

Balance Scorecard Perspectives and Performance of Kirinyaga County Law Courts

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ABSTRACT: The significance of performance measurement in relation to an organization's success cannot be denied. Balanced Scorecard provides a holistic approach to the concept of performance management. Performance of the Legal system especially the courts has been a point of focus by many Governments especially the developing countries like Kenya. The focus is largely because their performance has been unsatisfactory in several aspects. This study explored the influence of customer perspective on performance of Kirinyaga County Law Courts. The study was guided by Expectation confirmation theory and descriptive research design was used. The population included all the staff working in Kirinyaga County Law Courts who are 109 in number. Data was collected using closed ended questionnaire using drop and pick method to provide adequate time for the respondents to fill in the questionnaire with minimal influence. A pilot study was conducted to enhance the validity and reliability of the data collection instrument. Cronbach alpha coefficient of 0.7 was used to ascertain the reliability of the data collection instrument. Data that was analyzed was obtained from 81 respondents out of the targeted 109 achieving 74.3% response rate. Frequencies and percentages were generated from the data and presented using frequency distribution tables while bivariate regression analysis was done to establish relationship of dependent variable on independent variable in the study. The results indicated that customer perspective had positive and significant effect on Law Courts performance in Kirinyaga County. The study recommends that law courts should develop an internal process policy which details how the courts conduct its business and a service charter with a view to enhance performance and quality of service to the customers. Future research could focus on the influence of balance scorecard perspectives on performance of High Courts.

KEYWORDS: Balance Scorecard Perspectives, Customer Perspective, Performance of High Courts.

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I. INTRODUCTION

Performance measurement has become today's important agenda for firms. Measures allow managers to do more than simply check progress. According to Striteska and Spickova (2012), the first condition to improve and achieve business excellence is to develop and implement a system for performance measurement. Consequently, particular attention should be given to strategic management and performance measurement issues. Neely (2007), has defined performance measurement as the process of quantifying the efficiency and effectiveness of action. Most authors argue that performance measurement constitutes the most important activity within the performance management cycle (Afsarmanesh, 2004; Muhenje et al., 2013; Ilhan & Zeynep, 2012; Matos & Neely, 2007; Striteska & Sprickova, 2012). Accordingly, in today's change-filled and highly competitive environment, firms must devote significant time, energy, financial and human resources to measuring their performance in order to achieve strategic goals (Neely, 2007).

It has been argued that measurement systems have to be comprehensive because performance in many jobs involves multiple activities. For example, Hitt et al., (2005) state that if only some aspects of performance are measured, the results can be misleading, and can skew the data that are used for taking action to improve performance. Therefore, there has been a move away from the traditional approach to performance measurement. The traditional approach emphasized the use of financial measures to evaluate a business unit's performance, while a more recent approach also considers non-financial measures. Since the present business environment is characterized by increased customization, flexibility, responsiveness and associated advances in production processes, non-financial performance measures are needed to augment financial performance (Kaplan & Norton 2001 Van der Stede et al., (2006).

Performance measurement is a matter of real importance in that governments and policy makers who are currently experiencing high level of public expenditure need to give value for money and to effectively implement performance measures at all levels of the public sector and to eradicate cases of speculative performance and achieve sustainable performance. Limited budgets and needs of the citizens put government under pressure and lead them to realize the necessity of giving value for money. Delivering excellent services requires a high standard of performance on a wide range of factors so it is important that performance is assessed on a balanced framework reflecting the different areas that are of strategic importance to the government (Nan Chai, 2009).

Improvement in public service delivery and the consequent increase in satisfaction with public services have been the core of reform programs in many developed and developing countries. Public sector reforms in the past half century have therefore been directed at ensuring that the public services have the right people, structures and organizations are capable of delivering the right services while at the same time ensuring the public services operates optimally. The ultimate objective is to replace unresponsive public service bureaucracies with modern flexible systems geared to the needs of public service customers which are more responsive and which equip the public service to more efficiently meet changing national and socio economic needs (Greiling, 2006).

