respondents were male as shown by 71% while females were 29% of the respondents. This shows that there are more male than females in the staffing of Meru National Park.

Table 4. 1: Gender of the respondents

	Frequency	Percentage
Male	71	71
Female	29	29
Total	**100**	**100**

Age of Respondents of KWS Meru National Park

On the age of the respondents, the study found that the majority of the respondents were between 25-30 years (34%), 22% were aged between 31- 34 years, 14% were aged above 51 years, 10% were aged between 35-40 and 41-44 years respectively, 9% were aged between 45-50 years while 1% of the respondents were aged below 24 years. This shows that majority of the employees of Meru National Park were middle aged.

Table 4. 2: Age of Respondents

	Frequency	Percent
Below 24 Years	1	1
25 - 30 Years	34	34
31-34 Years	22	22
35-40 Years	10	10
41-44 Years	10	10
45-50 Years	9	9
Above 51 years	14	14
Total	**100**	**100.0**

Highest Education Level of KWS Meru National Park Staffs

The Table 4.3 shows the level of education of the respondents. From the findings, 41% of the respondents had a diploma certificate as their highest level of education, 28% of the respondents had a secondary certificate as the highest level of education, 19% of the respondents had a bachelors degree as the highest level of education, 10% of the respondents had a post graduate degree as the highest level of education while 2% of the respondents had a primary certificate as the highest level of education. This shows that majority of the respondents were learned as well equipped with the required skills to run the operations of the park effectively.

Table 4. 3: Highest Education Level of KWS Meru National Park Staffs

	Frequency	Percent
Primary certificate	2	2
Secondary certificate	28	28
Diploma certificate	41	41
Bachelors degree	19	19
Post graduate degree	10	10
Total	**100**	**100.0**

4.3 Study Variables

4.3.1 Influence of Service Quality on the Performance of KWS

In determining the extent to which service quality influenced the performance of Kenya Wildlife Service, Table 4.4 shows that, 35% of the respondents indicated that service quality influenced the performance of Kenya Wildlife Service to a very great extent, 25% of the respondents indicated that service quality influenced the performance of Kenya Wildlife Service to a moderate extent, 20% of the respondents indicated that service quality influenced the performance of Kenya Wildlife Service to a great extent, 15% of the respondents indicated that service quality influenced the performance of Kenya Wildlife Service to no extent at all while 5% of the respondents indicated that service quality influenced the performance of Kenya Wildlife Service to a little extent. From these findings we can deduce that service quality greatly influenced the performance of Kenya Wildlife Service. This is as suggested by Coner and Gungor (2002) who point out that quality of product and service is directly related to the performance of an organization.

Table 4.4: Extent That Service Quality Influences the Performance of KWS

	Frequency	Percent
Very great extent	35	35
Great extent	20	20
Moderate extent	25	25
Little extent	5	5
No extent	15	15
Total	100	100.0

Table 4.5 depicts that, the respondents indicated that delivery times and reaction to requests made by telephone influenced the performance of Kenya Wildlife Service to a very great extent as shown by a mean of 4.561 and 4.509 respectively, the respondents also indicated that reliability of order processing and reachability of front office staff influenced the performance of Kenya Wildlife Service to a great extent as shown by a mean of 4.126 and 4.080 respectively. This follows that perceptions of high service quality and high service satisfaction resulted in a very high level of purchase intentions (Coner and Gungor, 2002).

Table 4. 5: Statements on Service Quality on Performance of KWS

	Mean	Std. Deviation
Reliability of order processing	4.126	.1302
Delivery times	4.561	.4483
Reachability of front office staff	4.080	.6282
Reaction to requests made by telephone	4.509	.1330

4.3.2 Influence of Corporate Image on the Performance of KWS

In determining the extent to which corporate image influenced the performance of Kenya Wildlife Service, Table 4.6 below shows that, 45% of the respondents indicated that corporate image influenced the performance of Kenya Wildlife Service to a very great extent, 40% of the respondents indicated that corporate image influenced the performance of Kenya Wildlife Service to a great extent, 10% of the respondents indicated that corporate image influenced the performance of Kenya Wildlife Service to a moderate extent, 3% of the respondents indicated that corporate image influenced the performance of Kenya Wildlife Service to little extent while 2% of the respondents indicated that corporate image influenced the performance of Kenya Wildlife Service to no extent. From these findings we can infer that corporate image greatly influenced the performance of Kenya Wildlife Service. Corporate image is a filter which influences the perception of the operation of the company (Grönroos, 1988).

