

**EFFECT OF BALANCED SCORECARD ON PERFORMANCE
OF KENYA PORTS AUTHORITY**

BY

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DECLARATION

I declare that the work contained in this report is my original work and has not been presented for examination in any other College or University.

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DEDICATION

To my family for their resilient support throughout the project and coursework. I hope this inspires my children to go beyond my level of academic achievement.

ABSTRACT

The study aimed to determining the effect of balanced scorecard on performance of Kenya Ports Authority and also to establish the challenges faced by Kenya Ports Authority with regard to balanced scorecard and gaps that can be addressed. The study was anchored on balanced scorecard model, resource based view and dynamic capability view. The research design was a case study, because the unit that was analyzed was one organization, Kenya Ports Authority, which was holistically studied in detail. The target group was Kenya Ports Authority heads of departments and their assistants, a population of 93 senior officers. A questionnaire with closed and open ended structure was administered for Research data collection. 69 out of 93 responded (74.19%) to the questionnaire. Descriptive statistics, inferential statistics of regression and correlation was used for analysis. For data keying in and processing statistical package for the social sciences (SPSS) software was used, with the results presented in tabular format. The study revealed that there was no automatic link between perspectives guaranteeing that exemplary performance in one perspective led to superior performance in the other. The study also found out that alignment of initiatives to strategic objectives and setting of realistic targets was key to success. Negative staff attitude and behavior featured as a result of a reward system that was found to be selective and yet the scorecard cut across the entire organization. The researcher's key recommendation is that, to ensure departments complement one another effectively there is need to have service level agreements between them in order to come up with realistic targets and also need to ensure that the initiatives put in place are relevant to the desired performance outcome. Although the study concluded that there was positive correlation between balanced scorecard and Kenya Ports Authority performance and that balanced scorecard had positive effect on performance in the Authority, further studies need to be undertaken on scorecard perspectives inter-dependability through linkages, structural barriers, timeliness for perspectives complimenting each other and communication.

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LIST OF ABBREVIATIONS AND ACRONYMS

BSC	– Balanced Scorecard
BSI	- Balanced Scorecard Institute
GoK	- Government of Kenya
HR	- Human Resources
ICT	- Information and Communication Technology
IMO	- International Maritime Organization
KENGEN	- Kenya Electricity Generating Company
KPA	– Kenya Ports Authority
MDAs	- Ministries, Departments and Agencies
PESTEL	- Political, Economical, Social, Technological, Environmental and Legal
PMS	- Performance Management System
RBV	- Resource Based View
SEA	-Social and Environmental Aspect
SPSS	- Statistical package for the social sciences
SWOT	– Strength, Weaknesses, Opportunities and Threats
VRIN	-Valuable Rare Inimitable Non-substitutable

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Performance is basically execution of an action. To execute an action systematically, you need performance framework. Amongst the most popular and commonly used performance frameworks is the Balanced Scorecard (Kaplan & Norton, 1992). Others are the Performance Pyramids (Lynch & Cross, 1991) and the Performance Prism (Neely et al., 2002). The Balanced Scorecard (BSC) is used for formulation of both financial and non-financial strategies that include a performance management system (PMS), as a tool to measure and monitor strategy execution. The BSC does not only address financial outcomes but also places more focus on strategic executions (Agrawal 2008). It suggests that performance is viewed from four perspectives, i.e., financial, customer focus, internal processes and learning & growth. Data is collected through developed metrics, processed and analysed, relative to the perspectives. Balanced Scorecard (Kaplan & Norton 1996) plays a key role in management of strategy. It entails scanning the environment and integrating the vision, mission, enablers and challenges into themes that are used to generate aligned strategic objectives that cut across the four perspectives. The structure is well defined and is cascaded from corporate level to individual level, with clearly defined measures, targets and initiatives at all levels across the entire organization. Competitive edge is maintained by improving performance measure through balanced scorecard.

This study was anchored on balanced scorecard model and two theories; Resource Base View (RBV) and Dynamic Capabilities View (DCV). Resource Based View states that the organization's competitive advantage lies in the application of the bundle of valuable resources at the organizations disposal (Wernerfelt, 1984). Effective and dynamic human resource is the most valuable asset of any Organization. Dynamic Capabilities View enables organizations to integrate, build and reconfigure internal and external competences in order to effectively deal with rapidly changing environment or turbulence in the market (Teece et al, 1997). With unique resources and competences generated from initiatives put in place to deliver strategic objectives and the ability to

reconfigure processes to suit changes in the environment, execution of BSC will be enhanced. In essence DCV compliments RBV with its ability to deal with external environmental challenges; an area that RBV has not adequately addressed. Resources arising from Learning & Growth perspective will be consistently aligned to the organization strategy and the ever changing environment, to sustain competitive advantage.

Kenya Ports Authority has embraced technology, capacity building ahead of demand and human resources training and development to drive her business in the global maritime industry. The Authority has a Strategic plan that aligns upwards with the Port Master plan and downwards with the Business plan, annual plans, work plans and day to day action plans. Balanced Scorecard is the tool that KPA has embraced to drive the mid-term business plans and the short term annual plans, while ultimately aiming at achieving the long term corporate strategic goals. They have automated most of the internal processes and consistently train and develop the human resource in order to align to the industry needs and the strategies in place. Their strategy is to maintain competitive advantage through unique human resource capabilities and automated internal processes, ultimately leading to service excellence and satisfied customers.

1.1.1 Balanced Scorecard

Balanced Scorecard is an integrated strategic planning and performance management system. It consists of a well-defined execution metric from the corporate strategy to the individual level, with clearly defined measures, targets and initiatives at all levels. It aims to improve performance. It details individuals responsible, the initiatives to be taken across the organization in order to achieve the strategic objectives. It has gained popularity because vision and strategy occupy the center stage in performance management system (PMS), then controls (Kaplan & Norton, 1992). It takes into account both financial and non-financial performances, being monitored through lagging and leading indicators which paints a picture of the actual past against the desired future state. Set targets are monitored and reviewed with the hope that achieving and surpassing the targets will influence performance positively.

The tool was developed in the early 1990's by Kaplan & Norton, (1992), with emphasis on four perspectives or viewpoints, i.e., organizational capacity, internal business processes, customer focus and financial. From a short term performance measurement tool in the first generation it evolved into performance management tool in its second generation where the linkages between perspectives and linkages between objectives were introduced and is now at generation three as a long term strategic management tool where destination statement has been introduced to paint the picture of what the future will look like. With such clarity of focus the vision and strategy are systematically easily broken down into actionable initiatives. It also doubles up as a short-term measurement tool and a long-term strategic management tool.

Performance management component of the BSC addresses the question of identifying and measuring what is relevant and matters. Realistic targets are set, data is collected and performance is monitored. Analysed data is then used for effective decision making, which influences improved actions, ultimately leading to superior performance. Through appropriate performance measurement & analysis automation tools, data is transformed into useful information and knowledge that is used to continuously review and improve the strategy depending on the environmental challenges and organizational competences.

1.1.2 Organizational performance

Performance can be defined as outcomes of work done in relation to the targets of the strategic goals of an organization, customer satisfaction and economic contribution Salem (2003). Liptons (2003) proposes that organization's performance is the ability of the organization to prevail. According to Lebars & Euske, (2006) established financial and non-financial pointers that guide execution and provide analysed data on the level of attainment of objectives and outcomes define organizational performance. It is also an activity that requires understanding and conclusion of how the actions today may influence the results tomorrow.

Performance can be measured in terms of both effectiveness and efficiency, by use of PMS like BSC, which considers financial and non-financial perspectives or any other performance framework. If you achieve your objectives under constraint and effective utilization of scarce resources, you are deemed to be a successful organization. Effective organizational performance is the key to sustaining competitive advantage.

1.1.3 Kenya Ports Authority

Kenya Ports Authority is a Parastatal, Solely owned by the Government of Kenya. It came into existence through an Act of parliament that was enacted on 20th January 1978. Kenya Ports Authority (KPA) is mandated to build, operate, maintain, improve and develop all schedule seaports along the Kenyan coastline. The Authority is responsible for the management of the Port of Mombasa and all other small seaports along the Kenyan Indian ocean coastline. They also manage Inland dry ports in Nairobi, Kisumu and Eldoret. To facilitate for transit countries, they maintain offices in Kigali Kampala and Bujumbura. Kisumu Lake port and all other smaller jetties and piers within Lake Victoria, were also, officially transferred to KPA mandate, from Kenya Railways Corporation, resulting from Kenya Gazette Notice (Legal Notice No. 22) with effect from the date of publication, 4th April 2012.

Guided by the Vision “to be world class seaports of choice”, KPA’s purpose for existence is to facilitate and promote global maritime trade through the provision of competitive port services. The Core values that guide KPA are Service Excellence, Integrity, Teamwork and Caring for the communities around them. International maritime trade is served through the port of Mombasa, which is the critical nerve center of business serving the interlocked countries, mainly Uganda, Rwanda, Democratic Republic of Congo and Burundi. They also serve Northern Tanzania, and Southern Sudan. The Port is effectively linked within the region, serving more than 33 shipping lines and directly connect to more than 80 ports, globally.

The Authority’s main objective is to continually improve service delivery and meet customers’ expectations through provision of quality port services in line with ISO 9001:2015 and other generally accepted national and international standards. The

Authority has been periodically reviewing and rationalizing its organization structure to align it with the business needs, to ensure optimal distribution of human resources, attainment of effective and efficient service delivery. The organogram of the Authority currently clearly reflects the roles and responsibilities of specific officers, in-line with the Strategic Plan. (KPA strategic plan 2018 – 2023). The KPA is structured into 8 functional divisions, headed by the Managing Director and general managers, namely Human Resources and Administration, Finance, Engineering Services, Infrastructure Development, Operations, Corporate Services, Legal Services & Board. There are 29 departments and 6 branches with the total staff population at 7018, of which 4996 are union staff and 2022 are management staff on permanent and pensionable terms and 19 on contract (KPA, Staff Disposition July 2018.)

Table 1.1: Kenya Ports Authority divisional staff strength, July 2018

	MANAGEMENT	UNION	TOTAL
OFFICE OF THE MANAGING DIRECTOR	97	510	607
LEGAL SERVICES	32	14	46
HUMAN RESOURCES	215	205	420
OPERATIONS	949	3512	4461
ENGINEERING SERVICES	345	447	792
FINANCE	173	58	231
CORPORATE SERVICES	113	48	161
INFRASTRUCTURE DEVELOPMENT	98	202	300
TOTAL	2022	4996	7018

Source: Kenya Ports Authority

1.2 Research problem

According to Perkins *et al.* (2014) if your ability to manage your business at affordable cost resulting from a better understanding of your processes and consistent alignment to the operating environment your measurable performance should improve through performance management system, such as Balanced Scorecard. It is an important concept for organizations as an integral tool that is designed to cater for performance measurement, communicating the strategy and also managing the corporate strategy. Implementation of the BSC effectively ensures superior financial and non-financial performance (Muli, 2016). The Balanced Scorecard enables you to turn blurred vision and vague strategies into clear and objective organizational performance measures.

Kenya Ports Authority contracted Delloitte Ltd. in 2013, to set up and operationalize BSC system, as a tool to be used to deliver the corporate strategy. The system was implemented in May 2016, after coming up with the strategic themes together with the ultimate desired results, arising from a vigorous fact finding exercise, in line with the vision, mission and core values of the organization that involved the entire corporation. Strategic objectives, cutting across the four perspectives, i.e., financial performance, customer attention, internal business processes and organizational capacity were established and cascaded to the whole organization. To improve performance and sustain competitive advantage the strategic objectives identified were improvement of work environment, use of Information & Communication Technology (ICT), employee competence, equipment & infra-structure, port services and financial performance. Also to be enhanced were corporate image, compliance to law, policies & procedures and safety & security. Strengthening partnership and increasing customer satisfaction were also identified as strategic themes to be focused on.

Globally, findings from renowned Scholars ((Silk, 1998; Wisniewski & Dickson, 2001; Geuser, et al., 2009), managers acknowledge performance improvements to BSC. One major disapproval remains cause and effect linkages between viewpoints within the score matrix (Norreklit, 2000, 2003). Norreklit also argues that the proposed relationships between viewpoints are unclear, such that it cannot be verified whether

effectiveness in one perspective automatically positively influence the other. It can also be argued that improvement in one department in an organization does not automatically lead to improvement in another department. Perkins *et al.* (2014) concurs that further research is required because there has been limited number of studies investigating the effects of BSC. Time dimension has also been inadequately covered according to the literature available. Local studies by (Machungo, 2014; Musyoki, 2015; Kebu, 2015) recommends that more research work need to be done on communication to align vision, strategies and objectives. According to Mutai (2015), there is a relationship between Company performance. He recommends that further study need to be done on alignment between BSC and strategy and its effect on performance.

Past study by Jennings Jr. (2010) shows that, while very logical, there is little or no systematic research into whether the introduction of BSC approach actually improves organizational performance or policy outcomes. Although the concept is a holistic approach that caters for all individuals across the organization, it warrants investigation to establish whether the linkages, both vertically between perspectives and horizontally between functions are as effective and efficient as expected. To build and sustain superior performance through BSC, all the departments in an organization must consistently strive to complement each other and also do the right thing the right way. Kenya Ports Authority implemented BSC in June 2016, with the aim of performance improvement. The study sought to answer the question: What is the effect of Balanced Scorecard on Performance in Kenya Ports Authority?

1.3 Research objectives

- (i) To determine the effect of Balanced Scorecard Card on performance of Kenya Ports Authority.
- (ii) To establish the challenges faced by KPA with regard to the BSC and the gaps that can be addressed.

1.4 Value of the study

The BSC have been improved and refined upto the third generation so far, since its inception in 1992 and the aim remains to come up with a version that will be applicable for both profit and non-profit organizations. Currently different organizations use different versions that are more suitable to them. In the past theories have been improved as a result of new findings. The study will add into the body of knowledge and may also open discussion that can lead to further improvement of BSC model.

The finding of the study will come in handy in influencing KPA and any other organization to reconsider their policies in line with recommendations and new findings resulting from research. Internal controls, cost reduction, compliance, learning culture etc... are areas where change in policies can influence improvement. Policies are made as a result of the experiences within and around the business environment. Effective policies improve performance and help sustain competitive advantage.