Since the 1990's the Government of Kenya (GOK), has been implementing civil service reform programs aimed at reducing government wage bill, streamlining and rationalizing government ministries and departments, strengthening personnel, improving on service delivery and building capacity, (GOK, 2007). As a result a number of public service reforms have been initiated aimed at placing citizen satisfaction at the heart of policy making and service delivery (GOK, 2007). Efforts under the economic Recovery Strategy (ERS) of improving public service delivery by strengthening the link between planning, budgeting and implementation; improvement on performance management as well as strategic management have been cited as some of the recent public service improvement Initiatives (GOK,2007). Increasingly the Kenyan Government through its path to the realization of the nation's development agenda as enshrined in the First Medium Term Plan (2008-2012) and vision 2030 (GOK, 2007) realizes that an efficient, motivated and well trained public service is one of the major foundations pillar (GOK, 2007). The government has continued to intensify efforts to bring about attitudinal change in public service, service delivery orientation, skills inventory assessments, performance management, computerization of service delivery, as well as training and development (GOK, 2007).

To be effective and efficient in the 21st century, public sector organizations need to adopt a sound and innovative performance management (Budiarmo, 2014). In this regard, public administration scholars have suggested the use of business improvement methodologies and techniques such as the Balanced scorecard (BSC) to assist in improving services and making more effective use of resources (Bolivar, Hernandez & Rodriguez, 2010). The Balanced scorecard offers a methodology that can be applied to the Civil service to enable more effective alignment of programmes to mission and tangible means of measuring results. Originally intended for use within the private sector, the BSC, due to its structured generic approach, was identified by the public sector in general, as a means to assess performance and report quantitative results (Chan, 2004). The BSC approach is an invaluable tool for governmental administrators in transforming their organizations. Organizations that have implemented BSC have a strong belief that its benefits outweigh the costs.

Increasing importance has been placed on an effective and efficient Judiciary by both governments and civil societies. Many countries around the world are undertaking legal and Judicial reforms as part of their overall development programs aimed at increasing judicial efficiency. This has resulted from growing recognition that economic, social progress cannot sustainably be achieved without respect for the rule of law, democratic consolidation, and effective protection of human rights broadly defined each of which requires a well functioning judiciary that can interpret and enforce the laws equitably and efficiently (Fabri & Langbroek, 2007). An effective Judiciary is predictable, resolves cases in a reasonable time frame, and is accessible to the public. Many developing countries, however find that their Judiciaries advance inconsistent case law and carry a large backlog of cases, thus eroding individual and property rights, stifling private sector growth, and in some cases even violating human rights (Breyer, 1996).

1.2 The Kenyan Judiciary

The Kenyan Judiciary is established under Chapter 10 of the Constitution of Kenya (ROK, 2010) Articles 159 - 173. It is independent from other government functions and provides a forum for the just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution of Kenya (2010). In Kenya, the courts under the Constitution operate at two levels, namely; Superior and Subordinate courts comprised of 117 court stations in the country. The Judiciary's core mandate is to ensure access to justice for all irrespective of status. This implies an obligation to remove barriers to justice by taking positive steps to ensure that the Judiciary is open, transparent and accessible to all. Historically, access to justice for all has been hampered by inadequate physical infrastructure, long distances to courts,

inadequate human resource capacity, unfriendly court processes and procedures, delays in case determination; and high cost of litigation among others. These factors have culminated in huge backlog of cases. For instance, the Judicial Case Audit and Institutional Capacity Survey (2014) revealed that as at 30th June 2013, the number of pending cases in all courts stood at 426,508, out of which 332,430 were civil and 94,078 were criminal.

The Magistrates' Courts had the highest number of pending cases, 276,577, followed by the High Court 145,596, the Court of Appeal, 4,329 and the Supreme Court had 6 cases Performance Management and Measurement Steering Committee (PMMSC, 2015). This meant that without admitting new cases, the Judiciary required 3 years to clear all the pending cases in the court. Specifically, the High Court required 13 years, the Magistrates' Courts required 2 and half years and Kadhis' Courts required 2 years to clear pending cases. Given these scenarios, there is need for innovative measures to expedite disposition of cases (PMMSC, 2015).

Upon the promulgation of the new constitution, there was an increased demand by the citizenry for accountability from public institutions. The Judiciary has in the past been characterized by inaccessibility and undue delays in dispensing justice, leading to loss of public trust and confidence despite several endeavours to improve performance. Since the Judiciary lacked an integrated performance management and measurement system, there was no way of ascertaining its performance. Several efforts were made in the past to address these challenges which were instituted either as part of government-wide reforms, or as internal attempts to institute performance systems in the Judiciary. Over the years measures to provide just and expeditious resolution of disputes has improved so as to restore the public confidence to its system by ensuring that there is transparency in the Judiciary activities by engaging the public in open days and other activities meant to sensitize the public on its mandate (Judiciary Transformation Framework, 2012 – 2016).