Table 4. 6: Extent That Corporate Image Influences the Performance of KWS

	Frequency	**Percent**
Very great extent	45	45
Great extent	40	40
Moderate extent	10	10
Little extent	3	3
No extent	2	2
Total	100	100.0

Table 4.7 depicts that, the respondents indicated that advertising, direct marketing and personal selling influenced the performance of Kenya Wildlife Service to a very great extent as shown by a mean 4.574, 4.506 and 4.501 respectively, the respondents also indicated that service support and sales promotion influenced the performance of Kenya Wildlife Service to a great extent as shown by a mean of 3.945 and 3.530 respectively. Lovelock (1984) claims that images created through communication channels such as advertising and personal selling create strong corporate images in order to create relative attractiveness.

Table 4. 7: Statements on Corporate Image on Performance of KWS

	Mean	Std. Deviation
Sales promotion	3.530	.239
Advertising	4.574	.147
Direct marketing	4.506	.122
Personal selling	4.501	.036
Service support	3.945	.124

4.3.3 Influence of Effective Communication System on the Performance of KWS

In determining the extent to which effective communication system influenced the performance of Kenya Wildlife Service, Table 4.8 shows that, 55% of the respondents indicated that effective communication system influenced the performance of Kenya Wildlife Service to a very great extent, 35% of the respondents indicated that effective communication system influenced the performance of Kenya Wildlife Service to a great extent, 5% of the respondents indicated that effective communication system influenced the performance of Kenya Wildlife Service to a moderate extent, 4% of the respondents indicated that effective communication system influenced the performance of Kenya Wildlife Service to little extent while 1% of the respondents indicated that effective communication system influenced the performance of Kenya Wildlife Service to no extent. From these findings we can deduce that effective communication directly influences the performance of Kenya Wildlife Service. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction (Joey, 2002).

Table 4. 8: Extent That Effective Communication System Influences the Performance of KWS

	Frequency	Percent
Very great extent	55	55
Great extent	35	35
Moderate extent	5	5
Little extent	4	4
No extent	1	1
Total	100	100.0

Table 4.9 depicts that, the respondents indicated that information sharing, customer involvement in decision making influenced the performance of Kenya Wildlife Service to a very great extent as shown by a mean 4.694 and 4.519 respectively, the respondents also indicated with a mean of 3.803 that customer feedback influenced the performance of Kenya Wildlife Service to a great extent. The respondents further indicated that communication channels and role clarity influenced the performance of Kenya Wildlife Service as indicated by a mean of 3.784 and 3.661 respectively. An effective management of production processes requires greater collaboration and teamwork among workers in different functional groups. Hence, to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations (Kinicki & Kreitner, 2006).

Table 4. 9: Statements on Effective Communication System on Performance of KWS

	Mean	Std. Deviation
Customer Involvement in Decision Making	4.519	1.87
Role Clarity	3.661	1.77
Communication channels	3.784	1.79
Information sharing	4.694	1.82
Customer feedback	3.803	1.08

4.3.4 Influence of Continuous Improvement on the Performance of KWS

Table 4.10 shows that, 30% of the respondents indicated that continuous improvement influenced the performance of Kenya Wildlife Service to a very great extent, 29% of the respondents indicated that continuous improvement influenced the performance of Kenya Wildlife Service to a great extent, 17% of the respondents indicated that continuous improvement influenced the performance of Kenya Wildlife Service to a moderate extent, 14% of the respondents indicated that continuous improvement influenced the performance of Kenya Wildlife Service to little extent while 10% of the respondents indicated that continuous improvement influenced the performance of Kenya Wildlife Service to no extent. From these findings we can deduce that continuous improvement directly influences the performance of Kenya Wildlife Service. These findings infer that improvement aims at reaching the levels of performance that are significantly higher than current levels, either incrementally or in quantum jumps thus enabling a company to be fit for the competitive market (Buttles-Valdez, 2008).