Both globally and locally, BSC has been implemented by a good number of organizations, in public and private sectors. That is an indication that more organizations find it useful. The study will therefore practically be instrumental and useful for those who practice BSC and also the new entrants. As a result of the practitioners of BSC are expected to benefit from the findings as they may learn some new ideas of how to improve their work and practices. This will enhance performance in their organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter details a review of literature on theoretical formation of the study and empirical literature of the BSC and performance. It details theoretical grounding and findings from past studies. The chapter also presents research gaps.

2.2 Theoretical Foundation of the study

This study was anchored on balanced scorecard model, resource based view and dynamic capabilities view. It aimed to illustrate how the theories support balanced scorecard relationship with organizational performance. Unique organizational capabilities is the rare resource that inform the consideration of RBV and the ability to integrate, build and reconfigure competences is what informs the anchorage on DVC.

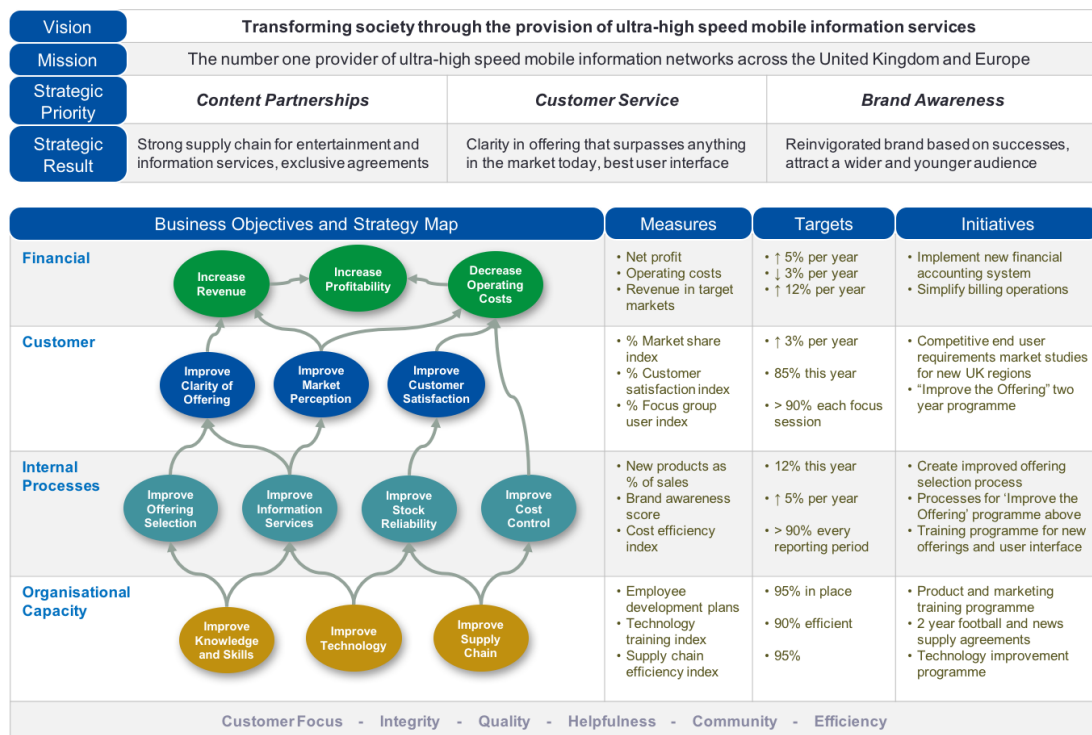
2.2.1 Balanced Scorecard Model

The Balanced Scorecard was developed in the USA in the 1990s by Kaplan & Norton (1992), as a result of the necessity that was realized to measure more than just financial performance, because it was observed that financial result was a product of the past performance, not necessarily influencing future performance and therefore fell short of the requirement of how to deal with the future. The theory states that the performance of an organization should be measured through financial and non-financial measures. The balance score card theory measures performance in four different perspectives, i.e. financial, customers, internal processes, and learning & growth (Kaplan, 1992). Vision and strategy occupy the center stage in BSC, performance management system, Kaplan & Norton (1992), because the executives of the organization appreciate their importance in the implementation process, since they are involved.

Balanced Scorecard is an integrated system consisting of strategic management system, communication tool and measurement system. It is developed by scanning the environment and establishing the current status of an organization by conducting amongst other techniques SWOT and PESTEL analysis, followed by a brainstorming session to identify the enablers and challenges resulting from the environmental

scanning. With organizations vision in mind, components that are related are grouped together to form the strategic themes/priorities; these are the areas of focus at a higher level. The themes are then broken down to strategic objectives which cuts across the four perspectives of the BSC. The objectives are aligned by the “cause and effect” ladder to the level of the strategic result which in essence is the desired outcome at the top of a strategy map. Measures, targets and initiatives are then put in place to facilitate and deliver the strategic results. Figure 1 is an illustration of the Strategy Map.

Figure 1.1 Strategy Map illustrating strategy themes/priority, perspectives and objectives, linkages, measures targets and initiatives. Source: 1997 – 2012 Copyright Balanced scorecard Institute (BSI)



According to (Kaplan & Norton 1992) there are four key processes that play a major role in connecting long term strategies and short term activities in the BSC system. Number one is the interpretation of the vision. It's about unanimity at the top management on how exactly the mission and strategy relate to the vision. This ensures clear understanding on what to be cascaded to the rest of the team, without ambiguity. Number two is communicating to the departments and individuals the connection between the mission, strategy, initiatives and measures across all levels of the

organization. This enables the employees understand how they are linked and aligned to the bigger picture and how important their role is for the organization to achieve the long term goals. At this point the operational functions break down the relevant strategy to their daily activities, without derailing from the overall strategic alignment (Lyons & Gumbus, 2004). Reward in relation to performance may be considered at this point. Number three is about integration between business plans and financial plans, taking into account the strategic plans and budget process, without losing the alignment between identified short term plans and targets related to the long term objectives. The final process regards feedback and learning Kaplan & Norton (1992), which enables you to build your organizational capacity, by addressing the skills gaps and improving your internal business processes.

2.2.2 Resource Based View

According to resource-based view (RBV), in order to build and sustain competitive advantage and enjoy long term superior performance, an organization need to possess a pool of unique skills that are also dissimilar. A number of Authors take credit for the origin of RBV but Wernerfelt (1984) contribution is outstanding. The resource-based view (RBV) is about organizations possessing resources, a subset of which are unique and enable them to achieve competitive advantage, and a subset of those that lead to superior long-term performance.

Resource-based theory provides a foundation for understanding how organizations develop sustainable competitive advantages. According to RBV you must strive to do things differently if you are to stay on top of the competition ladder. According to (Amit & Schoemaker, 1993; Barney, 1991; Mahoney & Pandian, 1992; Peteraf, 1993), organizations develop sustainable advantages when they create exceptional sets of resources and organizational competences that are valuable, rare, imperfectly imitable, and non-substitutable (VRIN). Barney (1991) asserts that, to achieve a competitive advantage the resources should be diverse, demonstrate different strengths and not perfectly mobile.

However this theory of Barney (1992) received the criticism that these criteria are individually necessary but are not sufficient conditions for a sustained competitive

advantage (Priem & Butler 2001). Further criticism made was that it is perhaps difficult to find a resource which satisfies Barney's entire VRIN criterion and it ignores external factors including Porter's Industry Structure analysis (Priem & Butler 2001a). Dierickx & Cool (1989) also argued that purchasable assets cannot be sources of sustained competitive advantage as they can be purchased by competitors as well. Hoopes, Madsen & Walker (2003) argue that the concept 'rare' is obsolete because if the other criteria: valuable, inimitable and non-substitutability exist, then they make the resource rare anyway. Resource need a strategic fit with action in order to be effective. Resources alone do not cause performance, but instead offer the potential that competitive actions help realize (Sirmon et al., 2007).

2.2.3 Dynamic Capabilities View

According to Eisenhardt & Martin (2000), dynamic capabilities are the organization's processes that use resources – explicitly to integrate, reconfigure, gain and release resources – to match and even create market change. They are the strategic routines by which organizations achieve new resource patterns as markets emerge, collide, split, evolve and die. Dynamic capability is achieved when you sense an opportunity in the market, you seize it and generate matching skills to transform the organization and sustain competitive advantage. It needs imaginative and innovative thinking to handle any changes in the business environment (Chukwemeka & Onuoha, 2018). Strategically you must strive to always be at the right place at the right time. It considers "best practices" in the market as the zero baseline for gauging excellence.

Strategy and capabilities must always be in-line with the external environment and business surrounding if you are to build and sustain competitive advantage. The fit between your strategy, environment and capabilities must ever be upto date. Consistency in aligning strategy, competences and environment is key in maintaining complete advantage. Any slight change in environmental condition must be matched with the right set of capabilities and corresponding strategic adjustments. This calls for a dynamic approach in matching capabilities, environment and strategies. Like other approaches DCV has been criticized for being unclear and tautological, with little empirical support (Ambrosini *et al* 2009); Newbert 2007).

2.3 Empirical Literature Review

Globally according to Balanced Scorecard Institute (2012) over 65% of Fortune 1000 companies were already using BSC and it is increasingly being adopted by government and non-profit organizations worldwide. The contribution by Geuser *et al* (2009) shows concrete evidence in backing BSC as a system that has constructive effect on performance. It was observed from a practical study of 76 business divisions that interpreting the strategy into operational actions improved and there was seamless and better inter-divisions alignment with regard to processes, capabilities and services of the organization and also the environment. According to Malina & Selto (2001) study, BSC execution improved competence in corporate strategy controls, enhancing effectiveness.

A good number of studies (Silk, 1998; Wisniewski and Dickson, 2001; Geuser et al, 2009) link BSC with performance improvement trails, but according to Neely *et al*, (2004) minimal studies have looked into the position, before and after the implementation to warrant conclusion that indeed there is improvement. According to Kasurinen (2002) for BSC to be effective, there must be a culture shift through change management prior to implementation and therefore argues that Kaplan & Norton have not covered the effects of any barriers in terms of organizational structures and the question of inter-operability amongst departments. Aligning the entire workforce at different levels both vertically and horizontally must be addressed before execution of BSC to improve its chances of success. Although Strategy maps have illustrated the relationship linking perspectives it has not covered the issue of timeliness it terms of the perspectives complimenting each other, through cause and effect relationship, Norreklit (2000, 2003). The same is the case between relationships on measures, targets and initiatives amongst different departments that need to effectively complement each other in their line of duty.

Locally a good number of organizations in Kenya had engaged BSC, in both public and private sector. Amongst them were Kenya electricity generating company (Kengen), Safaricom Kenya Limited, Sarova Hotels Limited, National Hospital Insurance Fund, Kenya Ports Authority etc... Most of them had observed improvements mainly in performance measurement. Studies had also been done on Small and Medium enterprises

in Nairobi and on customer service in organizations. No local study had dwelt on the departmental alignments and the need to have some level of agreements between the units that serve them or the units that they serve. According to Waal (2000) organizations need to replace passive reporting performance measurement with proactive result oriented performance management. Performance measurement is the process of setting a target and tracking the progress of an event, activity, product, product, project, program or service against the set target (Rohm, et al, 2013). This forms the basis for data analysis for decision making and for focusing attention on what matters most. Musyoki (2015) in her study concluded that BSC was effective in performance measurement in Kenya Ports Authority. Incentives were considered purely on the set target and not whether the organizations objectives were met. The emphasis was on BSC as a measurement tool in human resources management, leaving a gap on interdepartmental interdependency, cause and effect between perspectives, data analysis, evaluation, alignment and on its role as a strategic management and communication tool. Her study did not cover the entire organization.

In essence, this study was an improvement of Musyoki's (2015) work as it went beyond performance measurement. It also analysed performance data, evaluated and aligned processes in regard to areas of improvement. Performance measurement was an integral part of performance management system, others parts are data analysis, alignment and evaluation. Atonga (2011) in his study on competitive advantage recommended that research need to be done to determine what affect competitive strategies adopted by KPA on the overall performance of the organization. The study on BSC is therefore one of the studies to determine its effect on overall performance of KPA.

Machungo (2014) concludes that to achieve long term prosperity and dominance in the market share as a continuous competitive advantage it is key to come up with relevant strategic initiatives in line with the vision of the organization, if you were to tread successfully along the BSC path. He observes that communication from Directors to junior staff still remains a challenge. Mutai (2015) concluded that BSC alignment to organization strategy influence overall organizational performance, however a study should be done to access the effect on the organizational performance. Kebu (2015) suggests that more training of staff is required in terms of learning and growth.

2.4 Summary of the literature Review and the Knowledge Gap

After going through past studies both globally and locally there was general observation that as a measurement tool BSC has made some giant strides. However there is still more research needed both on theory and practice. According to Norreklit (2000) there is lack of a solid theoretical foundation to the scorecard approach, which is reflected in the weaknesses of the causal linkages in relation to inter-dependencies between the four perspectives, measures or strategic objectives. More research is therefore necessary on the theoretical part of BSC, with emphasis on how to link the entire workforce with an inter-woven fabric that links all cadres at all levels.

Horizontal linkages with regard to measures, initiatives and targets between departments or agencies has not been covered in any literature reviewed. Structural barriers encountered between interdependent departments within organizations need to be clearly catered for with regard to BSC, linkages. More studies need to be undertaken to fully understand the relationship between BSC implementation and performance (Geuser *et al.*, 2009; Burkert *et al.*, 2010). According to Neely (2002), perspectives need not to have been restricted to only four. Non consideration of other perspectives like employee enthusiasm, environment/community, other key stakeholder input/performance etc... compromises full potential of BSC. The model should accommodate other viewpoints. Consideration should also have been given to social dimension (Brignell 2002). Further research should also be done on the theoretical framework, regarding other perspectives.

According to the literature available the scorecard was in its third generation and the two earlier versions are still preferred by some organizations. That makes it cumbersome if you are to compare results from different versions and therefore difficult to access the performance of the tool. There is need for one unified version that will cater generally for all organizations be it profit or non-profit making organization. Such uniformity is good for comparison. Therefore further research is also needed to enable this happen.