Previously there was no structured performance measurement system in Kirinyaga County Law Courts. This limited impact on performance and accountability. The courts stations collected monthly statistical data on various parameters utilizing prescribed statistical templates. The parameters included the number of cases initiated during the month, number of pending cases at the beginning and end of the month, as well as the number of resolved cases during the month. Other initiatives attempted were the implementation of service delivery charters and annual work plans. However, the necessary analysis, monitoring, review and follow up action on these performance management tools had been ad hoc, not integrated and therefore ineffective. Consequently, performance management in the law courts was weak and without clearly defined goals, measures and targets. The above challenges led to the introduction of balanced scorecard as a performance measurement tool where objectives, targets, measures and indicators were developed against which performance is evaluated at different levels.

1.3 Statement of the Problem

Historically, expeditious access to justice for all in the Kenyan Judiciary has been hampered by among others delays in case determination, unfriendly court processes and procedures among others. These factors have culminated in huge backlog of cases, increasing level of appeal cases and reduced case completion rate. Previous attempts to reduce the huge backlog of cases often failed leading to unattractive perception by the general public of the Judiciary that it is both inefficient and ineffective in dispensation of justice. One of the affected Counties are the Law Courts in Kirinyaga. The constitution of Kenya envisages a Judiciary that expeditiously delivers justice and reduces the citizenry's alienation from the justice system. It is envisaged that for the Judiciary to effectively fulfill its constitutional mission and mandate and respond to the high public expectations and demands for improved performance and command the respect of the public, it has to transform itself and be accountable. To restore public confidence the Judiciary has embarked on a transformational process that will enable it perform its functions by providing independent, accessible, expeditious and just resolution of justice. However, it appears that a comprehensive mechanism of assessing performance of Judiciary is still missing. One of the breakthroughs in performance measurement is the Balanced Score Card (BSC). It is believed in theory that if applied, performance would be improved.

1.4 General objective of the study

To investigate the influence of balanced score card on Performance of Kirinyaga County Law Courts.

1.5 Specific Objective

To assess the influence of customer perspective on Kirinyaga County Law Courts' performance.

II. LITERATURE REVIEW

2.1 Concept of Performance Measurement

The purpose of measuring performance is not only to know how an organization is performing but also to enable it to perform better. Performance measurement system enables an organization to plan, measure and

control its performance according to a pre-defined strategy (Okwo & Marire, 2012). Researchers assert that there has been a paradigm shift from the traditional financial performance measurement approach to an approach integrating both financial and non-financial measures (Atkinson & Kaplan, 2003; Hoque & James, 2000; Malina & Selto, 2001; Simons, 2000). Organizations have a variety of goals and objectives and hence it is more unlikely that a single measure or even several measures of the same type will effectively assess organizational progress towards all of those goals and objectives.

According to Armstrong (2006), performance measurement establishes achievements and gaps in order to provide feedback. It aims at improving productivity by linking strategy and performance. Through measurement, the relative level of performance can be compared, evaluated and improvements made (Parhizgari & Gilbert, 2004). The overall aim of performance measurement is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and for their own skills and contribution within a framework provided by effective leadership. Its key purpose is to focus people on doing the right things by achieving goal clarity aimed at achieving the mission and vision of the organization.

2.2 Expectation Confirmation Theory

Expectation Confirmation Theory alternatively Expectation Disconfirmation Theory is a cognitive theory which seeks to explain post-purchase or post-adoption satisfaction as a function of expectations, perceived performance, and disconfirmation of beliefs. The structure of the theory was developed in a series of two papers written by Richard L. Oliver in 1977 and 1980. Although the theory originally appeared in the psychology and marketing literatures, it has since been adopted in several other scientific fields, notably including consumer research and information systems, among others. Expectation-confirmation theory postulates that satisfaction is determined by interplay of prior customer expectations and perception of product or service delivery. Reliable customer feedback, gathered through an adequate and appropriate assessment processes can help organizations be in possession of facts that will allow them to implement satisfaction improvement programs to their customer's diverse needs.