Table 4. 10: Extent That Continuous Improvement Influences the Performance of KWS

	Frequency	Percent
Very great extent	30	30
Great extent	29	29
Moderate extent	17	17
Little extent	14	14
No extent	10	10
Total	100	100.0

Table 4.11 shows the extent to which technology enhanced services, alliances with tour companies and adaptable organizational culture. From the findings, the respondents indicated with a mean of 4.47 that adaptable organizational culture influenced the performance of Kenya Wildlife Service to a great extent. It was also indicated with a mean of 4.46 that technology enhanced services to a great extent. Finally, the respondents indicated that alliances with tour companies influenced the performance of Kenya Wildlife Service to a great extent as shown by

a mean of 4.43.From these findings we can infer that for organizations to maintain a competitive advantage in a global, rapidly changing, and technological environment, they must ensure that: People, Process, Technology, and Organizational Culture are adaptable, in alignment, and support the organization's business objectives and strategies (Buttles-Valdez , 2008).

Table 4. 11: Statements on Continuous Improvement on Performance of KWS

	Mean	Std. Deviation
Technology enhanced services	4.46	.89
Alliances with tour companies	4.43	.81
Adaptable organizational culture	4.47	.04

4.4 Organizational Performance

Table 4. 12: Trend of the of various aspects of performance in the organization for the last five years at KWS Meru

	Mean	Std. Deviation
Market share	4.0357	.60194
Profitability	4.0714	.59870
Number of employees	3.8571	.69879
Sales turnover	4.0179	.58748

The study also sought to determine the trend of the various aspects of performance in the organization for the last five years. From the findings, majority of the respondents were of the view that profitability, market share, sales turnover and number of employees had improved for the last five years as shown by a mean score of 4.0714, 4.0357, 4.0179 and 3.8571 respectively.

4.5 Karl Pearson's product moment correlation analysis

In order to establish the relationship between the various aspects of balance score card model and organizational performance, Karl Pearson's product moment correlation analysis was used.

Table 4. 13: Relationship between customer perspective of the balance score card and organizational performance

		Organizational performance	Service Quality	Corporate Image	Effective communication system	Continuous improvement
Organizational performance	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Service Quality	Pearson Correlation	0.725	1			
	Sig. (2-tailed)	0.036	.			
Corporate Image	Pearson Correlation	0.741	0.643	1		
	Sig. (2-tailed)	0.021	0.020	.		
Effective communication system	Pearson Correlation	0.815	0.914	0.734	1	
	Sig. (2-tailed)	0.018	0.015	0.034	.	
Continuous improvement	Pearson Correlation	0.651	0.656	0.886	0.653	1
	Sig. (2-tailed)	0.038	0.011	0.002	0.017	.

Pearson's correlations analysis was conducted at 95% confidence interval and 5% confidence level 2-tailed. The study found that there was a positive and significant relationship between organizational performance and service quality (r = 0.725; p-value = 0.036); corporate image (r = 0.741; p-value = 0.021); effective communication system (r = 0.815; p-value = 0.018); and continuous improvement (r = 0.651; p-value = 0.038). This implies that effective communication system had the highest influence on performance of Kenya Wildlife Service followed by corporate image, then service quality while continuous improvement had the least influence on performance of Kenya Wildlife Service.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings and recommendation made. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to investigate the influence of the customer perspective of the balance score card model on performance of Kenya Wildlife Service with reference to Meru National Park. The study sought to: determine how service quality influenced the performance of Kenya Wildlife Service, establish the influence of corporate image on performance of Kenya Wildlife Service, assess the influence of effective communication system on performance of Kenya Wildlife Service and ascertain how the continuous improvement influence the performance of Kenya Wildlife Service.

5.2 Summary of key findings

This study found that there is a positive influence between service quality and performance of Kenya Wildlife Service. Service quality influenced the performance of Kenya Wildlife Service to a very great extent. The study also revealed that delivery times, reaction to telephone requests, reliability of order processing and reachability of front office staff influenced the performance of Kenya Wildlife Service.

