



EFFECTS OF BALANCED SCORECARD USAGE ON EMPLOYEE ENGAGEMENT IN MULTINATIONAL CORPORATIONS IN KENYA

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ABSTRACT

The success of any organization depends on the capacity of its human resource. Any firm can have the best resources but without an adequate team of human personnel to back them up, the firm will not succeed. Employee engagement is thus, encouraged within any formal organization to bring out the best from each employee within the firm. Engaged employees will always be motivated to bring out their best and work towards ensuring the best productivity for the entire firm. This research was carried out to determine the effects of Balanced Scorecard usage on employee engagement in multinational corporations in Kenya. The research adopted a descriptive research design to investigate the aspects of balanced scorecard and employee engagement as they are. The research utilized random sampling to select the sample for the study. The population size for the study was 3,334 individuals drawn from employees both in management and lower level subordinate staff working for AON Kenya, Airtel, Barclays, DHL, EABL, Jubilee Insurance, Maersk, Safaricom, Standard Chartered and Unilever at their head offices in Nairobi County. The sample size for the study was based on a stratified random sampling, giving a total of 180 respondents from the ten firms. A questionnaire was designed to help in the primary collection of data which was sorted, edited and analyzed using SPSS version 23. The coded data was analyzed using both descriptive and inferential statistics. The findings of the research were presented using tables, charts and figures. Findings showed that scorecard was adopted mostly through the customer perspective. The research recommended that technology should be adopted in performance measurement tools now that the world is changing to digitalization.

Key Word: *Balanced Scorecard, Employee Engagement, Performance Measurement*

INTRODUCTION

The job performance of human resource personnel within a firm is measured using a variety of methods and tools. Large firms may utilize more than a single tool. However, small firms heavily rely on a single tool (Bhat, 2010). These tools and their comprehensive systems are referred to as performance appraisals. It is key for any performance appraisal system to be above board for employees to view them as just and credible form of assessment. In choosing a tool, the evaluator should ensure they pick a tool that will offer the most reliable feedback and least subjectivity. However, it is practically impossible to evade subjectivity throughout the performance measurement, but, through the use of some select tools maximum objectivity can be achieved (Grosse, 2009).

Awori (2007) states that the balanced scorecard is a strategy based system used to make informed decisions at all functional levels in the organization while focusing on accomplishments and results. To ensure the effectiveness of the balanced scorecard, the organizations should focus not only on the performance measures but also on the desired results to be accomplished.

The balanced scorecard approach aims to provide management with a set of measures which combine to give a “comprehensive but quick” view of the business. Indeed, it is suggested that the score-card particularly meets the information needs of managers by combining in a single performance measurement reports the many disparate elements of a company’s competitive agenda while preventing sub-optimization by managers, as they must consider all of their organization’s significant performance measures together (Kaplan & Norton, 1995). The balanced scorecard gives organizations a comprehensive review of their operations. Through use of the scorecard, organizations are offered a clear prescription as to what companies should measure in order to “balance” the implications in

all the functional areas, especially their human resource personnel as a matter arising out of the strategic intent

The balanced scorecard is quick measures of the business outlook. It’s conceptualized in this study in terms of the; financial perspective which addresses the financial impact of priorities chosen, plans executed, decisions made and actions taken. Growth perspective which guides in identifying measures that link to long term growth and success. Customer perspective which is concerned with adding customer value achieved through innovative and high quality services and the internal processes perspective (Punniyamoorthy & Murali, 2010).

Aubrey (2005) discussed that while most human resource executives see the need to improve employee engagement, countless have yet to build up tangible ways to measure and tackle this goal. Hay Group (2012) elaborates that engaged employees cannot be expected to take a personal interest in organizational objectives unless an organization treats them as more than factors of production. With organizations increasingly forced to do more with less, tapping into the discretionary effort offered by engaged employees becomes all the more important for business success. Employees committed to their organizations may not always have an in-depth commitment to their job. Satisfaction and commitment are related to performance, but engagement appears overall to be a better predictor of employee performance. West and Dawson (2012) stated that over the years, organizations have employed three different measures in evaluating their employee engagement levels: as a description of conditions under which people work, as a behavioural outcome, and as a psychological orientation