It remains as a challenge too that departments can have tendency of setting easy targets that are achieved with hardly any effort. Results will indicate that the organization is vibrant but customer experience may suggest otherwise. There is no literature on formal level agreements between partnering departments. That is necessary if overall improvement in performance is to be realized. Some work need to be done on that area.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology that was used to realize the objectives of the study. It included research design, data collection and data analysis. The processed data was used to generate information that was used for descriptive statistics, regression and correlation of the variables.

3.2 Research Design

The research design was a case study. A case study according to Kothari (2004) is a way of organizing data and looking at the object to be studied as a whole. It makes a detailed examination of a single subject or a group of phenomena. The method involved an in-depth study rather than breadth. This was appropriate because the focus was on KPA performance as an organization. The objective was to locate the factors that account for the behavior patterns of the unit as an integrated totality (Kothari 2004).

Studies by Mutai (2015) on influence of BSC on performance of Safaricom Limited and by Kebu (2015) on strategy implementation at KENGEN used case studies. Both the studies attempted to bring out deeper insight and better understanding of the influence of BSC in the two organizations.

3.3 Target Population of Study

The study targeted 93 officers in Kenya Ports Authority. The population of the study was Kenya Ports Authority 27 heads of departments and 66 of their assistants, who were heads of sections. All of them had signed balanced scorecards, individually. Out of 27 heads of departments, 24 responded and out of 66 assistants 42 responded. All the divisions in an organization structure which had 8 divisions, 27 departments and 4 branches, were well represented. The heads of departments and their assistants, who were, the implementers and executors of the strategies, respectively, through their departments, were targeted because they were the process owners and therefore most suitable officers for the study, which sought to find out, the effect of balanced scorecard on performance of Kenya Ports Authority. Overall number of employees was 7018 comprising of 2022 managers and 4996 union staff.

3.4 Data Collection

The study employed Research data. That Research data was collected using self-administered semi-structured questionnaires. The design of the questionnaire had two sections. A and B. Section A covered general information and section B covered Balanced Scorecard initiatives and performance. The questionnaires were distributed physically by drop and pick method because all the respondents were easily reachable and also by email. Research data was suitable because the study required first hand data that was specific and therefore more accurate for the purpose and objectives intended. The questionnaires contained both open and close ended questions. Linkert scale of (1) – (5) was applied, ranging from where strongly agree, scored (5) to where strongly disagree scored (1).

Majority of the work-stations were within the Port of Mombasa. 100% of the heads of departments and their assistants were targeted. The researcher then collected the questionnaires at appropriate time. Some respondents sent their response via email. The response was then organized for tallying and further processing.

3.5 Data Analysis

To make data easy to interpret and analyze it must be processed. Mugenda & Mugenda, (1999) asserts that data must be cleaned, coded and keyed into computer. The data was tallied and summarized in accordance with the study on effects of BSC on performance of Kenya Ports Authority. Statistical package for the social sciences (SPSS) software was used for keying in data and processing.

Descriptive statistics, inferential statistics of regression and correlation was used for analysis. Regression model is a statistical technique that determines the linear relationship between two or more variables which demonstrates how one variable relates with variation in another, (Campbell & Campbell, 2008). Relationship between performance and balanced scorecard viewpoints, i.e., financial, customer, processes and learning & growth was analysed.

The following Linear Regression Formula was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where, Y was performance of KPA and X_{1-4} were the four perspectives, i.e.

X_1 - Financial

X_2 - Customer focus

X_3 - Internal business processes

X_4 - Learning & growth

β_0 - A constant

β_{1-4} - Respective regression co-efficient

ε - Variation or error that was likely to affect the dependent variable but not factored in the model.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

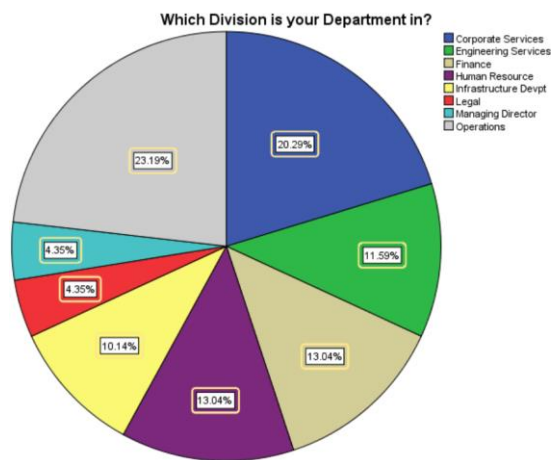
4.1 Introduction

This chapter presented and discussed the analysis of data collected, through questionnaires, from various respondents in the organization. The data was interpreted according to the research question and objectives. The first section presented results of demographic analysis based on the Descriptive statistics. The second section presented the findings on the effect of balance scorecard on performance of Kenya Ports Authority Kenya based on the inferential statistics of regression and correlation. The last section was the discussion of research findings from the analysis by using both descriptive and inferential statistics.

4.2 Response Rate

This study targeted ninety three (93) members of staff comprising on the heads of departments (HODs) and their immediate assistants. Out of these, sixty Nine (69) Individuals filled and returned the questionnaire. That constituted a response rate of 74.19%, which was considered responsive. The Response is documented in Figure 4.1.

Figure 4.1: Response rate by Divisions



Source: Research data

According to figure 4.1 corporate services had 14 respondents (20.3%), engineering services 8 respondents (11.6%), finance 9 respondents (13%), human resources 9 respondents (13%),

infrastructure development 7 respondents (10,1%), legal services 3 respondents (4.3%), managing directors office 3 respondents (4.3%) and operations 16 respondents (23.2%).

4.3 Demographic Results

The section covered the respondents years of experience, gender strength and distribution by function.

4.3.1 Years of Experience in the Organization

Respondents were asked to indicate the years of experience in the organization. The response was as documented on table 4.3.1.

Table 4.3.1 Years of Experience in the Organization

		Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	5 and Below	9	13	13	13
	6 - 10	13	18.8	18.8	31.9
	11 - 15	10	14.5	14.5	46.4
	16 - 20	13	18.8	18.8	65.2
	21 and above	24	34.8	34.8	
	TOTAL	69	100	100	100

Source: Research data

Referring to table 4.3.1, the study found that 34.8% of the respondents had worked for more than 21 Years,18.8% had worked for between 16-21 Years, 14.5% had worked for between 11-15 Years,18.8% had worked between 6-10 Years while 13% had worked for between 5 years and below. From the findings, it showed that the respondents were experienced employees in the organization.

4.3.2 Gender Distribution

The respondents were asked to state their gender. The response was as documented in table 4.3.2.

Table 4.3.2: Gender of the respondent

		Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Female	9	13	13	13
	Male	60	87	87	100
	TOTAL	69	100	100	

Source: Research data

Referring to table 4.3.2, all the 69 respondents indicated their gender, i.e., either male (M) or female (F). The male respondents were 60 in number and the female 9. That translates to 87% and 13 % respectively.

4.3.3 Distribution by Function

The respondents were asked to state which division their departments are aligned to. The response is as tabulated in table 4.3.3.

Table 4.3.3: Distribution by Function

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Corporate services	14	20.3	20.3	20.3
Engineering services	8	11.8	11.8	31.9
Finance	9	13	13	44.9
Human resources	9	13	13	58
Valid Infrastructure Dev.	7	10.1	10.1	68.1
Legal services	3	4.3	4.3	72.5
Managing director	3	4.3	4.3	76.8
Operations	16	23.2	23.2	
TOTAL	69	100	100	100

Source: Research data

Kenya Ports Authority comprises of eight functional divisions, namely managing director’s office, finance, board and legal services, engineering services, corporate services, human resources and administration, infra-structure development and operations. Each function has at least two departments under them. The questionnaires were proportionally distributed to effectively cater for all the divisions. Table 4.3.3 illustrates the distribution as per the 69 respondents out of 93.

4.4 Balanced scorecard Communication and Cascading

4.4.1 Effective Communication of Balanced Scorecard

The respondents were asked if their BSC was effectively communicated and cascaded downward from the corporate level to the lower levels of the organization. They were also asked if there was effective inter departmental consultations before setting of targets.

Response is as documented in table 4.4.1

Table 4.4.1: Effective communication of balanced scorecard

		Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Female	4	5.8	5.8	5.8
	Male	65	94.2	94.2	100.0
	TOTAL	69	100	100	

Source: Research data

Referring to table 4.4.1 out of 69 respondents (94.2 %) said balanced scorecard was effectively communicated, whereas (5.8%) said that the communication was not effective.

4.4.2 Communicating the Balanced Scorecard to Junior Staff

Respondents were asked if it was easy to communicate the content of balanced scorecard downwards to junior staff. Response is documented in Table 4.4.2

Table 4.4.2: Communicating the Balanced Scorecard to Junior Staff

		Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	28	40.6	41.2	41.2
	No	39	56.5	57.4	98.5
	Total	68	98.6		100.0
	Missing system	1	1.4	1.5	
	TOTAL	69	100	100	

Source: Research data

Referring to table 4.4.2, out of 69 respondents, 39 (56.5%) said yes, whereas 28 respondents (40.6%) said no, it was not easy to communicate the contents.

4.4.3 Involvement of other departments in setting/reviewing targets

Respondents were asked if they involved the service recipient department in setting targets. Response is as documented in table 4.4.3.

Table 4.4.3: Involvement of other departments in setting/reviewing targets

		Occurrence	Percentage	Valid Percentage	Cumulative Percentage
valid	Yes	25	36.2	36.8	36.8
	No	43	62.3	63.2	100.0
	Total	68	98.6		
	Missing system	1	1.4		
	TOTAL	69	100	100	

Source: Research data

Referring to table 4.4.3 out of 69 respondents (36.2%) said “no” whereas 43 respondents (62.3%) said “yes”.

4.4.4 Targets set for other departments

Respondents were asked if the departments they serve were satisfied with the targets they set for them. Response is as documented in Table 4.4.4.

Table 4.4.4: Targets Set for other Departments

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Yes	17	24.6	25	25.0
No	51	73.9	75	100.0
valid Total	68			
Missing system	1	1.4	1.4	
TOTAL	69	100	100	

Source: Research data

Referring to table 4.4.4 out of 68 respondents (73.9%) said that departments they serve were in agreement with the set targets, while (24.6%) said that their service recipients were not satisfied with the set targets.

4.4.5 Targets set by other departments

Respondents were asked if they were satisfied with the targets set for by other departments. Response is as documented in Table 4.4.5.

Table 4.4.5: Targets set by other departments

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Yes	48	69.6	70.6	70.6
No	20	29	29.4	100.0
valid Total	68	98.6		
Missing system	1	1.4		
TOTAL	69	100	100	

Source: Research data

Referring to table 4.4.5 out of 69 respondents (69.6%) were not satisfied with the service provided to them by other departments in terms of set targets, while (29%) were satisfied by the targets set for them by other departments.

4.4.6 Involvement by other departments in setting/reviewing targets

Respondents were asked if the other departments involved them in setting/ reviewing targets. Response is as documented in Table 4.4.6.

Table 4.4.6: Involvement by other departments in setting/reviewing targets

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Yes	50	72.5	73.5	73.5
No	17	24.6	25.0	100.0
valid Total	68	98.6	1.5	
Missing system	1	1.4		
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.4.6 out of 68 respondents (72.5%) said no, whereas (24.6%) said yes.

4.5 Balanced Scorecard Initiatives

This section details findings of the four BSC perspectives. It highlights the response on the initiatives taken to improve performance across all the four perspectives.

4.5.1 Financial Perspective

The respondents were asked to rate financial perspective initiatives put in place to achieve finance targets. Results are as documented on Table 4.5.1.

Table 4 5.1: Financial perspective initiatives

Descriptive Statistics			
	N	Mean	Std. Deviation
The Authority has disposed non-performing and non-core assets	69	3.55	.948
The Authority has undertaken costs analysis, developed and implemented strategies for cost reduction.	69	3.71	1.001
Management has reviewed and implemented marketing Plan.	69	3.93	.734
Valid N (listwise)	69		
Average Mean Score		3.73	.894

Source: Research data

Referring to table 4.5.1 the overall mean score for financial performance was 3.73 and the overall standard deviation of 0.894.

4.5.1.1 Disposal of Non-performing and Non-core assets

Respondents were asked if the Authority had disposed all non-performing and non-core assets. Response is as documented in Table 4.5.2.

Table 4.5.2: Disposal of Non-performing and Non-core assets

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	16	23.2	23.2	24.6
Valid Not sure	16	23.2	23.2	47.8
Agree	31	44.9	44.9	92.8
Strongly agree	5	7.2	7.2	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.2 out of 69 respondents (44.9%) agreed, with (7.2%) strongly concurring with them, (23.2%) disagreed, with 1.4% strongly disagreeing. The Percentage of the respondents who were not sure was (23.2%).

4.5.1.2 Cost Analysis, and Cost Reduction Strategies

The respondents were asked if the authority had undertaken cost analysis, developed and implemented strategies for cost reduction.

Table 4.5.3: Cost Analysis, and Cost Reduction Strategies

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	5	5.8	5.8	5.8
Disagree	9	13.0	13.0	18.8
Valid Not sure	10	14.5	14.5	33.3
Agree	36	52.2	52.2	85.5
Strongly agree	10	14.5	14.5	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.3 out of 69 respondents (52.2%) agreed, (14.5%) strongly agreed, (13%), disagreed while (5.8%) strongly disagreed.

4.5.1.3 Marketing Plan Review and Implementation

Respondents were asked if management had reviewed and implemented marketing plan. Response is as documented in Table 4.5.4.

Table 4.5.4: Marketing Plan Review and Implementation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	3	4.3	4.3	5.8
Valid Not sure	24	34.8	34.8	40.6
Agree	31	44.9	44.9	85.5
Strongly agree	10	14.5	14.5	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.4 out of 69 respondents (44.9%) agreed, (14.5%) strongly agreed, (34.8%) were not sure, (4.3%) disagreed and (1.4%) strongly disagreed.