The study established that there is a positive influence between corporate image and performance of Kenya Wildlife Service. The study established that corporate image influenced the performance of Kenya Wildlife Service to a very great extent. The study also established that that advertising, direct marketing, personal selling, service support and sales promotion influenced the performance of Kenya Wildlife Service to a very great extent.

The study revealed that there is a positive influence between effective communication system and performance of Kenya Wildlife Service. The study deduced that effective communication system influenced the performance of Kenya Wildlife Service to a very great extent. It also revealed that information sharing, customer involvement in decision making influenced the performance of Kenya Wildlife Service to a very great extent. The study also established that customer feedback, communication channels and role clarity influenced the performance of Kenya Wildlife Service to a great extent. The study found that profitability, market share, sales turnover and number of employees had improved for the last five years.

The study found that a positive influence existed between continuous improvement system and performance of Kenya Wildlife Service. The study revealed that continuous improvement influenced the performance of Kenya Wildlife Service to a very great extent. The study also established that adaptable organizational culture and technology enhanced services influenced the performance of Kenya Wildlife Service to a very great extent. The study further established that alliances with tour companies influenced the performance of Kenya Wildlife Service to a great extent.

5.3 Discussions of key findings

This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

5.3.1 Influence of Service Quality on the Performance of KWS

With regard to service quality, the study revealed that Service quality influenced the performance of Kenya Wildlife Service to a very great extent. These findings agree with (Lowenstein 1995) who indicates that many key product and service attributes have a curvilinear relationship to satisfaction which translates to performance. Certain attributes, termed "Must-be" attributes by Kano such as quality and reliability, have a dramatic negative impact on satisfaction when they are not delivered, but have a major positive impact when they are improved from an acceptable level. The study also revealed that delivery times, reaction to requests reliability of order processing and reachability of front office staff telephone influenced the performance of Kenya Wildlife Service. This is in line with (Coner and Gungor, 2002) who argues that quality of product and service is directly related to customer satisfaction, and leads to the loyalty of the customer. Customer satisfaction literature showed that the relationship between customer satisfaction and customer loyalty depended on the type of satisfaction. The positive impact of manifest satisfaction on customer loyalty was stronger than that of latent satisfaction on customer loyalty. Based on empirical findings in service quality and satisfaction literature, service quality is one of the antecedents of satisfaction, and loyalty is one of the consequences of satisfaction. Finally, it was inferred that organizations should incorporate service recover in their management systems. (Zeithaml and Bitner, 2000) had asserted that service recovery can be regarded as a passive strategy for the improvement of customer satisfaction. It entails the actions taken by a firm in response to a service failure.

5.3.2 Influence of Corporate Image on the Performance of KWS

With regard to corporate image, the study established that corporate image influenced the performance of Kenya Wildlife Service to a very great extent. According to Gronroos corporate image is a filter which influences the perception of the operation of the company. People develop knowledge systems to interpret their perception of the company. Corporate image is believed to have the same characteristics as self schema with regard to influencing the buyers´ purchasing decision that is good corporate image stimulates purchase from one company by simplifying decision rules. The study also established that that advertising, direct marketing, personal selling, service support and sales promotion influenced the performance of Kenya Wildlife Service to a very great extent. Fornell (1992) stated that corporate image can be an extrinsic information indication for both existing and potential buyers and may or may not influence customer loyalty (e.g. willingness to provide positive word-of-mouth). Corporate image is consequently assumed to have an impact on customers´ choice of company when service attributes are difficult to evaluate. Corporate image is established and developed in the consumers´ mind through communication and experience. Corporate image is believed to create a halo effect on customers´ satisfaction judgment. When customers are satisfied with the services rendered, their attitude towards the company is improved. This attitude will then influence the consumers´ satisfaction with the company. Differentiation through the delivery channel (i.e. delivery of services against payment) is difficult. A growing number of service companies have embarked on a journey of positioning through the communication channel (i.e. advertising and personal selling), with the objective of building strong corporate images in order to create relative attractiveness.