Nwinyokpugi (2015) in a study on the employee engagement and harmony in the Nigerian Civil service pooled 10 Ministries in the River State Civil Service. The researcher highlighted that employee

engagement can only be achieved through enhanced collaboration by the management and the employees in designing the most consistent and amicable methods of employee performance measurement. He further highlights that leadership collaboration and employee career enhancement would be a starting point for improving performance measurement and employee engagement respectively. Akinwade (2011) argues that employees engagement is promoted through the management striking a part of the psychological makeup of their staff. Through creation of a better working environment and promotion of better interaction systems the management can enhance employee engagement. Thus, it is the ability of the management to create good structures, culture and adequate performance measurements that will help to enhance the employee engagement.

Mutunga (2009) through her research on Factors that Contribute to the Level of Employee Engagement in the Telecommunication Industry in Kenya found that most workers in Zain are disengaged, and the most contributing factors was dissatisfaction with pay and benefits, work-life balance and lack of freedom of expression, but she failed to link level employee engagement to individual performance. In a study on performance appraisal systems in the Kenya Tea and Development Agency in Meru, the researcher notes that appraisal systems have a large impact on human resource systems and the entire organization strategies.

Concept of Performance Measurement and Employee Engagement

Performance measurement contributes to strategy formulation and implementation by revealing the links between goals, strategy, lag and lead indicators (Goodman, 2007) and subsequently communicates and operationalizes strategic priorities. The role of performance measurement evolves from a simple component of the planning and control cycle to an

independent process that assumes a monitoring function.

Employee engagement encompasses the commitment, passion, and positive attitude that are exhibited by employees towards their work. An engaged personnel is able to acquaint with the policies within the organization and their job description as well as relate well with their colleagues in a bid to enhance the productivity within the firm (Robbins, 2008).

Statement of the Problem

Employees are becoming key business drivers for any organization. It is through employees that organizations find their strategic fit that is and ensuring competitiveness in the market. Employee engagement is essential for better performance of work, and the employee's contribution to the firm is efficient and effective at all levels. Performance measurement should be key to identifying the consistency of the employee engagement and enhancing it where necessary (CIPD, 2007).

Locally, employee engagement has been loosely implemented. This can be attributed to the lack of standard performance measurement tool locally. This has lead to disengagement among members of staff within firms Mutunga (2009). Lack of employee engagement affects the entire firm's performance through increasing turnover, lack of innovation and commitment to the work (Alfes, 2010). This affects the implementation of management and human resource decisions due to the lack of commitment among personnel (Wachira, 2013). Performance measurement is an ideal management function of assessing the level of employees work output (Bakker, Demerouti, & Lieke, 2012). Good performance measurement tools promote high work engagement (Christian, Garza, & Slaughter, 2011). Lack of effective performance measurement will lead to work disengagement (Gruman & Saks, 2011).

The measurement of employee performance is an essential undertaking in the process of employee management. As such there is a need to establish if any, the effect that application of any selected performance measurement tool has on employee engagement. Lack of adequate literature supporting the selection of particular performance measurement tools makes it hard for MNC to enhance employee engagement by employing different tools. Hence this research played a key role in identifying how balanced scorecard usage affect employee engagement and thus contributed to body of knowledge on employee engagement.

Objectives of the Study

The objective of the study was to determine the effect of use of balanced scorecards on employee engagement in Multinational Companies operating in Kenya.

Research Hypotheses

- H_i There is significant relationship between balanced scorecards and employee engagement in Multinational Companies operating in Kenya.