The limitation of this theory in service delivery is that customers may have unrealistic expectations that organizations may not be able to deliver no matter how well they perform leaving their customers unsatisfied. Accurate measurement of customer satisfaction is therefore necessary prerequisite for developing effective customer service strategies. This may pose a challenge to organizations because they have to continuously establish the changing needs of customers to be able to address the needs of the diverse customers. This can be achieved through regular customer satisfaction surveys both formally and informally to understand the needs, motives and expectations of existing and potential customers. Other factors beyond an organizations control such as change in trends, technology, capacity may also hinder fulfillment of customers expectations.

2.3 Customer Focus Perspective

This perspective captures the ability of the organization to provide quality goods and services, the effectiveness of their delivery, and overall customer service and satisfaction. This will result from price, quality, availability, selection, functionality, service, partnerships and brand value propositions, which will lead to increased customer acquisition and retention (Gekonge, 2005). Having customer centric business strategies enable the exploration of the best mutual opportunity for customers and organization with the result inspiring employees to focus their efforts towards the overall purpose and direction of the organization (Curry & Kkolou, 2004). In developing metric for satisfaction customers should be analyzed in terms of kinds of customers and the kinds of processes for which products and services are being provided to those customer groups. Organizations would not know how good their services are until they ask their customers (Clair, 1997).

The balanced scorecard emphasizes the need for organization to translate their basic mission statement on customer service into specific measures that reflect the factors that are of importance to customers. In order to increase information sharing with customers, customer satisfaction and loyalty, organizations have to have closer relationship with them (Kaplan & Norton, 1992). Central to the concept of customer satisfaction, four aspects act as key performance indicators for the measurement of customer satisfaction namely the core service or the service product, human element of service delivery, systematization/standardization of the service delivery process which is a non-human element and software capes which refers to the infrastructure and facilities. In the government agencies the considerations would be whether the mandated needs of the citizenry as defined by its mission are being met. The criticality of these four factors in influencing customer perceptions has been well acknowledged in the customer management and service quality literature (Sureshchandar, Rajendran & Anantharaman, 2000).

Meanwhile, a study by Banker et al., (2000), in a hotel chain has shown that there is a positive relationship between the use of non-financial measures (for example customer satisfaction) and financial

performance. This study provides evidence that the implementation of a performance measurement system that includes non-financial measures, such as the BSC, can be associated with improved financial performance.

Alexander (2013), investigated the effect of balanced scorecard as a performance measurement tool in the Insurance Firms in Kenya. Primary data was collected using questionnaires which were administered to supervisors and managers in the firms. The study found that the current performance measurement tool was comprehensive and effective in measuring performance. The study also found that the customer perspective element of balance scorecard adequately measured customer satisfaction in their firms. It was found that the business process element of balance scorecard adequately measured the performance of internal process in their firms. Innovation and learning element of balance scorecard adequately measures the ability of the firm to innovate and adopt the environment.

III. METHODOLOGY

3.1 Research Design

Research design refers to the systematic steps set up to accomplish the purpose of the study. According to Kothari (1990) research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The study adopted descriptive research design. Descriptive research design is a scientific methods that involves observing some phenomenon and describing the behavior of a subject without influencing it in any way as it is concerned with identification of conditions or relationships that exists, effects that are evident or trends that are developing (Best & Kahn, 2009).

3.2 Population of the study

Morrison, Lawrence and Louis (2007) view population as the large collection of all subjects from where a sample is drawn. Kothari (2004), defines a population as all items in any field of inquiry and is also known as the 'universe'. Target population is the population marked for the study (Mugenda and Mugenda, 2008). It refers to all units of study that the researcher intends to study. The researcher conducted a census for the study. A census is a complete enumeration of all the subjects in a study (Claire, Craig & Ashraf, 2006).

Table 3.1: Population of the Study

Categories of Staff	No. of staff
Chief Magistrate	1
Principal Magistrates	2
Senior Resident Magistrate	2
Resident Magistrates	3
Executive Officers	11
Judiciary staff	90
Total	109

3.3 Data collection Instruments

Data collection instruments refers to the tools or means by which investigators gather the required data (Khan, (2008). Essentially the researcher must ensure that the instrument chosen is appropriate for collection of required data for certain kind of evidences and information and the researcher may examine the instruments that are available and choose one or more to suit specific requirements of research. The data Collection Instrument for this research was closed ended questionnaires. Questionnaires are appropriate when one intends to collect a huge amount of data in a relatively short time (Orodho & Kombo, 2002).