4.5.2 Customer Focus Perspective

The respondents were asked to rate financial perspective initiatives put in place to achieve finance targets. Results are as documented on Table 4.5.5

Table 4.5.5 Customer focus perspective

Descriptive Statistics			
	N	Mean	Std. Dev.
Customer Satisfaction			
Management has developed and coordinates customer service approach in their engagement strategy	69	3.84	.760
Management has reviewed the framework for handling customer complaints and compliments.	69	3.70	.754
Management undertakes bi-annual audits to gauge staff compliance to the charter and implements recommendations thereof.	68	3.28	.808
Kenya Ports Authority has a developed and implemented stakeholder engagement strategy.	69	4.06	.745
Management has developed policy on flexible tariff regime.	68	3.13	1.021
Corporate Image			
Management has carried out a Brand audit and implemented the recommendations thereof.	69	3.78	3.807
A comprehensive communications strategy has been implemented	69	3.42	.991
Kenya Ports authority has a Media management plan	69	3.88	.758
Kenya Ports Authority has heightened corporate social responsibly (CSR) programs	69	4.26	.760
Valid N (listwise)	67		
Average Mean Score		3.71	1.16

Source: Research data

Referring to table 4.5.5 the overall mean score for financial performance was 3.71 and the overall standard deviation of 1.16.

4.5.2.1 Customer Service Engagement Strategy

Respondents were asked if management had developed and coordinate customer service approach in their engagement strategy. Response is as documented in Table 4.5.6

Table 4.5.6: Customer Service Engagement Strategy

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	0	0	0	0
Disagree	6	8.7	8.7	8.7
Not sure	8	11.6	11.6	20.3
Agree	46	66.7	66.7	87.0
Strongly agree	9	13.0	13.0	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.6 out of 69 respondents (13%) strongly agreed, (66.7%) agreed, (11.6%) were not sure and 8.7%) disagreed. That was a very good performance geared towards customer satisfaction.

4.5.2.2 Customer Complaints and Compliments Framework Review

Respondents were asked if management had reviewed the framework for handling customer complaints and compliments. Response is documented in Table 4.5.7.

Table 4.5.7: Customer Complaints and Compliments Framework Review

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	0	0	0	0
Disagree	4	5.8	5.8	5.8
Not sure	21	30.4	30.4	36.2
Agree	36	52.2	52.2	88.4
Strongly agree	8	11.6	11.6	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.7 out of 69 respondents (11.6%) strongly agreed, (52%) agreed, (30.4%) were not sure and (5.8%) disagreed. The result was good, but there is room for improvement.

4.5.2.3 Staff Compliance to Charter Bi-annual Audits

Respondents were asked if management undertook bi-annual audits to gauge staff compliance to the charter and implemented recommendation thereof. Table 4.5.8.

Table 4.5.8: Staff Compliance to Charter Bi-annual Audits

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	11	15.9	16.2
	Not sure	31	44.6	61.8
	Agree	22	31.9	94.1
	Strongly agree	4	5.8	100.0
	Missing system	1	1.4	-
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.8 out of 68 respondents (5.8%) strongly agreed, (31.9%) agreed, (44.9%) were not sure and (15.9%) disagreed. The result suggested that the initiative was not effective and led to poor outcome.

4.5.2.4 Stakeholder Engagement Strategy

Respondents were asked if Kenya Ports authority had developed and implemented stakeholder engagement strategy. Response is as documented in Table 4.5.9.

Table 4.5.9: Stakeholder Engagement Strategy

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	3	4.3	4.3
	Not sure	8	11.6	15.9
	Agree	40	58.0	73.9
	Strongly agree	18	26.1	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.9 out of 69 respondents (26.1%) strongly agreed, (58%) agreed, (11.6%) were not sure and (4.3%) disagreed. The result suggested that the initiative was effective and led to excellent outcome.

4.5.2.5 Flexible Tariff Policy

Respondents were asked if management had developed and coordinated customer service approach in their engagement strategy. Response is as documented in Table 4.5.10.

Table 4.5.10: Flexible Tariff Policy

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	6	7.2	7.4	7.4
Disagree	12	17.4	17.6	25.0
Valid Not sure	24	34.8	35.3	60.3
Agree	23	33.3	33.8	94.1
Strongly agree	4	5.8	5.9	100.0
Missing system	1	1.4	100.0	
TOTAL	69	100.0		

Source: Research data

Referring to table 4.5.10 out of 68 respondent (5.8%) strongly agreed, (33.3%) agreed, (34.8%) were not sure and (7.2%) disagreed. The result suggested that the initiative was very effective and led to poor outcome.

4.5.2.6 Brand Audit Implementation

Respondents were asked if Management had reviewed the framework for handling customer complaints and compliments. Response is as documented in Table 4.5.11.

Table 4.5.11: Brand Audit Implementation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	12	17.4	17.4	18.8
Valid Not sure	25	36.2	36.2	55.1
Agree	23	33.3	33.3	88.4
Strongly agree	7	10.1	10.1	98.6
Missing system	1	1.4	1.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.11 out of 68 respondent (10.1%) strongly agreed, (33.3%) agreed, (36.2%) were not sure, (17.4%) disagreed and (1.4%) strongly disagreed. The result suggested that the initiative was not very effective and led to poor outcome.

4.5.2.7 Comprehensive Communications Strategy

Respondents were asked if a comprehensive communications strategy had been implemented. Table 4.5.12.

Table 4.5.12: Comprehensive Communications Strategy

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	3	4.3	4.3	4.3
Disagree	10	14.5	14.5	18.8
Valid Not sure	17	24.6	24.6	43.5
Agree	33	47.8	47.8	91.3
Strongly agree	6	8.7	8.7	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.12 out of 69 respondent (8.7%) strongly agreed, (47.8%) agreed, (24.6%) were not sure, (14.5%) disagreed and (4.3%) strongly disagreed. The result suggested that the initiative was effective and led to good outcome.

4.5.2.8 Media management plan

Respondents were asked if Kenya Ports authority had a Media management plan. Response is as documented in Table 4.5.13.

Table 4.5.13 Media Management Plan

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	2	2.9	2.9	4.3
Valid Not sure	12	17.4	17.4	21.7
Agree	43	62.3	62.3	84.1
Strongly agree	11	15.9	15.9	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.13 out of 69 respondent (15.9%) strongly agreed, (62.3%) agreed, (17.4%) were not sure, (2.9%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was effective and led to very good result.

4.5.2.9 Corporate Social Responsibly (CSR)

Respondents were asked if Kenya Ports Authority has heightened corporate social responsibly (CSR) programs. Table 4.5.14.

Table 4.5.14: Corporate Social Responsibility (CSR)

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	3	4.3	4.3	4.3
Not sure	4	5.8	5.8	10.1
Valid Agree	34	49.3	49.3	59.4
Strongly agree	28	40.6	40.6	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.14 out of 69 respondent (40.6%) strongly agreed, (49.3%) agreed, (5.8%) were not sure and (4.3%) disagreed. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3 Internal Business processes

The respondents were asked to rate internal business processes perspective initiatives put in place to achieve set strategic objective targets. Response is as documented on Table 4.5.15.

Table 4.5.15 Internal Business processes

Descriptive Statistics			
	N	Mean	Std. Deviation
Port Services			
Management has implemented Port improvement plan, including strategies for reducing ships turn-round time	69	4.41	.495
All systems dealing with cargo clearance (National Single window) have been interfaced.	69	3.46	.850
Full utilization of IT operations systems have been enforced.	69	3.12	1.051
Safety & Security			
Management hs developed and implemented safety awareness program	69	4.01	.737
Integrated security system has been installed and is operational	68	4.37	.621
Green port initiative has been developed and implemented	68	3.44	.853
Kenya Ports Authority has an emergency response plan.	68	3.81	.797
Compliance to Law Policies & Procedures			
Kenya Ports Authority has implemented Public Sector Integrity Program (PSIP).	69	3.62	.806
Review of Kenya Ports Authority ACT and its enabling regulations has been completed.	69	2.94	.838

Corporate Risk management framework has been developed and implemented.	69	3.90	.770
Risk awareness training has been conducted.	69	4.17	.785
Awareness training on the KPA law, other relevant laws, policies and procedures has been carried out.	69	2.88	1.008
Valid N (listwise)	66		
Average Mean Score		3.68	0.801

Source: Research data

Referring to table 4.5.15 the overall mean score for financial performance was 3.68 and the overall standard deviation of 0.801.

4.5.3.1 Port Improvement and Ships Turn-round Time Strategies

Respondents were asked if Management had implemented Port improvement plan, including strategies for reducing ships turn-round time. Response is as documented in Table 4.5.16.

Table 4.5.16: Port Improvement and Ships Turn-round Time Strategies

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Agree	41	59.4	59.4	59.4
Valid Strongly agree	28	40.6	40.6	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.16 out of 69 respondent (40.6%) strongly agreed and (59.4%) agreed. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3.2 Cargo Clearance Systems Interface (National Single window)

Respondents were asked if all systems dealing with cargo clearance (National Single window) had been interfaced. Response is as documented in Table 4.5.17

Table 4.5.17: Cargo Clearance Systems Interface (National Single window)

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Disagree	9	13	13	13
Valid Not sure	26	37.7	37.7	50.7
Valid Agree	27	39.1	39.1	89.9
Valid Strongly agree	7	10.1	10.1	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.17 out of 69 respondent (10.1%) strongly agreed, (39.1%) agreed, (37.7%) were not sure and (13%) disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.5.3.3 Full Utilization of Information and Communication Technology (ICT) Operations Systems

Respondents were asked if Full utilization of ICT operations systems had been enforced. Response is as documented in Table 4.5.18.

Table 4.5.18: Full utilization of ICT Operations Systems

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	24	34.8	34.8	36.2
Valid Not sure	17	24.6	24.6	60.9
Agree	20	29.0	29.0	89.9
Strongly agree	7	10.1	10.1	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.18 out of 69 respondent (10.1%) strongly agreed, (29%) agreed, (24.6%) were not sure, (34.8%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.5.3.4 Safety Awareness Program

Respondents were asked if Management had developed and implemented a safety awareness program. Response is as documented in Table 4.5.19

Table 4.5.19: Safety Awareness Program

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	3	4.3	4.3	5.8
Valid Not sure	3	4.3	4.3	10.1
Agree	49	71.0	71.0	81.2
Strongly agree	13	18.8	18.8	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.19 out of 69 respondent (18.8%) strongly agreed, (71%) agreed, 4.3%) were not sure (4.3%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3.5 Integrated Security System

Respondents were asked if integrated security system had been installed and was operational. Response is as documented in Table 4.5.20

Table 4.5.20: Integrated Security System

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Not sure	6	7.2	7.4	7.4
Valid Agree	33	47.8	48.5	55.9
Valid Strongly agree	30	43.5	44.1	100.0
Valid Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.20 out of 68 respondent (44.1%) strongly agreed, (48.5%) agreed and (7.4%) were not sure. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3.6 Green Port Initiative

Respondents were asked if Green port initiative had been developed and implemented. Response is as documented in Table 4.5.21

Table 4.5.21: Green Port Initiative

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.5	1.5
Valid Disagree	8	11.6	11.8	13.2
Valid Not sure	24	34.8	35.3	48.5
Valid Agree	30	43.5	44.1	92.6
Valid Strongly agree	5	7.1	7.4	100.0
Valid Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.21 out of 68 respondent (7.4%) strongly agreed, (44.1%) agreed, (35.3%) were not sure, (11.8%) disagreed and (1.5%) strongly disagreed. The findings suggested that the initiative was effective and led to good result.

4.5.3.7 Emergency Response Plan

Respondents were asked if Kenya Ports Authority had an emergency response plan. Response is as documented in Table 4.5.22

Table 4.5.22: Emergency Response Plan

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.5	1.5
Disagree	2	2.9	2.9	4.4
Not sure	17	24.6	25.0	29.4
Agree	37	53.6	54.4	83.8
Strongly agree	11	15.9	15.9	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.22 out of 69 respondent (16.2%) strongly agreed, (54.4%) agreed, (25.0%) were not sure, (2.9%) disagreed and (1.5%) strongly disagreed. The findings suggested that the initiative was effective and led to very good **result**.

4.5.3.8 Public Sector Integrity Program (PSIP)

Respondents were asked if Kenya Ports Authority had implemented Public Sector Integrity Program (PSIP). Response was as documented in Table 4.5.23.

Table 4.5.23: Public Sector Integrity Program (PSIP)

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Disagree	1	1.4	1.4	4.3
Not sure	25	36.2	36.2	40.6
Agree	34	49.3	49.3	89.9
Strongly agree	7	10.1	10.1	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.23 out of 69 respondent (10.1%) strongly agreed, (49.3%) agreed, (36.2%) were not sure, (1.4%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was effective and led to good result.

4.5.3.9 Review of Kenya Ports Authority ACT

Respondents were asked if Review of Kenya Ports Authority ACT and its enabling regulations had been completed. Response is as documented in Table 4.5.24.

Table 4.5.24: Review of Kenya Ports Authority ACT

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	3	4.3	4.3	4.3
Valid Disagree	15	21.7	21.7	26.1
Valid Not sure	36	52.2	52.2	78.3
Valid Agree	13	18.8	18.8	97.1
Valid Strongly agree	2	2.9	2.9	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.24 out of 69 respondent (2.9%) strongly agreed, (18.8%) agreed, (52.2%) were not sure, (21.7%) disagreed and (4.3%) strongly disagreed. The findings suggested that the initiative was very ineffective and led to very poor result.

4.5.3.10 Corporate Risk Management

Respondents were asked if corporate risk management had been developed and implemented. Response is as tabulated in Table 4.5.25.

Table 4.5.25: Corporate Risk Management

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.4	1.4
Valid Disagree	3	4.3	4.3	5.8
Valid Not sure	9	13.0	13.0	18.8
Valid Agree	45	65.2	65.2	84.1
Valid Strongly agree	11	15.9	15.9	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.25 out of 69 respondent (15.9%) strongly agreed, (65.2%) agreed (13%) were not sure, (4.3%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3.11 Risk Awareness Training

Respondents were asked if Risk awareness training had been conducted. Response is as documented in Table 4.5.26

Table 4.5.26: Risk Awareness Training

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	3	4.3	4.3
	Not sure	7	10.1	14.5
	Agree	24	49.3	63.8
	Strongly agree	25	36.2	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.26 out of 69 respondent (36.2%) strongly agreed, (49.3%) agreed, (10.1%) were not sure and (4.3%) disagreed. The findings suggested that the initiative was very effective and led to excellent result.

4.5.3.12 KPA Law, other Relevant Laws, Policies and Procedures

Respondents were asked if awareness training on the KPA law, other relevant laws, policies and procedures has been carried out. Response is as documented in Table 4.5.27.