LITERATURE REVIEW

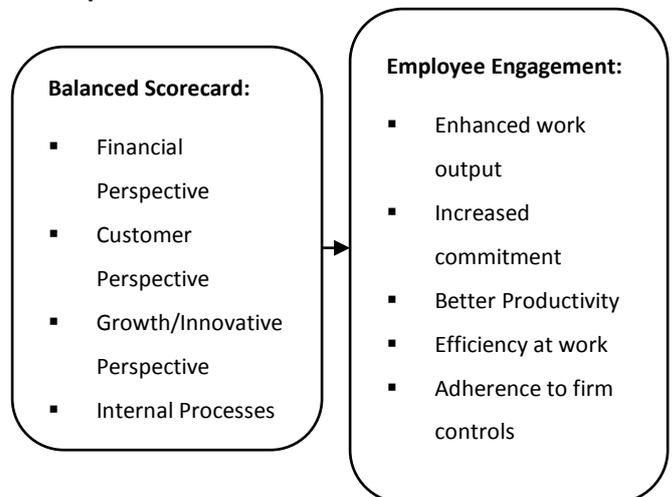
Theoretical Review

Agency Theory

Baiman (1990) stresses that the agency theory assumes that a formal relationship is in place between two individuals; the principal and his agent in the course of delegating responsibilities. The rights and responsibilities of the principals and agents are specified in their mutually agreed-upon employment relationship. Agency theory attempts to describe that relationship using the metaphor of a contract. Agency theory assumes that individuals are fully rational and have well-defined preferences and beliefs that conform to the axioms of expected utility theory (Bonner & Sprinkle, 2002). Furthermore, each individual is presumed to be motivated solely by self-interest.

This self-interest can be described in a utility function that contains two arguments: wealth (monetary and non-monetary incentives) and leisure. Incentives are extrinsic motivators where pay, bonuses or career perspectives are linked to performance. Incentives that are not contingent on performance generally do not satisfy this criterion; thus, the agency theory suggests that incentives play a fundamental role in motivation and the control of performance because individuals have utility for increases in wealth (Bonner& Sprinkle, 2002). The agency theory will be used to explain the need for employee engagement within two facets; the pay rewards and the contract. If an employee is engaged in a firm on the basis of bonuses based on the amount of work they undertake; then the employee will most likely work more in order to gain higher rewards thus, intrinsically becoming more involved within the work. Secondly in the existence of a legally bidding contractual agreement, the employee will have no alternative rather than to be engaged to the work owing to the consequences that may arise if by any chance they contravene the terms of the contract through disengagement. The agency theory supports the balanced scorecard implementation as a performance measurement geared towards enhancing employee engagement.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Farooq and Hussain (2011) carried out a study on the balanced scorecard perspective on change and performance of firms in India. The findings of the study asserted that Indian organizations, in both private and public, service and manufacturing sectors had incorporated the dimensions of BSC as a performance evaluation tool and used it to change and improve performance. Balance scorecard, change and performance were significantly positively correlated to each other, thus, the performance was affected by both BSC and change. The study further noted that the change was dependent on the ability of the employees to acquaint with the organizational objectives.

Haktanir and Harris (2005) in their study opined that management are advocating for an emphasis on both financial and non-financial dimensions such as competitiveness, service quality, customer satisfaction, organizational flexibility, resource utilization, and technology application to enhance organizational performance. It is important for performance measures to direct attention to such non- financial factors as service quality and customer satisfaction. Chen, Hsu and Tzeng (2011) conducted a study on the balanced scorecard approach (BSC) to establishing a performance evaluation model affirmed that BSC was an effective technique for performance evaluation. They used the BSC approach to evaluate the performance of Hot Springs hotel in Taiwan. In their findings, the BSC performance evaluation technique enabled managers to understand the appropriate actions and achieve competitive advantage. In another research by Shahin and Mahbod (2007) they sought to provide an approach to key performance indicators using a SMART method criteria (Specific, Measurable, Attainable, Realistic and Time-Sensitive) with regard to goal setting by the firm. He identifies that firms need to generate and prioritize goals that are SMART and consistent with the goals of

the firm. Through such a method the organizations can be able to approach and apply the KPI's within the firm with consistency.

The balanced scorecard approach aims to provide management with a set of measures which combine to give a "comprehensive but quick" view of the business. Indeed, it is suggested that the score-card particularly meets the information needs of managers by combining in a single performance measurement reports the many disparate elements of a company's competitive agenda while preventing sub-optimization by managers, as they must consider all of their organization's significant performance measures together (Kaplan & Norton, 1995). The balanced scorecard gives organizations a comprehensive review of their operations. Through use of the scorecard, organizations are offered a clear prescription as to what companies should measure in order to "balance" the implications in all the functional areas, especially their human resource personnel as a matter arising out of the strategic intent as noted by (Punniyamoorthy & Murali, 2010).