5.3.3 Influence of Effective Communication System on the Performance of KWS

The study deduced that effective communication system influenced the performance of Kenya Wildlife Service to a very great extent. These findings agree with Joey (2002) where he postulates that customer feedback is imperative to the customer perspective, it would be foolish to assume anything about your customer, and by regularly gaining feedback, you are also addressing the learning and growth and internal business perspectives of the Balanced Scorecard. However, customers can become easily irritated if you are constantly asking for feedback. The study also revealed that information sharing, customer involvement in decision making, customer feedback; communication channels and role clarity influenced the performance of Kenya Wildlife Service. Joey (2002) points out that organizational communication, today has not only become far more complex and varied but has become an important factor for overall organizational functioning and success. The way the organization communicates with its employees is reflected in morale, motivation and performance of the employees. Communication is widely used in running almost all organizations effectively. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction. When communication is not effective, the end result is an increase in production time and a decrease in the bottom line. In order to avoid this outcome, effective communication must be in place.

5.3.4 Influence of Continuous Improvement on the Performance of KWS

The study established that continuous improvement influenced the performance of Kenya Wildlife Service to a very great extent. These findings correlate with Buttles-Valdez (2008) who argues that today's organizations are largely dependent on high-technology to develop, build, and maintain their products and services. This has created a dependence on a workforce with specialized knowledge and skills. People bring knowledge, skills, and process abilities ("competencies"). The study also affirmed that adaptable organizational culture and technology enhanced services and established alliance with tour companies influenced the performance of Kenya Wildlife Service. According to Buttles-Valdez (2008) for organizations to maintain a competitive advantage in a global, rapidly changing, and technological environment, they must ensure that: People, Process, Technology, and Organizational Culture are adaptable, in alignment, and support the organization's business objectives and strategies. On the other hand

Vakola and Rezgui (2000) argue that in order to be effective and efficient, process improvement approaches need to be closely integrated with strategy and other organizational elements. Thus, recognizing the shortcomings of traditional technology-oriented process approaches, broader aspects are now being imbued into the construction process related research, the concept of “re-valuing construction” being one.

5.4 Conclusion

This study concluded that:

There is a positive relationship between service quality and the performance of Kenya Wildlife Service. The study revealed that delivery times, reaction to telephone requests, reliability of order processing and reachability of front office staff influenced the performance of Kenya Wildlife Service

The study revealed that the quality of product and service is directly related to customer satisfaction, and leads to the loyalty of the customer. There is a positive relationship between corporate image and the performance of Kenya Wildlife Service. This means that corporate image is a filter which influences the perception of the operation of the company with regard to influencing the buyers´ purchasing decision.

There is a positive relationship between effective communication system and the performance of Kenya Wildlife Service. Effective communication is essential for any business or organization to prosper. It cuts out on wasted time and provides both customers and employees with the necessary tools to succeed and find satisfaction.

There exists a positive relationship between continuous improvement and the performance of Kenya Wildlife Service. For organizations to maintain a competitive advantage in a global, rapidly changing, and technological environment, they need to pursue continuous improvement.

The study revealed that effective communication system had the highest influence on performance of Kenya Wildlife Service followed by corporate image, then service quality while continuous improvement had the least effect on performance of Kenya Wildlife Services.

5.5 Recommendations

From the findings and conclusion, the study recommended that:

1. Customer perspective of balanced scorecard training on all cadres of staff. This is as opposed to the current scenario where it's a top management issue. There is a need to balance training to include sufficient technical focus. To maintain a wave of interest in performance, it is necessary to develop generations of managers who not only understand but are dedicated to the pursuit of never-ending improvement in meeting external and internal customer needs.

2. Organizations to ensure the system is explicitly link operational targets to strategic goals. It must integrate financial and non-financial performance information and the system should focus business activities on meeting customer requirements. The balanced scorecard model should fundamentally meet all of these criteria by providing a truly strategic control system that put strategy and vision at the centre. Service provision requires enablers through sound mechanisms for directing activity and behavior especially including effective communication systems as well as appropriate strategic and management controls.