Table 4.5.27: KPA Law, other Relevant Laws, Policies and Procedures

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	6	8.7	8.7
	Disagree	16	23.2	31.9
	Not sure	32	46.4	78.3
	Agree	10	14.5	92.8
	Strongly agree	5	7.2	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.27 out of 69 respondent (7.2%) strongly agreed, (14.5%) agreed, (46.4%) were not sure, (23.2%) disagreed and (8.7%) strongly disagreed. The findings suggested that the initiative was not very effective and led to very poor result.

4.5.4 Learning and Growth

The respondents were asked to rate learning and growth perspective initiatives put in place to achieve set strategic objective targets. Response is as documented on Table 4.5.28

Table 4.5.28: Learning and growth

Descriptive Statistics			
	N	Mean	Std. Dev.
Competence			
Kenya Ports Authority has reviewed performance management system	69	3.72	.784
Management has developed and implemented a reward and consequence management policy	69	2.97	.907
Competency based training has been implemented.	69	3.17	.822
Leadership development program has been developed and implemented.	69	3.39	.911
Guidelines on recruitment, development & deployment of equipment operators have been reviewed.	69	3.16	.918
Retention obligation on the part of trained staff has been created.	69	3.03	.891
Information & Communication Technology			
Business processes have been reviewed.	68	3.87	.731
Existing systems have been fully implemented.	69	3.07	.929
Training programs for existing systems have been reviewed and implemented.	69	3.25	.914
Existing systems and network infrastructure have been upgraded.	69	3.75	.847
For efficient port management, new technology in the market has been identified, reviewed and adopted.	69	3.38	.987
Equipment and Infrastructure			
Kenya Ports Authority has reviewed and implemented equipment replacement plan.	69	3.87	.873
Kenya Ports Authority has completed phase 1 and commenced phase 2 of the 2nd container terminal.	69	4.33	.780
Kenya Ports authority has rehabilitated berth No. 11 – 14 and lighter wharfs	69	2.84	1.268
Kipevu oil terminal (KOT) has been relocated and re developed.	69	2.03	.907
Valid N (listwise)	68		
Average Mean Score		3.32	.898

Source: Research data

Referring to table 4.5.28 the overall mean score for financial performance was 3.32 and the overall standard deviation of 0.898.

4.5.4.1 Performance Management System Review

Respondents were asked if Kenya Ports Authority had reviewed performance management system. Response is as documented in Table 4.5.29.

Table 4.5.29: Performance Management System Review

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	5	7.2	7.2
	Not sure	18	26.1	33.3
	Agree	37	53.6	87.0
	Strongly agree	9	13.0	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.29 out of 69 respondent (13%) strongly agreed, (53.6%) agreed, (26.1%) were not sure and (7.2%) disagreed. The findings suggested that the initiative was effective and led to very good result.

4.5.4.2 Reward and Consequence Management Policy

Respondents were asked if Management had developed and implemented a reward and consequence management policy. Response is as documented in Table 4.5.30.

Table 4.5.30: Reward and Consequence Management Policy

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	2	2.9	2.9
	Disagree	20	29.0	31.9
	Not sure	28	40.6	72.5
	Agree	16	23.2	95.7
	Strongly agree	3	4.3	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.30 out of 69 respondent (4.3%) strongly agreed, (23.2%) agreed (40.6%) were not sure, (29%) and (2.9%) strongly disagreed. The findings suggested that the initiative was effective and led to good result.

4.5.4.3 Leadership Development Program

Respondents were asked if leadership development program had been developed and implemented. Result were as documented in Table 4.5.31

Table 4.5.31: Leadership Development Program

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	2	2.9	2.9
	Disagree	10	14.5	17.4
	Not sure	20	29.0	46.4
	Agree	33	47.8	94.2
	Strongly agree	4	5.8	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.31 out of 69 respondent (5.8%) strongly agreed, (47.8%) agreed, (29%) were not sure, (14.5%) and (2.9%) disagreed. The findings suggested that the initiative was effective and led to good result.

4.5.4.4 Recruitment, Development & Deployment of Equipment Operators Review

Respondents were asked if Guidelines on recruitment, development & deployment of equipment operators had been reviewed. Response is as documented in Table 4.5.32.

Table 4.5.32: Recruitment, Development & Deployment of Equipment Operators Review

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	6	7.2	7.2	7.2
Disagree	8	11.6	11.6	18.8
Valid Not sure	28	40.6	40.6	59.4
Agree	27	39.1	39.1	98.8
Strongly agree	1	1.4	1.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.32 out of 69 respondent (1.4%) strongly agreed, (39.1%) agreed, (40.6%) were not sure, (11.6%) disagreed and (7.2%) strongly disagreed. The findings suggested that the initiative was not very effective and led to poor result.

4.5.4.6 Competency Based Training

Respondents were asked if Competency based training had been implemented. Response is as documented in Table 4.5.33.

Table 4.5.33: Competency Based Training

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	1	1.4	1.4	1.4
Disagree	15	21.7	21.7	23.2
Valid Not sure	24	34.8	34.8	58.0
Agree	29	42.0	42.0	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.33 out of 69 respondent (42%) agreed, (34.8%) were not sure, (21.7%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was not very effective and led to poor result.

4.5.4.7 Business Processes Review

Respondents were asked if Business processes had been reviewed. Response is as documented in Table 4.5.34.

Table 4.5.34: Business Processes Review

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	4	5.8	15.9
	Not sure	11	15.9	22.1
	Agree	43	63.2	85.3
	Strongly agree	10	14.5	100.0
	Missing system	1	1.4	
	TOTAL	69	100.0	

Source: Research data

Referring to table 4.5.34 out of 68 respondent (14.7%) strongly agreed, (63.2%) agreed, (16.2%) were not sure and (5.9%) disagreed. The findings suggested that the initiative was very effective and led to very good result.

4.5.4.8 Trained Staff Retention Obligation

Respondents were asked if Retention obligation on the part of trained staff had been created. Response is as documented in Table 4.5.35.

Table 4.5.35: Trained Staff Retention Obligation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	4	5.8	5.8
	Disagree	12	17.4	23.2
	Not sure	33	47.8	71.0
	Agree	18	26.1	97.1
	Strongly agree	2	2.9	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.5.35 out of 69 respondent (2.9%) strongly agreed, (26.1%) agreed, (47.8%) were not sure, (17.4%) disagreed and (5.8%) strongly disagreed. The findings suggested that the initiative was not effective and led to very poor result.

4.5.4.9 Existing Systems Implementation

Respondents were asked if existing systems had been fully implemented. Response is as documented in Table 4.5.36.

Table 4.5.36: Existing Systems Implementation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Valid Disagree	18	26.1	26.1	29.0
Valid Not sure	25	36.2	36.2	65.2
Valid Agree	21	30.4	30.4	95.7
Valid Strongly agree	3	4.3	4.3	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.36 out of 69 respondent (4.3%) strongly agreed, (30.4%) agreed, (36.2%) were not sure, (26.1%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was not very effective and led to poor result.

4.5.4.10 Training Programs for Existing Systems Review

Respondents were asked if Training programs for existing systems had been reviewed and implemented. Response is as documented in Table 4.5.37.

Table 4.5.37 Training Programs for Existing Systems Review

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Valid Disagree	12	17.4	17.4	20.3
Valid Not sure	26	37.7	37.7	58.0
Valid Agree	25	36.2	36.2	94.2
Valid Strongly agree	4	5.8	5.8	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.37 out of 69 respondent (5.8%) strongly agreed, (36.2%) agreed, (37.7%) were not sure, (17.4%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was not very effective and led to excellent result.

4.5.4.11 Existing systems and network infrastructure upgrade

Respondents were asked if Existing systems and network infrastructure had been upgraded. Response is as documented in Table 4.5.38.

Table 4.5.38: Existing systems and network infrastructure upgrade

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Disagree	6	8.7	8.7	8.7
Valid Not sure	17	24.6	24.6	33.3
Valid Agree	34	49.3	49.3	82.6
Valid Strongly agree	12	17.4	17.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.38 out of 69 respondent (17.4%) strongly agreed, (49.3%) agreed, (24.6%) were not sure and (8.7%) disagreed. The findings suggested that the initiative was effective and led to very good result.

4.5.4.12 Identification, Review and Adoption of new Technology

Respondents were asked if for efficient port management, new technology in the market had been identified, reviewed and adopted. Response is as documented in Table 4.5.39.

Table 4.5.39: Identification, Review and Adoption of new Technology

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	2	2.9	2.9	2.9
Disagree	12	17.4	17.4	20.3
Valid Not sure	20	29.0	29.0	49.3
Agree	28	40.6	40.6	89.9
Strongly agree	7	10.1	10.1	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.39 out of 69 respondent (10.1%) strongly agreed, (40.6%) agreed, (29%) were not sure, (17.4%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was effective and led to good result.

4.5.4.13 Equipment Replacement Plan

Respondents were asked if Kenya Ports Authority had reviewed and implemented equipment replacement plan. Response is as documented in Table 4.5.40.

Table 4.5.40: Equipment Replacement Plan

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	7	10.1	10.1	10.1
Not sure	10	14.5	14.5	24.6
Valid Agree	37	53.6	53.6	78.3
Strongly agree	15	21.7	21.7	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.40 out of 69 respondent (21.7%) strongly agreed, (53.6%) agreed, (14.5%) were not sure and (10.1%) disagreed. The findings suggest that the initiative was very effective leading to very good result.

4.5.4.14 Second Container Terminal Project

Respondents were asked if Kenya Ports Authority had completed phase one of the second container terminal and commenced on phase two of the project. Response is as documented in Table 4.5.41

Table 4.5.41: Second Container Terminal Project

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	3	4.3	4.3	4.3
Not sure	4	5.8	5.8	10.1
Valid Agree	29	42.0	42.0	52.2
Strongly agree	33	47.8	47.8	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.41 out of 69 respondent (47.8%) strongly agreed, (42%) agreed, (5.8%) were not sure and (4.3%) disagreed. The findings suggested that the initiative was exceptionally effective and led to excellent result.

4.5.4.15 Rehabilitation of Berths No. 11 – 14 and Lighter Wharfs

Respondents were asked if Kenya Ports Authority had rehabilitated berth No. 11 – 14 and lighter wharfs. Response is as documented in Table 4.5.42.

Table 4.5.42: Rehabilitation of Berths No. 11 – 14 and Lighter Wharfs

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	10	14.5	14.5	14.5
Disagree	22	33.3	33.3	47.8
Valid Not sure	12	17.4	17.4	65.2
Agree	16	23.2	23.2	88.4
Strongly agree	8	11.6	11.6	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.42 out of 69 respondent (11.6%) strongly agreed, (23.2%) agreed, 12 respondents (17.4%) were not sure, 23 respondents (33.3%) disagreed and 10 respondents (14.5%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.5.4.16 Kipevu Oil Terminal (KOT) Relocation

Respondents were asked if Kipevu oil terminal (KOT) had been relocated and re developed. Response is as documented in Table 4.5.43.

Table 4.5.43: Kipevu Oil Terminal (KOT) Relocation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	19	27.5	27.5	27.5
Disagree	36	52.2	52.2	79.7
Valid Not sure	8	11.6	11.6	91.3
Agree	5	7.2	7.2	98.6
Strongly agree	1	1.4	1.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.5.43 out of 69 respondent (1.4%) strongly agreed, (7.2%) agreed, (11.6%) were not sure, (52.2%) disagreed and (27.5%) strongly disagreed. The findings suggested that the initiative was very ineffective and led to very poor result.

4.6. Kenya Ports Authority Performance

This section sought to find out the performance of the organization in-line with the balanced scorecard set targets with respect to the four perspectives, i.e., financial, customer focus, internal business processes and learning & growth. Respondents were asked to rate performance of the strategic objectives outcomes. Response is as documented on Table 4.6.1.

Table 4.6.1: Kenya Ports Authority performance

Descriptive Statistics			
	N	Mean	Std. Dev.
FINANCE			
KPA return on Investment (ROI) grew by more than 5% in the Financial Year 2017/18	68	3.47	.657
KPA cargo throughput increased by more than 5% in the Financial Year 2017/18	67	4.01	.749
Revenue has increased by more than 5%.	66	3.79	.755
Kenya Ports Authority has reduced operational cost by more than 5%	68	2.76	.831
CUSTOMER FOCUS			
Customer satisfaction index is 80%	68	2.90	.949
KPA resolves customer issues within 5 days.	69	2.71	.956
KPA complies to the service Charter 100%	69	2.71	.941
Market share has increased by more than 5%	68	3.19	.797

KPA brand Audit score is at least 70%	69	3.07	.754
INTERNAL BUSINESS PROCESSES			
KPA enjoys at least 80% of Positive media coverage.	66	3.15	1.026
Cargo dwell time=>72 hours	69	3.29	1.072
Ship turnaround time is =>48 Hours	69	3.22	1.069
KPA complies to the International Ships & Port Facilities Security Code (ISPS) (100%)	69	4.01	.757
KPA conducts 4 security drills annually	69	3.14	.896
KPA conducts 4 safety drill annually	68	3.28	.928
KPA complies to the World Climatic & International Maritime Organization (IMO) environmental standards (50%)	69	3.39	.911
KPA responses to incidences within 15 mins.	67	3.18	1.100
The risk level of awareness is at 80%.	67	3.12	.862
Compliance levels of Laws Policies & procedures is 100%	69	2.86	1.033
LEARNING & GROWTH			
All my staff meet their performance targets. (100%)	68	2.78	1.077
All processes identified for automation have been implemented. (100%)	69	2.57	.992
My staff are ICT literate & have access where relevant. (SAP, MSS,ESS)	69	3.55	1.037
Kenya Ports Authority has 130% capacity of equipment and infrastructure.	68	3.10	.949
Kenya Ports Authority complies with equipment maintenance and replacement plan.	69	3.68	.915
Kenya Port Authority can handle 300m long post Panamax vessels calling at the port of Mombasa.	69	4.13	.906
Valid N (listwise)	56		
Average Mean Score		3.24	0.917

Source: Research data

Referring to table 4.6.1 the overall mean score for financial performance was 3.24 and the overall standard deviation of 0.917.

4.6.1 Financial Performance

4.6.1.1 Return on Investment (ROI) Growth for the Financial Year 2017/18

Respondents were asked if KPA return on Investment (ROI) grew by more than 5% in the Financial Year 2017/18. The Response is documented on Table 4.6.2.