Kaplan and Norton (2001) conclude that the balanced scorecard, as a tool, is useful in the management of organizations in enabling organizations to align initiatives, departments and individuals to work in ways that reinforce each other so that dramatic performance improvements can be achieved. Instead of consisting of a mere collection of financial and non-financial measures, the balanced scorecard comprises three interrelated perspectives: financial, customer and innovation and growth and learning. Advocates of the balanced scorecard argue that it recognizes the multiple stakeholders of an organization, comprising of shareholders, customers, suppliers, employees and society (Lanen, Anderson & Maher, 2008). Objectives related to these stakeholders are captured in the balanced scorecard through the different perspectives. Each perspective has objectives, performance indicators, targets, and initiatives.

The Financial Perspective

According to Kaplan and Norton (1995), this perspective addresses the financial impact of priorities chosen, plans executed, decisions made, and actions taken by the management team. That is, whether the financial performance measures indicate whether the company's strategy, implementation, and execution are contributing to the bottom line improvement. Objectives of this perspective are oriented towards providing shareholders a return on investment. Companies will not realize all financial benefits of their improvements until all the other perspectives are working effectively.

Further, Kaplan and Norton assert that periodic financial statements remind executives that improved quality and productivity benefit the company only when they are translated into improved sales, market share, reduced operating expenses or higher asset turnover. The scorecard helps managers understand many interrelations, and keeps companies moving forward instead of backward. Through the use of this perspective, organizations can measure the performance of employees in terms of efficiency in utilizing the organizational resources. The main measures that can be taken are the inventory handling, the profitability of the firm as a result of increased employee productivity, the growth in sales as employees strive to meet performance targets (Kaplan & Norton, 1995).

The Customer Perspective

This perspective is concerned with adding customer value. This is achieved through innovative and high-quality services. According to Kaplan and Norton, (1995) the Customer perspective of is measured through the preset organization objectives with respect to the customer such as; time taken to service their requests, quality of the services offered,

performance and service and cost. This perspective aims at creating value for customers and addresses issues around the themes of customer satisfaction and customer retention. Performance measures with regards to this perspective might include performance feedback from formal customer satisfaction surveys, loyalty indices, market segment growth, and performance measures against key drivers of customer satisfaction (Kaplan & Norton, 1996)

Growth and Innovation Perspective

In this perspective, the challenge of identifying measures that link to long-term growth and success are identified. In order to achieve set goals, an organization requires the right people and systems, as well as facilities to support them. For the organization as a whole, issues such as new skill and competency acquisition, employee morale process improvement, and enhanced value to the customer is all addressed in this future-focused perspective. The targets emphasize the role of continuous improvements in customer satisfaction and internal business processes like the implementation of information systems. (Kaplan & Norton, Putting the balanced scorecard to work. , 1995)

RESEARCH METHODOLOGY

This study adopted a descriptive research design to investigate the relationship between performance measurement and employee engagement in Multinational Corporations in Kenya. This research was grounded on positivism research philosophy. The populations for the study was 3, 334 individuals drawn from employees including management and subordinates working for AON Kenya, Airtel, Barclays, DHL, EABL, Jubilee Insurance, Maersk, Safaricom, Standard Chartered and Unilever at their Head Offices in Nairobi County as outlined below:

Table 1: Target Population

Target Firms	Senior Executives	Mid-Level Executives	Low Level Managers	Subordinate Staff	Totals
EABL	15	25	72	532	644
AIRTEL	15	42	128	128	313
DHL	4	36	44	431	515
Barclays Bank (Headquarter)	6	10	32	84	132
AON Kenya	4	9	21	44	78
Jubilee Insurance	3	14	34	326	377
Safaricom Ltd.	8	22	56	416	502
Standard Chartered	4	10	23	213	250
Unilever Kenya	6	8	19	332	365
Maersk Sea Land	3	5	11	139	158
Totals	68	181	440	2645	3334