3. Organizations should have visions and strategies which are actionable. Strategies should be linked to departmental, team and individual goals. Strategies should be linked to long and short term resource allocation. Feedback should be strategic not tactical.

5.6 Recommendations for further studies

From the study and related conclusions, the researcher recommended:

1. That a study should be carried out to establish the challenges faced in establishing the customer perspective of the balance score card model on performance.

2. A study should also be carried out on the effects of implementing the balanced scorecard system on service provision by Kenya Wildlife Service.

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APPENDICES

Appendix I: Introduction Letter

John Rerai

P.O. Box 434

Meru.

March, 21st, 2013

Dear Sir/Madam,

RE: **REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a final year MA degree student at the University of Nairobi. My area of specialization is project planning and management. I am currently undertaking a research on "**The influence of customer perspective of the balance score card model on organizational performance. The case of Kenya Wildlife Services, Meru National Park, Kenya**".

I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

John Rerai

Appendix II: Questionnaire

Instructions: Please tick in the appropriate bracket or provided spaces

DEMOGRAPHIC INFORMATION

1) Gender:

   Male [ ] Female [ ]

2) Your age bracket (Tick whichever appropriate)

   Below 24 Years [ ] 25 - 30 Years [ ]

   31 - 34 years [ ] 35 - 40 years [ ]

   41 - 44 years [ ] 45 - 50 years [ ]

   Over- 51 years

3) What is your highest education level? (Tick as applicable)

   Primary certificate [ ]

   Secondary certificate [ ]

   Diploma/certificate [ ]

   Bachelors' degree [ ]

   Postgraduate degree [ ]

   Others-specify……………………………

SERVICE QUALITY

4) How does the service quality influence the performance of Kenya Wildlife Service? ………………………………………………………………………………………………… ………………………………………………………………………………………………… …………………………………………………………………………………………………

5) To what extent does service quality influence the performance of Kenya Wildlife Service?

   Very great extent [ ] Great extent [ ]

   Moderate extent [ ] Little extent [ ]

   Not at all [ ]

6) To what extent do the following influence the performance of Kenya Wildlife Service?

	Very great extent	**Great extent**	**Moderate extent**	**Little extent**	**Not at all**
Reliability of order processing					
Delivery times					
Reachability of front office staff					
Reaction to requests made by telephone					

CORPORATE IMAGE

7) To what extent does corporate image influence the performance of Kenya Wildlife Service?

Very great extent [ ] Great extent [ ]

Moderate extent [ ] Little extent [ ]

Not at all [ ]

8) To what extent do the following influence the performance of Kenya Wildlife Service?

	Very great extent	**Great extent**	**Moderate extent**	**Little extent**	**Not at all**
Sales promotion					
Advertising					
Direct marketing					
Personal selling					
Service support					

EFFECTIVE COMMUNICATION SYSTEM

9) To what extent does effective communication system influence the performance of Kenya Wildlife Service?

Very great extent [ ] Great extent [ ]

Moderate extent [ ] Little extent [ ]

Not at all [ ]

10) To what extent do the following influence the performance of Kenya Wildlife Service?

	Very great extent	**Great extent**	**Moderate extent**	**Little extent**	**Not at all**
Customer Involvement in Decision Making					
Role Clarity					
Communication channels					
Information sharing					
Customer feedback					

CONTINUOUS IMPROVEMENT

11) How does the continuous improvement influence the performance of Kenya Wildlife Service?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………….

12) To what extent does continuous improvement influence the performance of Kenya Wildlife Service?

Very great extent [ ] Great extent [ ]

Moderate extent [ ] Little extent [ ]

Not at all [ ]

13) To what extent do the following influence the performance of Kenya Wildlife Service?

	Very great extent	**Great extent**	**Moderate extent**	**Little extent**	**Not at all**
Technology enhanced services					
Alliances with tour companies					
Adaptable organizational culture					

ORGANIZATIONAL PERFORMANCE

1) What is the trend of the following in your organization for the last five years?

	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Market share					
Profitability					
Number of employees					
Sales turnover					

THANK YOU

Appendix III: Table for Determining Sample Size from a Given Population (Krejcie and Morgan's 1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.