Table 4.6.2: Return on Investment (ROI) Growth for the Financial Year 2017/18

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	1	1.4	1.5	1.5
Not sure	39	56.5	57.4	58.8
Valid Agree	23	33.3	33.8	92.6
Strongly agree	5	7.2	7.4	100.0
Missing system	1	1.4	100.0	
TOTAL	69	100.0		

Source: Research data

Referring to table 4.6.2 out of 69 respondent (7.4%) strongly agreed, (33.8%) agreed, (57.4%) were not sure and (1.5%) disagreed. The findings suggest that the initiative was not effective leading to poor result.

4.6.1.2 Cargo throughput for the Financial Year 2017/18

Respondents were asked if KPA cargo throughput increased by more than 5% in the Financial Year 2017/18. Response is as documented on Table 4.6.3.

Table 4.6.3: Cargo throughput for the Financial Year 2017/18

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	1	1.4	1.5	1.5
Not sure	15	21.7	22.4	23.9
Valid Agree	33	47.8	49.3	73.1
Strongly agree	18	26.1	26.9	100.0
Missing system	2	2.9	100.0	
TOTAL	69	100.0		

Source: Research data

Referring to table 4.6.3 out of 67 respondent (26.9%) strongly agreed, (49.3%) agreed, (22.4%) were not sure and (1.5%) disagreed. The findings suggest that the initiative was very effective leading to very good result.

4.6.1.3 Revenue Increase

Respondents were asked if Revenue has increased by more than 5%. Response is as documented on Table 4.6.4.

Table 4.6.4: Revenue Increase

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Not sure	27	39.1	40.9	40.9
Valid Agree	26	37.7	39.4	80.3
Strongly agree	13	18.8	19.7	100.0
Missing system	3	4.3	100.0	
TOTAL	69	100.0		

Source: Research data

Referring to table 4.6.4 out of 66 respondents (19.7%) strongly agreed, (39.4%) agreed, (40.9%) were not sure. No respondent disagreed. The findings suggested that the initiative was effective and led to good result.

4.6.1.4 Operational Costs Reduction

Respondents were asked if Kenya Ports Authority has reduced operational cost by more than 5%. Response is as documented in Table 4.6.5.

Table 4.6.5: Operational Costs Reduction

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	6	8.7	8.8	8.8
Disagree	15	21.7	22.1	30.9
Valid Not sure	36	52.2	52.9	83.8
Agree	11	15.9	16.2	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.5 out of 69 respondents (16.2%) agreed, (52.9%) were not sure, (22.1%) disagreed and (8.8%) strongly disagreed. The findings suggested that the initiative was very ineffective and lead to very poor result.

4.6.2 Customer Focus

4.6.2.1 Customer Satisfaction Index

Respondents were asked if Customer satisfaction index is 80%. Response is as documented on Table 4.6.6.

Table 4.6.6: Customer Satisfaction Index

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	5	7.2	7.4	7.4
Disagree	16	23.2	23.5	30.9
Valid Not sure	31	44.9	45.6	76.5
Agree	13	18.8	19.1	95.6
Strongly agree	3	4.3	4.4	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.6 out of 68 respondents (4.4%) strongly agreed, 13 respondents (19.1%) agreed, 31 respondents (44.9%) were not sure, 16 respondents (23.6%) disagreed and 5 respondents (7.4%) strongly disagreed. The findings suggested that the initiative was very ineffective and led to very poor result.

4.6.2.2 Resolving Customer Issues

Respondents were asked if KPA resolves customer issues within 5 days. Response is as documented on Table 4.6.7.

Table 4.6.7: Resolving Customer Issues

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	6	8.7	8.7	8.7
Disagree	25	36.2	36.2	44.9
Not sure	22	31.9	31.9	76.8
Agree	15	21.7	21.7	100.0
Strongly agree	1	1.4	1.4	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.7 out of 69 respondent (1.4%) strongly agreed, (21.7%) agreed, (31.9%) were not sure, (36.2%) disagreed and (8.7%) strongly disagreed. The findings suggested that the initiative was very ineffective and led to very poor result.

4.6.2.3 Service Charter Compliance

Respondents were asked if KPA complied to the service Charter 100%. The Response is as documented on Table 4.6.8.

Table 4.6.8: Service Charter Compliance

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	5	7.2	7.2	7.2
Disagree	26	37.7	37.7	44.9
Not sure	24	34.8	34.8	79.7
Agree	12	17.4	17.4	97.1
Strongly agree	2	2.9	2.9	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.8 out of 69 respondent (2.9%) strongly agreed, (17.4%) agreed, (34.8%) were not sure, (37.7%) disagreed and (4.3%) strongly disagreed. The findings suggest that the initiative was very ineffective and led to very poor result.

4.6.2.4 Market share

Respondents were asked if Market share had increased by more than 5%. Response is as documented on Table 4.6.9.

Table 4.6.9: Market share

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Disagree	8	11.6	11.8	14.7
Not sure	35	50.7	51.5	66.2
Agree	21	30.4	30.9	97.1
Strongly agree	2	2.9	2.9	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.9 out of 68 respondents (2.9%) strongly agreed, (30.9%) agreed, (51.5%) were not sure, (11.8%) disagreed and (2.9%) strongly disagreed. The findings suggest that the initiative was not effective and led to poor result.

4.6.2.5 KPA brand Audit

Respondents were asked if KPA brand Audit score was at least 70%. Response is as documented on Table 4.6.10.

Table 4.6.10: KPA brand Audit

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Disagree	10	14.5	14.5	17.4
Not sure	39	56.5	56.5	73.9
Agree	17	24.6	24.6	98.6
Strongly agree	1	1.4	1.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.10 out of 69 respondent (1.4%) strongly agreed, (24.6%) agreed, (56.5%) were not sure, (14.5%) disagreed and (2.9%) strongly disagreed. The total number of respondents was 69. The findings suggested that the initiative was very ineffective and led to very poor result.

4.6.2.6 Positive Media Coverage

Respondents were asked if KPA enjoyed at least 80% of Positive media coverage. Response is as documented on Table 4.6.11.

Table 4.6.11: Positive Media Coverage

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	3	4.3	4.5	4.5
Disagree	15	21.7	22.7	27.3
Not sure	23	33.3	34.8	62.1
Agree	19	27.5	28.8	90.9
Strongly agree	6	8.7	9.1	100.0
Missing system	3	4.3	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.11 out of 66 respondents (9.1%) strongly agreed, (28.8%) agreed, (33.3%) were not sure, (22.7%) disagreed and (4.5%) disagreed. The findings suggest that the initiative was not effective and led to poor result.

4.6.3 Internal Business Processes

4.6.3.1 Cargo dwell time

Respondents were asked if Cargo dwell time was ≥ 72 hours. Table 4.7.1. Response is as documented on Table 4.6.12.

Table 4.6.12: Cargo dwell time

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	4	5.8	5.8	5.8
Valid Disagree	15	21.7	21.7	27.5
Valid Not sure	12	17.4	17.4	44.9
Valid Agree	33	47.8	47.8	92.8
Valid Strongly agree	5	7.2	7.2	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.12 out of 69 respondent (7.2%) strongly agreed, (47.8%) agreed, (17.4%) were not sure (21.7%) disagreed and (5.8%) strongly disagreed. The findings suggest that the initiative was effective and led to good result.

4.6.3.2 Ship Turn round Time

Respondents were asked if Ship turn round time was ≥ 48 hours. Response is as documented on Table 4.6.13.

Table 4.6.13: Ship Turn round Time

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	4	5.8	5.8	5.8
Valid Disagree	16	23.2	23.2	29.0
Valid Not sure	15	21.7	21.7	50.7
Valid Agree	29	42.0	42.0	92.8
Valid Strongly agree	5	7.2	7.2	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.13 out of 69 respondent (7.2%) strongly agreed, (42%) agreed, (21.7%) were not sure, (23.2%) disagreed and (5.8%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.3.3 International Ships & Port Facilities Security Code (ISPS) Compliance

Respondents were asked if KPA complied to the International Ships & Port Facilities Security Code (ISPS) (100%). Response is as documented on Table 4.6.14.

Table 4.6.14: International Ships & Port Facilities Security Code (ISPS) Compliance

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Disagree	3	4.3	4.3	4.3
Not sure	10	14.5	14.5	18.8
Valid Agree	39	56.5	56.5	75.4
Strongly agree	17	24.6	24.6	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.14 out of 69 respondents (24.6%) strongly agreed, (56.5%) agreed, (14.5%) were not sure and (4.3%) disagreed. The findings suggested that the initiative was exceptionally effective and led to excellent result.

4.6.3.4 Annual Security Drills

Respondents were asked if KPA conducted 4 security drills annually. Response is as documented on Table 4.6.15.

Table 4.6.15. Annual Security Drills

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	2	2.9	2.9	2.9
Disagree	12	17.4	17.4	20.3
Valid Not sure	34	49.3	49.3	69.6
Agree	16	23.2	23.2	92.8
Strongly agree	5	7.2	7.2	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.15 out of 69 respondent (7.2%) strongly agreed, (23.3%) agreed, (49.3%) were not sure, (17.4%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.3.5 Annual Safety Drills

Respondents were asked if KPA conducted 4 safety drill annually. Response is as documented on Table 4.6.16.

Table 4.6.16: Annual Safety Drills

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.5	1.5
Valid Disagree	11	15.9	16.2	17.6
Valid Not sure	32	46.4	47.1	64.7
Valid Agree	16	23.2	23.5	88.2
Valid Strongly agree	8	11.6	11.8	100.0
Valid Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.16 out of 68 respondent (11.8%) strongly agreed, (23.5%) agreed, (47.1%) were not sure, (16.2%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.3.6 World Climatic & International Maritime Organization (IMO) Environmental Standards Compliance

Respondents were asked if KPA complied to the World Climatic & International Maritime Organization (IMO) environmental standards (50%). Response is as documented on Table 4.6.17.

Table 4.6.17: World Climatic & International Maritime Organization (IMO) Environmental Standards Compliance

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	2	2.9	2.9	2.9
Valid Disagree	7	10.1	10.1	13.0
Valid Not sure	29	42.0	42.0	55.1
Valid Agree	24	34.8	34.8	89.9
Valid Strongly agree	7	10.1	10.1	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.17 out of 69 respondents (10.1%) strongly agreed, (34.8%) agreed, (42%) were not sure, (10.1%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.3.7. Response to Incidences

Respondents were asked if KPA responded to incidences within 15 mins. Response is as documented on Table 4.6.18.

Table 4.6.18: Response to Incidences

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	7	10.1	10.4	10.4
Disagree	8	11.6	11.9	22.4
Valid Not sure	24	34.8	35.8	58.2
Agree	22	31.9	32.8	91.0
Strongly agree	6	8.7	9.0	100.0
Missing system	2	2.9	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.18 out of 67 respondent (9.0%) strongly agreed, (32.8%) agreed, (35.8%) were not sure, (11.9%) disagreed and (10.4%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.3.8 Risk Level Awareness

Respondents were asked if the risk level of awareness was at 80%. Response is as documented on Table 4.6.19.

Table 4.6.19: Risk Level Awareness

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	2	2.9	3.0	3.0
Disagree	13	18.8	19.4	22.4
Valid Not sure	29	42.0	43.3	65.7
Agree	21	30.4	31.3	97.0
Strongly agree	2	2.9	3.0	100.0
Missing system	2	2.9	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.2 out of 67 respondent (2.9%) strongly agreed, (31.3%) agreed, (43.3%) were not sure, (19.4%) disagreed and (3.0%) strongly disagreed. The total number of respondents was 67. The findings suggest that the initiative was not effective leading to poor result.

4.6.3.9 Laws, Policies & procedures Compliance

Respondents were asked if Compliance levels of Laws Policies & procedures was 100%. Response is as documented on Table 4.6.20.

Table 4.6.20: Laws, Policies & procedures Compliance

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	5	7.2	7.2	7.2
Disagree	24	34.8	34.8	42.0
Not sure	19	27.5	27.5	69.6
Agree	18	26.1	26.1	95.7
Strongly agree	3	4.3	4.3	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.20 out of 69 respondent (4.3%) strongly agreed, (26.1%) agreed, (27.5%) were not sure, (34.8%) disagreed and (7.2%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.4 Learning and Growth

4.6.4.1 Staff Performance Targets

Respondents were asked if all their staff met their performance targets (100%). Response is as documented on Table 4.6.21.

Table 4.6.21: Staff Performance Targets

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	5	7.2	7.4	7.4
Disagree	32	46.4	47.1	54.4
Not sure	5	7.2	7.4	61.8
Agree	25	36.2	36.8	98.5
Strongly agree	1	1.4	1.5	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.21 out of 68 respondent (1.5%) strongly agreed, (36.8%) agreed, (7.4%) were not sure, (46.4%) disagreed and (7.4%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.4.2 Processes Automation

Respondents were asked if all processes identified for automation have been implemented (100%). Table 4.6.22.

Table 4.6.22: Processes Automation

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	6	8.7	8.7	8.7
Valid Disagree	36	52.2	52.2	60.9
Valid Not sure	10	14.5	14.5	75.4
Valid Agree	16	23.2	23.2	98.6
Valid Strongly agree	1	1.4	1.4	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.22 out of 69 respondent (1.4%) strongly agreed, (23.2%) agreed, (14.5%) were not sure, (52.2%) disagreed and (8.7%) strongly disagreed. The findings suggested that the initiative was ineffective and led to very poor result.

4.6.4.3 ICT Literacy and Access to Relevant

Respondents were asked if their staff were ICT literate & had access where relevant. (SAP, MSS, ESS). Response is as documented on Table 4.6.23.

Table 4.6.23: ICT Literacy & Access to Relevant

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.4	1.4
Valid Disagree	16	23.2	23.2	24.6
Valid Not sure	5	7.2	7.2	31.9
Valid Agree	38	55.1	55.1	87.0
Valid Strongly agree	9	13.0	13.0	100.0
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.23 out of 69 respondent (13%) strongly agreed, (55.1%) agreed, (7.2%) were not sure, (23.2%) disagreed and (1.4%) strongly disagreed. The findings suggested that the initiative was very effective and led to very good result.