3.4 Data Analysis Techniques and Presentation

Data analysis is the process of bringing order, structure and interpretation to the mass of collected data Marshal & Rossman (2011). The collected data, with the aid of questionnaire was systematically organized specifically to facilitate analysis. Data were analyzed using both descriptive and inferential statistics. Descriptive statistics that was used include frequency of the distribution, mean and standard deviation. Descriptive data analysis prepares the data for further inferential analysis. Inferential statistics in this study involved conducting linear regression analysis of the response data to test the causality of the independent variable and dependent variable.

IV. FINDINGS AND DISCUSSION

4.1 Response Rate

Data that was analyzed was obtained from eighty one (81) respondents out of the targeted one hundred and nine (109) of the Judiciary staff in Kirinyaga County. Thus the response rate achieved was 74.3%, which is considered to be good (Mangione, 1995).

Table 4.1: Response Rate of Judiciary staff in Kirinyaga County.

Categories of Staff	Targeted (n)	Returned (n)	Percent (%)
Chief Magistrate	1	1	100.0
Principal Magistrate	2	1	50.0
Senior Resident Magistrate	2	2	100.0
Resident Magistrate	3	3	100.0
Executive Officer	11	9	81.8
Judiciary Staff	90	65	72.2
Total	109	81	74.3

4.2 Work Experience of Respondents of Judiciary Staff in Kirinyaga County

Work experience of Judiciary staff in Kirinyaga County was sought to establish whether the respondent were fairly familiar with the influence of balance scorecard perspectives on performance of Kirinyaga County Law Courts.

Table 4.2: Work Experience of Respondents of Judiciary Staff in Kirinyaga County

Number of years	Frequency (n)	Percent (%)
Below 1 year	2	2.5
1-5 years	22	27.2
6-10 years	17	21.0
11-15 years	17	21.0
Above 15 years	23	28.4
Total	81	100.0

From the Table 4.2, 2.5% of the respondents have worked with Judiciary in Kirinyaga County for less than one year. 27.2% of the respondents have worked for period between 1 - 5 years, 21.0% have worked for 11-15 years and 11-15 years while 28.4% have worked for more than 28.4%. Thus majority of the persons who responded had worked with Kirinyaga County Law Courts for more than 5 years. This implies that they have good understanding of the operations of the Judiciary and could therefore give objective responses.

4.3 Normality Test on the Dependent Variable

To test for normality the study employed the graphical method. The results from the graphical method are presented in the Figure 4.1 below, indicating that the residuals are normally distributed.

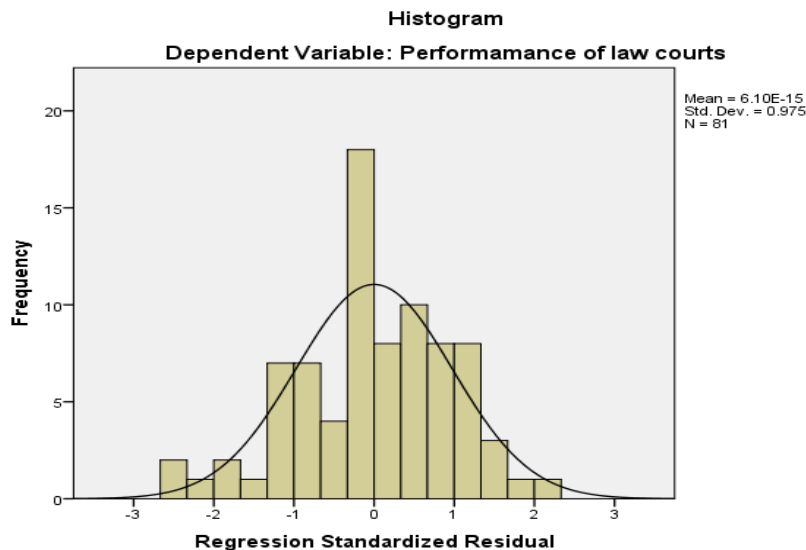


Figure 4.1: Histogram of the Dependent Variable (Performance of law courts)

4.4 Performance in Kirinyaga County Law Courts.

Performance management is essential for organizations as it can enhance employee motivation and productivity, it can support the achievement of the organization’s strategic goals and facilitate strategic planning and change (Johnsen, 2009).