The researcher employed a list frame. This frame was employed since the research was targeting the list of employees within the five multinationals in Kenya. The study used random sampling in selecting the sample size since all employees within the firm possess the same characteristics in terms of employee engagement. This ensured maximum inclusivity and lack of biases. The study employed the criteria formulated by Yamane (1967) to calculate the sample size. The study used primary sources of data for subsequent analysis. The data was collected using semi-structured questionnaires. The questionnaires had both open and close-ended questions (Kothari, 2011). The questionnaires were administered personally

through a drop and pick method by the researcher to ensure reliability, clarification, accuracy and efficiency. To test the validity, reliability and internal consistency of the data collection the researcher undertook a pilot test for the study. The data collected through the pilot survey was used to adjust or modify the questionnaire in order to improve levels of clarity. Data collected was analyzed using a multiple linear regression and correlation analysis through the SPSS data analysis tool.

DATA FINDINGS, ANALYSIS AND DISCUSSION

The findings of the research indicated a positive response of 82% while only 18% of the respondents failed to respond. The Cronbach's Alpha Test of reliability was used to test the

reliability of the constructs describing the variables of the study. Values of Cronbach's alpha ranges from 0 to 1 with values equal to 0.7 and above indicating that the questionnaire is reliable while values below 0.7 indicates that the questionnaire is unreliable. Findings from the study showed that the majority of the respondents 72% were male while only 28% of the respondents were female. Findings also showed that the majority of the respondents 39% had university level education, 28% had attained postgraduate level education, and 28% of the respondents had college level education while only 5% of the respondents had just secondary school education. The respondents 45% were subordinate level employees, 43% of the respondents were middle level management while only 13% of the respondents were top level management employees. On the length of service, majority of the respondents 37% had more than 8 years of services, 28% of the respondents had between 1-2 years of service, 20% of the respondents had between 5-7 years while only 15% of the respondents had between 3-5 years of service.

Balanced Scorecards

Findings from the study showed that the majority of the respondents 43% of the respondents agreed that improved customer satisfaction was widely used to measure employee engagement, 29% of the respondents strongly agreed, 12% of the respondents strongly disagreed, 11% of the respondents moderately agreed while only 5% of the respondents disagreed. The majority of the respondents 44% agreed that reduced number of complaints are used to measure the level of employee engagement, 25% of the respondents strongly agreed, 13% of the respondents strongly disagreed, 12% of the respondents disagreed while only 7% of the respondents moderately agreed. The findings of the study further showed that the majority of the respondents 38% strongly agreed that improved efficiency in resource utilization was used to measure employee

engagement, 29% of the respondents agreed, 19% of the respondents moderately agreed while only 10% of the respondents who strongly disagreed. With regard to improved adherence to the internal controls and policies was used to measure employee engagement the majority of the respondents 28% of the respondents agreed, 26% of the respondents moderately agreed, 22% of the respondents strongly agreed, 14% of the respondents strongly disagreed while only 8% of the respondents disagreed. The study findings further showed that concerning improved revenue growth was used to evaluate the levels of employee engagement, the majority of the respondents 28% agreed, 26% of the respondents moderately agreed, 22% of the respondents strongly disagreed, while only 14% of the respondents strongly disagreed. The majority of the respondents 47% strongly agreed that increased operational efficiency was used to evaluate employee engagement, 25% of the respondents strongly agreed, 14% of the respondents agreed, 7% of the respondents disagreed while only 6% of the respondents strongly disagreed. With regard to there was increased employee recognition within the firm the majority of the respondents 30% of the respondents strongly agreed, 23% of the respondents moderately agreed, 21% of the respondents agreed, 18% of the respondents disagreed while only 7% of the respondents strongly disagreed. The majority of the respondents 31% strongly agreed that empowerment and growth measures have been adapted within the firm, 26% of the respondents agreed, 26% of the respondents moderately agreed, 10% of the respondents strongly disagreed while only 5% of the respondents disagreed.