4.6.4.4 Infrastructure and Equipment Capacity

Respondents were asked if Kenya Ports Authority had 130% capacity of equipment and infrastructure. Response is as documented on Table 4.6.24.

Table 4.6.24: Infrastructure and Equipment Capacity

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1.4	1.5	1.5
Valid Disagree	19	27.5	27.9	29.4
Valid Not sure	25	36.2	36.8	66.2
Valid Agree	18	26.1	26.5	92.6
Valid Strongly agree	5	7.2	7.4	100.0
Missing system	1	1.4	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.6.24 out of 68 respondent (7.4%) strongly agreed, (26.5 %) agreed, (36.8%) were not sure, (27.9%) disagreed (1.5%) strongly disagreed. The findings suggested that the initiative was not effective and led to poor result.

4.6.4.5 Equipment Maintenance and Replacement Plan

Respondents were asked if Kenya Ports Authority complied with equipment maintenance and replacement plan. Response is as documented on Table 4.6.25.

Table 4.6.25: Equipment Maintenance and Replacement Plan

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	11	15.9	15.9
	Not sure	10	14.5	30.4
	Agree	38	55.1	85.5
	Strongly agree	10	14.5	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.6.25 out of 69 respondent (14.5%) strongly agreed, (55.1%) agreed, (14.5%) were not sure and (15.9%) disagreed. The findings suggested that the initiative was very effective and led to very good result.

4.6.4.6 Capacity to Handle Post-panamax Vessels

Respondents were asked if Kenya Port Authority could handle 300m long post Panamax vessels calling at the port of Mombasa. Response is as documented in Table 4.6.26.

Table 4.6.26: Capacity to Handle Post-panamax Vessels

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	2	2.9	2.9
	Disagree	1	1.4	4.3
	Not sure	9	13.0	17.4
	Agree	31	44.9	62.3
	Strongly agree	26	37.7	100.0
	TOTAL	69	100.0	100.0

Source: Research data

Referring to table 4.6.26 out of 69 respondent (37.7%) strongly agreed, (44.9%) agreed, (13%) were not sure, (1.4%) disagreed and (2.9%) strongly disagreed. The findings suggested that the initiative was exceptionally effective and led to excellent result.

4.7 Correlations between Balanced Scorecard Perspectives and Performance in Kenya Ports Authority

The correlation between balanced scorecard perspectives and performance of Kenya Ports Authority is as shown on Table 4.7.1.

Table 4.7.1: Correlation between balanced scorecard and Kenya Ports Authority performance

Correlations							
			1	2	3	4	5
1	Performance	Pearson Correlation	1				
		Sig. (2-tailed)					
2	Customer Focus	Pearson Correlation	.490**	1			
		Sig. (2-tailed)	.000				
3	Learning and Growth	Pearson Correlation	.611**	.430*	1		
		Sig. (2-tailed)	.000	.000			
4	Finance	Pearson Correlation	.646**	.386*	.583*	1	
		Sig. (2-tailed)	.000	.001	.000		
5	Internal Business Processes	Pearson Correlation	.589**	.395*	.763*	.686*	1
		Sig. (2-tailed)	.000	.001	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).							

N=69

Source: Research data

Referring to table 4.7.1 there was a positive correlation between balanced scorecard perspectives and performance of Kenya Ports, with respect to the initiatives and the performance. The correlation was significant as $0.01 < 0.05$.

4.8 Balanced Scorecard challenges in Kenya Ports Authority

Amongst the challenges raised, 5 out of 66 were concerning the majority of staff accepting the balanced scorecard initiative. They felt it must be a people driven rather than more of the champions thing, constituting of a few individuals. Buy in support was still lacking. The system was seen to be lengthy and too theoretical.

10 out of 66 comments were related in incompetence. Respondents felt that the system required high level competence from all stakeholders. Designing meaningful measures, setting of realistic targets, interpreting signals from measures, data collection techniques, inadequate evaluation and meeting set targets were some of the challenges mentioned.

Lack of alignment featured 8 out 66 comments. Harmonization of targets, indicators unconnected measures to outputs, inter-departmental coordination, relating targets to outputs, difficulty in cascading to individuals, consistency between task-list and records list, were some of the misalignments mentioned. Communication was also not effective, respondents said there should be continuous awareness and periodic updates

Lack clarity was also an issue. It featured 6 out of 66 comments. Respondents said measures and targets not clearly defined. Performance metrics criteria was vague. The concept is not well understood. Attitude was also raised as an issue with some staff purporting not to know the set targets. Staff appraisal issues also featured with 5 out of 66 comments. Inconsistency in performance discussion was mentioned also as an issue. Lack of commitment to adhere to set target was also a challenge.

Technology was also seen as an issue, with 3 out of 66 comments apportioned to it. Lack of embracing technology and the need to change with the times. Information technology platform not user friendly. Automation systems not well aligned to the practical reality on the ground. Data analysis was said to be a challenge as there were no sufficient records and even keeping the few not easy. Lack of support from other departments and not conducting regular evaluations to determine variation in targets against actual.

Management support also featured, with lack of commitment from senior management, inadequate funding in support of programmes initiated to deliver balanced scorecard initiatives. Reward system was deemed to be biased and subjective. Some offices were not considered for rewards, killing team spirit. There was no sanctions to non-performance or poor performance. Some respondents felt that balanced scorecard was a tool for strategic management rather than day to day running of functions.

4.9 Effect of balanced scorecard on performance of Kenya Ports Authority

Respondents were asked if Balanced scorecard had positive effect on performance.

Response is as documented in Table 4.9.1.

Table 4.9.1: Balanced Scorecard Effect on Performance

	Occurrence	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	3	4.3	5.6	5.6
Disagree	5	7.2	9.3	14.8
Not sure	19	27.5	35.2	50.0
Agree	22	31.9	40.7	90.7
Strongly agree	5	7.1	9.3	100.0
Missing system	15	21.7	-	
TOTAL	69	100.0	100.0	

Source: Research data

Referring to table 4.9.1 out of 69 respondent (9.3%) strongly agreed, (40.7%) agreed, (35.2%) were not sure, (9.3%) disagreed and (5.6%) strongly disagreed. The findings suggest that the initiative was effective and led to good result.

4.9.1 Linear Regression Analysis

The Response is as presented in Model summary Table 4.9.2.

Table 4.9.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.508	.38430

Source: Research data

a. Predictors: (Constant), Internal_Business_Processes, Customer_Focus, Finance, Learning_Growth

R=0.733 represents the correlation which is positive moderate relationship

R²=0.537-This indicates how much of the total variation in the dependent variable can be explained by the independent variables.

The results in Model summary Table show that independent variables explained 53.7 % of the variability in performance and this contribution is significant at p value <0.05, 46.3 % being explained by other variables not captured in the study.

The *F*-ratio in the ANOVA in Table 4.12.3, tested whether the overall regression model was a good fit for the data. It showed that the *F* statistic = 18.541 which was significant at sig. <0.05 and therefore, the model was significant.

Table 4.9.3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.953	4	2.738	18.541	.000 ^b
Residual	9.452	64	.148		
Total	20.405	68			

Source: Research data

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal_Business_Proceesses, Customer_Focus, Finance, Learning_Growth

Table 4.9.4: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.296	.368		.803	.425
1 Customer_Focus	.193	.087	.212	2.211	.031
Learning_Growth	.277	.140	.268	1.976	.052
Finance	.339	.106	.381	3.196	.002
Internal_Business_Proceesses	.042	.160	.039	.266	.791

Source: Research data

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal_Business_Proceesses, Customer_Focus, Finance, Learning_Growth

The coefficients in table 4.9.4 provides the necessary information to predict Performance from independent variables and also to determine whether independent variables contributes statistically significantly to the model by looking at the Sig column.

The coefficient table above shows the beta coefficients of independent variables (customer focus, Learning & growth, Finance and Internal Business Processes) that predict the dependent variable (Performance).

The regression model equation can be represented as shown below.

$$Y = 0.296 + 0.193CF + 0.277LG + 0.338F + 0.042IBP$$

Where

Y = Performance

CF = Customer Focus

LG = Learning Growth

F = Finance

IBP = Internal Business processes

A multiple regression was run to predict Performance from customer focus, Learning & growth, Finance and Internal Business Processes. These variables statistically significantly predicted Performance, $F(4, 64) = 18.541, p < .0005, R^2 = 0.537$. Three variables added statistically significantly to the prediction, $p < .05$, i.e. customer focus, Learning & growth and Finance

4.10 Discussion of Findings

The study sought to determine the effect of balanced scorecard on performance of Kenya Ports Authority and also to establish the challenges faced by Kenya Ports Authority with regard to the balanced scorecard and the gaps that could be addressed. The overall results suggested that Balanced Scorecard had effect on performance. 50% of the respondents agreed that Balanced Scorecard had positive effect on performance in Kenya Ports Authority. Only 14.9% disagreed. 35% were not sure. There was a positive correlation between the scorecard and performance. The average mean score for KPA performance was 3.24 with a standard deviation of 0.917. From the findings based on Linkert scale of 1-5 where, where strongly agree – 5, agree – 4, uncertain – 3, disagree – 2 and strongly disagree – 1, an average mean of 3.24 was greater than 3, indicating that the respondents agreed that there was effect on performance with regard to balanced scorecard. Other than internal business processes the other perspectives, i.e., finance, customer focus and learning & growth added statistically significant to predicting performance. Success in the initiatives did not automatically yield desired performance. Initiatives must be directly aligned to relevant desired outcome. Findings were in concurrence with Muchango (2014) on aligning strategic initiatives with organizational vision. From the results achieved, internal business processes initiatives did not lead to the desired performance output. The researcher concurred with Noreklit (2002) on lack of solid theoretical foundation on causal linkages, arising from the findings that although learning and growth initiatives were reasonably achieved (47.8%), internal business processes initiatives led to inferior performance (33.3%), leading.

On challenges and the gaps that could be addressed there was need for majority of staff to accept the balanced scorecard, competence from all stakeholders, harmonization of targets, measures & indicators, clarity on the objectives and coping with the rapidly changing

technology were areas of concern. Lack of management support and a reward system that was seen to be biased against non-operational staff were also challenges that featured. The researcher concurred with Kasurinen (2002) that there must be a culture of change management before implementation if the staff attitude challenge was to be addressed. Effects of barrier and inter-operability amongst departments (Kasurinen 2002) was also a challenge according to the findings. Balanced scorecard was also seen as a tool for strategic management rather than a tool for executing a day to day tasks. Alignment at all levels was key to success, making communication and cascading a challenge according to the researcher's findings. Easy target setting was also seen as a challenge as demonstrated by the finding that all the financial initiatives results were above average but not all financial performance targets were achieved.

Resource based view and dynamic capability view are all dependent on how well an organization will utilize their unique resources to counter the challenges in the industry and cope with the turbulence that comes with it. Learning and growth perspective played a key role in empowering staff with the necessary unique skills required in order to gain competitive advantage. However this did not translate to unique internal business processes required to improve performance. That linkage was not seen according to the findings.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on the findings and recommendations. This chapter is structured into summary of findings, conclusion, recommendations, limitations of the study and implication on policy, theory and practice.

5.2 Summary of Findings

The objective of the study was to determine the effect of balanced scorecard on performance in Kenya Ports Authority and to establish the challenges faced by Kenya Ports Authority with regard to the BSC and the gaps that can be addressed. The questionnaire had a section on general questions and a section on balanced scorecard initiatives and performance of Kenya Ports Authority. On the effect of balanced scorecard on performance 50% of the respondents felt that the desired results were achieved. The regression model equation, $Y = 0.296 + 0.193CF + 0.277LG + 0.338F + 0.042IBP$, represents the fit for the relationship between the perspectives and KPA performance.

Balanced scorecard was communicated effectively to the respondents, who also concurred that it was easy for them to cascade the information downwards to their junior staff. The majority of respondents said that they involved the departments they serve during target setting sessions, but they were not involved when the sister departments were setting their targets, however 50% of them were satisfied by the target set to serve them. Communication featured as one of the challenges affecting balanced scorecard. Lack of clarity of content had made it difficult to understand and therefore effectively operationalize balanced scorecard. Continuous awareness was necessary.

On learning and growth perspective there were fifteen initiatives; four on equipment & infrastructure, where 50% of the initiatives were well executed; five on information & communication technology, where 60% were well executed; and six on competence where

33.3% was well executed. On average 47.8% of the initiatives were well executed. Six performance targets were set, where 60% were achieved.

On internal business processes perspective there were twelve initiatives; five on compliance to law, policy and procedures, where 60% were well executed and produced positive results; four on safety and security where 100% were well executed; and three on port services where 33.3% were well executed. On average 64.4% of the initiatives were well executed. Nine performance targets were set where only 33.3% were achieved. This can be attributed for mismatch between initiatives and the strategic objective.

On customer focus there were there were nine initiatives; four on corporate image where 75% were well executed and five on customer satisfaction where 60% were well executed. On average 67.5% of the initiatives were well executed. Six performance targets were set with none being achieved. This was attributed to setting unrealistic targets that had been raised as a challenge and also mismatch between initiatives and objectives.

On financial performance perspective there were three initiatives and 100% of them were well executed. Four performance targets were set and 75% of them were achieved. This was a clear demonstration of effective alignment between initiatives and objectives as well as realistic targets.

Management support was key in success of balanced scorecard and it was mentioned as one of the challenges. Alignment of objectives, initiatives and setting of realistic targets has also featured as a major challenge. Buy in by all employees was also a challenge raised. Continuous awareness was necessary. Appraisal system was mentioned as a challenge. Others were effective communication, data collection & management, interdepartmental support & coordination gaps, reward system and staff competence. Attitude of staff was also a challenge where they wanted to avoid work. The system was deemed to be lengthy and required continuous motivation.

5.3 Conclusion

Overall 50% of the respondents agreed that balanced scorecard had a positive effect on performance of Kenya Ports Authority. Communication to junior staff needed to be addressed. Data is systematically collected, processed and analyzed. The findings were found to be in synchrony with other local and international organizations, especially on measurement. Financial performance was achieved despite dismal performance on customer perspective targets, raising concern that other factors other than balanced scorecard initiative contributed to the good performance.