Table 4.3: Descriptive Statistics of Performance Management

Performance in Kirinyaga County Law Courts	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The backlog of Criminal cases has been reducing.	14.8	79.1	4.9		1.2	4.06	.556
The backlog of Traffic cases has been reducing for the last five years.	23.5	61.7	9.9	4.9		4.04	.732
The case clearance rate has been enhanced based on monthly statistical data from performance Management Directorate.	12.3	80.4	4.9	1.2	1.2	4.01	.581
The number of appealed cases have been reducing in the last five years.	8.6	55.6	28.4	6.2	1.2	3.64	.780
The backlog of Civil cases has been increasing for the last five years.	3.7	17.3	24.7	45.7	8.6	2.62	.995

Majority of the respondents 93.9% agreed that the backlog of Criminal cases has been reducing with a mean of 4.06 (SD=0.556). A high percentage 85.2% of the respondents agreed that the backlog of Traffic cases has been reducing for the last five years with a mean of 4.04 (SD=0.732). Most of the respondents 64.2% agreed that the number of appealed cases have been reducing in the last five years with a mean of 3.64 (SD=0.780). 54.3% disagreed that the backlog of Civil cases has been increasing for the last five years with a mean of 2.62 (SD=0.581). This means that the Judiciary has employed measures of ensuring that cases are concluded within a reasonable time to avoid build up of case backlog. This is supported by monthly statistical data from Performance Management Directorate with 92.7% of the respondents agreeing that case clearance rate has been enhanced with a mean of 4.01 (SD=0.732).

4.5 Customer Perspective and Performance

Descriptive statistic and bivariate linear regression analysis were done to determine the influence of customer perspective measures on Law Courts performance. Table 4.11 to 4.14 shows the effect of each factor of customer perspective on Kirinyaga County Law Courts performance.

Table 4.4: Descriptive Statistics of Customer Perspective Factors

Factors of Customer Perspective	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The set response time to customer complaints is adhered to.	14.9	65.4	8.6	8.6	2.5	3.81	.882
The courts sensitize the public on basic court processes and procedures.	14.9	54.3	11.1	16	3.7	3.60	1.045
Litigants are satisfied with court's decisions as reflected in the number of appeals made.	7.4	46.9	42	2.5	1.2	3.57	.724
The Judiciary conducts regular customer satisfaction surveys.	2.5	33.3	30.9	24.7	8.6	2.96	1.018
The courts hold regular free legal clinics to the general public.	3.8	22.2	16	42	16	2.56	1.118

A substantial percentage 80.3% agreed that the set response time to customer complaints is adhered to with a mean 3.81 (SD=0.882). Most of the respondents 69.2% agreed that the courts sensitize the public on basic court processes and procedures with a mean 3.60 (SD=1.045). Slightly above half of the respondents 54.3% said that litigants are satisfied with court's decisions as reflected in the number of appeals made with a mean 3.57 (SD=0.724). A third of the respondent 33.3% disagreed that Judiciary conducts regular customer satisfaction surveys with a mean 2.96 (SD=1.018). Majority of the respondents 58.0% disagreed that the courts hold regular free legal clinics to the general public with a mean 2.56 (SD=1.118). According to Gekonge, (2005), customer perspective captures the ability of the organization to provide quality goods and services, the effectiveness of their delivery, and overall customer service and satisfaction. Curry & Kkolou (2004), noted that having customer centric business strategies enable the exploration of the best mutual opportunity for customers and organization with the result inspiring employees to focus their efforts towards the overall purpose and direction of the organization. The findings of the study indicated that the courts sensitize the public on basic court processes and procedures and the set response time to customer complaints is adhered to although they have not been holding regular free legal clinics to the general public neither had they been conducting regular customer satisfaction surveys.