With the initiatives to deliver Learning & growth strategic objectives having been 47.8% executed and achieving 60% of the desired performance, it was interpreted that the workforce had capacity to deliver. However, although 64.4% of the internal business processes having been well executed, they delivered only 33.3% of the desired performance. This was dismal performance and with challenges raised on attitude of staff. The researcher concurred with Kasurinen (2000) on balanced scorecard success being dependent on culture shift through change management as a critical factor. The finding also strengthened Norreklit (2000) position that timeliness in perspectives complimenting each other, was not automatically in synchrony, where success in one perspective led to the success of the other. Structural barriers and departmental inter-operability remained a challenge in supporting linkages between perspectives. Customer focus initiatives achieved 67.5% success but had no positive result on performance. The alignment between the initiatives and the strategic objective was a mismatch. In financial perspective an average of 60% of the initiatives were achieved with 59.4 of the strategic objectives performance targets achieved. That was a successful result but there was room for improvement through monitoring the execution and taking remedial measures as asserted by Waal (2000) that Pro-active reporting instead of passive reporting, enables you do deal with challenges real time.

On challenges facing balanced scorecard management support was critical. Inter-departmental linkages were weak. Reward system was not systematic and was only felt in operational areas, omitting other key support functions. Technology embracement pace was slow. Automation process was not well aligned to the practical systems in place. Continuous awareness on balanced scorecard was wanting, resulting in model acceptance issues.

Competence across the organization was lacking, with challenges mainly in designing measures, target setting, data collection and evaluation evident. Generally competence in alignment and cascading of initiatives, measures and targets is a challenge. Reward system was selective of operational functions, omitting support functions. Attitude of some staff towards work was also wanting. Clarity of concept was still an issues to junior staff and periodic communication on corporate scorecard was not systematic.

5.4 Recommendation

The result of the study had indicated that there was a relationship between Balance Scorecard use and Organization's performance. However, the researcher also found that study will help Kenya Ports Authority re-look into the balanced scorecard model and address issues raised on model acceptance, alignment, appraisal and reward system, attitude, clarity, periodic communication on updates, commitment, competence in metrics designing, data recording, collection, processing, analysis, management timely upgrading of technology in line with challenges and industry trends and re-align its policies accordingly. To ensure that departments complement each other service level agreement should be put in place with clear timelines. This will strengthen linkages between perspectives, objectives initiatives and measures.

The findings of this study will be useful to the industry in striving to improve performance through addressing the gaps raised. It will also aid in bench-marking and comparison for practitioners of balanced scorecard. Service level agreements between departments will enhance performance. The Academia will also benefit from the study as a source of reference and also in striving to improve the theories related to the study.

5.5 Limitation of the Study

The researcher encountered two limitations throughout the course of this study. The first limitation was the challenge to collect and analyze the data. Second was the targeted respondents busy work schedules that caused a challenge due to inability to set some time aside to meaningfully fill the questionnaire. Some of respondents failed to fill the questionnaire because of the busy schedules.

5.6 Suggestion for Further Study

The researcher recommends that further studies be carried out within the industry on Balance Scorecard and organizational performance and its effect and influence. The study had identified gaps on perspective linkages, structural barriers and communication. More research need to be done on these areas. Timeliness for complimenting each other and between perspectives was also an area of concern that warrants further research. Further studies should be conducted, particularly on perspectives inter-dependability through linkages.

With the balanced scorecard in the third generation, there is need to harmonize and have one standard approach for all, so that meaningful comparison can be done. Different organizations use different versions. Further work need to be done on that.

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APPENDIX I :LETTER OF INTRODUCTION

19th October 2018

The University of Nairobi
School of Business

Dear Respondent,

I am a post graduate student at the School of Business, University of Nairobi, undertaking research, on the effects of Balanced Scorecard on Performance of Kenya Ports Authority.

The purpose of this letter is to request for your assistance in providing the information requested on the attached questionnaire.

Your input will be purely for academic purpose and will be treated with utmost confidentiality. A copy of the outcome of the study will be available to you upon request.

Your assistance and corporation will be highly appreciated.

Yours faithfully,

Eng. Javan W. Wanga
MBA STUDENT

Dr. Joseph Aranga
SUPERVISOR

APPENDIX II: QUESTIONNAIRE

Please answer the questions below by ticking appropriately between the brackets (√) or answer on the space provided. The answers will be critical in identifying the effects of Balance Scorecard on performance of KPA.

SECTION A: GENERAL

1. Gender of the respondent
Male () Female ()
2. Which Division is your Department in? _____
3. How many years have you worked in that Division? 5 and below () 6-10 ()
11-15 () 16 – 20 () 21 and above ()
4. How many years have you worked for KPA? 5 and below () 6-10 ()
11-15 () 16 – 20 () 21 and above ()

SECTION B: BALANCED SCORECARD AND PERFORMANCE

5. Was the Balanced Scorecard communicated effectively to you? Yes () No ()
6. Was it easy to communicate the content of Balanced Scorecard downwards to your junior staff? Yes () No ()
7. Are the departments that you provide services to in agreement with the Measures you have put in place in terms of set targets? Yes () No ()
8. Did you involve them when setting/reviewing the targets? Yes () No ()
9. Are you satisfied with the services provided to you by other relevant departments in terms of the targets they have set to serve you? Yes () No ()
10. Did they involve you when setting/reviewing the targets? Yes () No ()
11. What challenges do you face while using balanced scorecard as a performance management system?

Please tick (√) appropriately on the spaces provided on Tables 1 and 2 below. To process the data Linkert scale of 1-5 will be applied, where strongly agree – 5, agree – 4, uncertain – 3, disagree – 2 and strongly disagree – 1.

TABLE 1: BALANCED SCORECARD INITIATIVES							
VIEW POINT	STRATEGIC OBJECTIVE	INITIATIVE	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
FINANCE	FINANACIAL PERFORMANCE	The Authority has disposed non-performing and non-core assets					
		The Authority has undertaken costs analysis, developed and implemented strategies for cost reduction.					
		Management has reviewed and implemented marketing Plan.					
CUSTOMER FOCUS	CUSTOMER SATISFACTION	Management has developed and coordinates customer service approach in their engagement strategy.					
		Management has reviewed the framework for handling customer complaints and compliments.					
		Management undertakes bi-annual audits to gauge staff compliance to the charter and implements recommendations thereof.					
		Kenya Ports Authority has a developed and implemented stakeholder engagement strategy.					
		Management has developed policy on flexible tariff regime.					
	CORPORATE IMAGE	Management has carried out a Brand audit and implemented the recommendations thereof.					
		A comprehensive communications strategy has been implemented					
		Kenya Ports authority has a Media management plan					
		Kenya Ports Authority has heightened corporate social responsibly (CSR) programs.					

VIEW POINT	STRATEGIC OBJECTIVE	INITIATIVE	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
INTERNAL BUSINESS PROCESSES	PORT SERVICES	Management has implemented Port improvement plan, including strategies for reducing ships turn-round time.					
		All systems dealing with cargo clearance (National Single window) have been interfaced.					
		Full utilization of IT operations systems have been enforced.					
	SAFETY & SECURITY	Management has developed and implemented a safety awareness program.					
		Integrated security system has been installed and is operational					
		Green port initiative has been developed and implemented					
		Kenya Ports Authority has an emergency response plan.					
	COMPLIANCE TO LAW POLICIES & PROCEDURES	Kenya Ports Authority has implemented Public Sector Integrity Program (PSIP).					
		Review of Kenya Ports Authority ACT and its enabling regulations has been completed.					
		Corporate Risk management framework has been developed and implemented.					
		Risk awareness training has been conducted.					
		Awareness training on the KPA law, other relevant laws, policies and procedures has been carried out.					
			Balanced scorecard has positive effect on KPA performance.				

VIEW POINT	STRATEGIC OBJECTIVE	INITIATIVE	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
LEARNING & GROWTH	COMPETENCE	Kenya Ports Authority has reviewed performance management system					
		Management has developed and implemented a reward and consequence management policy					
		Competency based training has been implemented.					
		Leadership development program has been developed and implemented.					
		Guidelines on recruitment, development & deployment of equipment operators have been reviewed.					
		Retention obligation on the part of trained staff has been created.					
	INFORMATION & COMMUNICATION TECHNOLOGY	Business processes have been reviewed.					
		Existing systems have been fully implemented.					
		Training programs for existing systems have been reviewed and implemented.					
		Existing systems and network infrastructure have been upgraded.					
		For efficient port management, new technology in the market has been identified, reviewed and adopted.					
	EQUIPMENT AND INFRASTRUCTURE	Kenya Ports Authority has reviewed and implemented equipment replacement plan.					
		Kenya Ports Authority has completed phase 1 and commenced phase 2 of the 2 nd container terminal.					
		Kenya Ports authority has rehabilitated berth No. 11 – 14 and lighter wharfs					
		Kipevu oil terminal (KOT) has been relocated and re developed.					

TABLE 2: PERFORMANCE MEASURES AND TARGETS							
VIEW POINT	STRATEGIC OBJECTIVE	PERFORMANCE MEASUREMENT	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
FINANCE	FINANACIAL PERFORMANCE	KPA return on Investment (ROI) grew by more than 5% in the Financial Year 2017/18					
		KPA cargo throughput increased by more than 5% in the Financial Year 2017/18					
		Revenue has increased by more than 5%.					
		Kenya Ports Authority has reduced operational cost by more than 5%					
CUSTOMER FOCUS	CUSTOMER SATISFACTION	Customer satisfaction index is 80%					
		KPA resolves customer issues within 5 days.					
		KPA complies to the service Charter 100%					
		Market share has increased by more than 5%					
	CORPORATE IMAGE	KPA brand Audit score is at least 70%					
		KPA enjoys at least 80% of Positive media coverage.					
INTERNAL BUSINESS PROCESSES	PORT SERVICES	Cargo dwell time is ≥ 72 hours					
		Ship turn round time is ≥ 48 hours					
	SAFETY & SECURITY	KPA complies to the International Ships & Port Facilities Security Code (ISPS) (100%)					
		KPA conducts 4 security drills annually					
		KPA conducts 4 safety drill annually					
		KPA complies to the World Climatic & International Maritime Organization (IMO) environmental standards (50%)					
	COMPLIANCE TO LAW POLICIES & PROCEDURES	KPA responses to incidences within 15 mins.					
		The risk level of awareness is at 80%.					
		Compliance levels of Laws Policies & procedures is 100%					

VIEW POINT	STRATEGIC OBJECTIVE	PERFORMANCE MEASUREMENT	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
LEARNING & GROWTH	WORK ENVIRONMENT	All my staff meet their performance targets. (100%)					
		All processes identified for automation have been implemented. (100%)					
		My staff are ICT literate & have access where relevant. (SAP, MSS,ESS)					
	EQUIPMENT AND INFRASTRUCTURE	Kenya Ports Authority has 130% capacity of equipment and infrastructure.					
		Kenya Ports Authority complies with equipment maintenance and replacement plan.					
		Kenya Port Authority can handle 300m long post Panamax vessels calling at the port of Mombasa.					

APPENDIX III: KENYA PORTS AUTHORITY DEPARTMENTS AND SECTIONS

110	Principal Port Security Officer (Investigation)
	Principal Port Security Officer (SS)
120	Internal Audit & Risk Management
	Principal Quality Assurance Officer
	Principal Internal Auditor (Finance)
	Principal Internal Auditor (Operations)
	Principal Risk Management Officer
210	Litigation & Disputes
	Principal Legal Officer
	Principal Legal Officer (C & C)
	Port Archivist & Curator
220	Contracts & Conveyancing
230	Ethics & Integrity
235	Insurance Branch
245	Archives & Maritime Museums Branch
310	Human Resources
	Deputy Principal (Academic)
	Principal HR Officer (Manpower Services)
	Principal Human Resources Officer (A&D)
	Principal HR Development Officer
	Principal Human Resources Officer (P & CM)
320	Employee Relations
330	Administration
	Principal Administration Officer
	Principal Administration officer (A & W)
	Principal Administrator
340	Medical Services
	Chief Pharmacist
	Senior Medical Officer
	Chief Clinical Officer
350	Bandari College
360	Pension Fund
410	Conventional Cargo Operations
	Principal Operations Officer (Shore)
	Principal Operations Officer(Plan)
420	Container Operations
	Principal Operations Officer (CFS)
	Principal Operations Officer
	Principal Operations Officer (Shore)

430	Inland Container Depots (Nairobi)
435	Inland Container Depots (Kisumu)
440	Marine Operations
	Principal Marine Officer
	Principal Marine Officer
	Principal Pollution Control Officer
450	Logistics Branch
460	Safety Branch
510	Conventional Cargo Engineering
	Principal Mechanical Engineer (Cargo Cranes)
	Principal Mechanical Engineer (Lifting)
520	Container Terminal Engineering
	Principal Terminal Engineer Gantries
	Principal Terminal Engineer (Mob Plant)
530	Marine Engineering
	Principal Marine Engineer (Dockyard)
	Principal Marine Engineer (Projects)
	Principal Marine Engineer (Afloat)
610	Financial Accounting
	Principal Financial Accountant-Fund Control
	Principal Financial Accountant
	Principal Billing & Customer Relation Officer
	Principal Accountant
620	Management Accounting
630	Procurement & Supplies
	Principal Procurement Officer(Purchasing)
	Principal Supplies Officer(Market Research)
	Principal Supplies Officer (Stores)
	Principal Procurement Officer(Stock Control)
	Principal Procurement Officer (Tenders)
635	Commercial Branch
710	Corporate Development
	Principal Corporate Strategy/Ops. R. Off
	Principal Statistician
	Principal Economist (Policy & Research)
	Principal Economist(Planning & Development)
720	Corporate Affairs
	Principal Corporate Communications Officer)
730	Information Technology
	Principal Internal Auditor (IT)
	Principal Corporate Application Officer
	Principal IT Officer(Systems Development)

	Principal Business Application Officer. (ERP)
	Principal IT Officer(Systems Administration)
	Principal Network & Communications Eng.
740	Marketing
	Principal Marketing Executive(Local)
	Principal Marketing Executive (Transit)
810	Civil Engineering
	Principal Civil Engineer(Planning & Design)
	Principal Projects Engineer (Civil)
820	Electrical Engineering
	Principal Electrical Engineer (Distribution & Service)
	Principal Electrical Engineer (Projects)
830	Project Development and Management
	Principal Projects Engineer(Electrical)
	Principal Projects Officer