Table 4.5: Model Summary for Customer Perspective

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 ^a	.205	.195	.39356

a. Predictors: (Constant), Customer Perspective

From the regression results in Table 4.12, the R value was 0.453 indicating that there is a relationship between customer perspective measures on Kirinyaga County Law Courts performance. The R squared (R^2) value of 0.205 shows that approximately 20.5 percent of the Law Courts performance in Kirinyaga County can be explained by customer perspective measures all other factors held constant. The remaining 79.5 percent of the variation could be explained by other factors

Table 4.6: ANOVA for Customer Perspective

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.159	1	3.159	20.397	.000 ^b
	Residual	12.236	79	.155		
	Total	15.396	80			

a. Dependent Variable: Performance of Law Courts

b. Predictors: (Constant), Customer perspective

The model was significant with the F ratio = 20.397 at p value $0.000 < 0.05$. This is an indication that customer perspective measures when considered singly have a significant effect on Law Courts performance in Kirinyaga County.

Table 4.7: Regression Coefficients for Customer Perspective Factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.591	.244		10.634	.000
	Customer perspective	.328	.073	.453	4.516	.000

a. Dependent Variable: Performance of Law Courts.

Customer perspective measures had positive and significant effect on Law Courts performance in Kirinyaga County with $\beta = 0.328$ at p value 0.000 which is less than 0.05. From Table 4.14, the bivariate regression model equation fitted using unstandardized coefficients is; Performance = $2.591 + 0.328$ customer perspective. This means that customer perspectives have a positive and statistically significant influence on performance of Kirinyaga County Law Courts. It also means that an increase of one unit of customer perspective increases Y by 0.328. The indication was that customer perspectives can be adopted when evaluating performance of Law Courts in Kirinyaga County. Therefore Law Courts should carry out customer satisfaction surveys to get feedback on how they undertake their mandate with a view to measure its performance. The finding of the study revealed that customer perspective had positive and significant effect on Law Courts performance in Kirinyaga County when considered singly and when combined with other variables supports earlier findings by Curry and Kkolou (2004), who noted that having customer centric business strategies enable the exploration of the best mutual opportunity for customers and organization with the result inspiring employees to focus their efforts towards the overall purpose and direction of the organization. According to Clair (1997), organizations would not know how good their services are until they ask their customers. Based on the finding of the study emphasis should be made on customer perspective measures with a view to improve performance of Law Courts.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Finding

The regression results indicated a positive and significant relationship between customer perspective and performance of Kirinyaga County Law Courts with $\beta = 0.328$ with p value 0.000 which is less than 0.05 when considered alone and $\beta = 0.159$ at p value 0.037 when combined with other factors. The findings of the study further indicated that the courts sensitize the public on basic court processes and procedures and the set response time to customer complaints is adhered to. However, the study revealed that courts had not been holding regular free legal clinics to the general public neither had it been conducting regular customer satisfaction surveys. On average, half of the respondents said that litigants are satisfied with court's decisions as reflected in the number of appeals made. In addition, the study revealed that the case clearance rate has been enhanced based on monthly statistical data from performance management directorate. In addition, the backlog of Criminal cases, Civil cases and Traffic cases has been reducing for the last five years. Further the study revealed that the number of appealed cases have been reducing in the last five years. This can be attributed to the institutionalization of performance measurement in the Judiciary through the use of balanced scorecard that

has helped to focus on critical areas in service delivery. The BSC provides key results areas against which performance is measured.

5.2 Conclusions

The studies revealed that majority of the respondents had worked with Kirinyaga County Law Courts for more than 5 years which was an indication that they could articulate issues relating to customer perspective and their influence on performance. The finding of the study revealed that customer perspective had positive and significant effect on Law Courts performance in Kirinyaga County when considered singly and when combined with other variables. This study therefore concludes that customer's perspective measures are major factors the influence performance of Law Courts in Kirinyaga County as the court must ensure that customers are satisfied with the quality of services rendered.

5.3 Recommendations

Following these findings, this study recommends that Law Courts should establish mechanism of enlightening customers on services offered through regular outreach programmes, service charter and by offering free legal aid.

5.4 Areas of Further Studies

The present study was carried in Kirinyaga County Law Courts. It is suggested that a study focusing on the effect of balance scorecard perspectives on performance of High Courts should be put into consideration. This study considered customer perspective future researchers could also focus on the expanded balance scorecard featuring other perspectives such as Leadership, Corporate social responsibility and the Environment in order to establish their relationship with performance of Law Courts. Finally, future researchers could also find out the challenges Law Courts face when focusing on balance scorecard perspectives in measuring performance.

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