Association between Scorecard and Employee Engagement

Findings showed that with regard to improved customer satisfaction was widely used to measure employee engagement the majority of the

respondents were in agreement as indicated by the mean value of 3.7647 which falls under extent of agreement 3.0-4.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.43742. With regard to reduced number of complaints is used to measure the level of employee engagement the majority of the respondents were in agreement as indicated by the mean value of 3.7647 which falls under extent of agreement 3.0-4.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.39326. Concerning improved efficiency in resource utilization is used to measure employee engagement the majority of the respondents were in very strong agreement as indicated by the mean value of 4.1765 which falls under extent of strong agreement 4.0-5.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.1311. Findings also show that with regard to improved adherence to the internal controls and policies are used to measure employee engagement the majority of the respondents were in agreement as indicated by the mean value of 4.000 which falls under extent of strong agreement 4.0-5.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.45774.

level of employee engagement the majority of the respondents were in agreement as indicated by the mean value of 3.625 which falls under extent of agreement 3.0-4.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.5864. In regard to increased operational efficiency is used to evaluate employee engagement the majority of the respondents were in strong agreement as indicated by the mean value of 4.2353 which falls under extent of agreement 4.0-5.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.20049. Concerning there is increased employee recognition within the firm the majority of the respondents were in strong agreement as indicated by the mean value of 4.2353 which falls under extent of strong agreement 4.0-5.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.25147. Concerning there is empowerment and growth measures have been adapted within the firm the majority of the respondents were in strong agreement as indicated by the mean value of 4.1176 which falls under extent of strong agreement 4.0-5.0 and there was moderate dispersion in the responses as indicated by the standard deviation of 1.409.

The result finds also indicated that with regard to improved revenue growth is used to evaluate the

Table 2: Balanced Scorecard Descriptive

	N	Mean	Std. Deviation
Improved customer satisfaction is widely used to measure employee engagement.	148	3.7647	1.43742
Reduced number of complaints is used to measure the level of employee engagement.	148	3.7647	1.39326
Improved efficiency in resource utilization is used to measure employee engagement.	148	4.1765	1.13111
Improved adherence to the internal controls and policies is used to measure employee engagement.	148	4.0000	1.45774

Improved revenue growth is used to evaluate the levels of employee engagement.	148	3.6250	1.58640
Increased operational efficiency is used to evaluate employee engagement.	148	4.2353	1.20049
There is increased employee recognition within the firm.	148	4.2353	1.25147
Empowerment and growth measures have been adapted within the firm.	148	4.1176	1.40900

Employee Engagement

Findings showed that with regard to having engaged employees within the firm increases teamwork and positivity in duties the majority of the respondents 43% agreed to a very high extent, 37% of the respondents agreed to a low extent while only 20% of the respondents agreed to a moderate extent. In regard to non-engaged employees limit the potential of other workers within the firm the majority of the respondents 39% agreed to a very high extent, 38% of the respondents agreed to a moderate extent while only 24% of the respondents agreed to a low extent. The majority of the respondents 44% agreed to a very high extent that engaged employee are enthusiastic on their work which increases their productivity, 42% of the respondents agreed to a low extent while only 14% of the respondents agreed to a moderate extent. The majority of the respondents 43% agreed to a very high extent that engaged employee are more collaborative at the work place thus fostering teamwork, 35% of the respondents agreed to a low extent while only 22% of the respondents agreed to a moderate extent. In regard to offering incentives can be a major determinant of engagement levels the majority of the respondents 43% of the respondents agreed to a low extent, 35% of the respondents agreed to a very high extent while only 22% of the respondents agreed to a moderate extent.

Concerning actively disengaged employees should not be tolerated within the firm since they were redundant and a distraction to other staff members, the majority of the respondents 47% moderately agreed, 25% of the respondents agreed to a very high extent while only 23% of the respondents agreed to a low extent. In regard to engaged employees were more adaptive thus management can introduce changes without any loss of man hours the majority of the respondents 45% agreed to a low extent, 43% agreed to a very high extent while only 7% agreed to a moderate extent. The majority of the respondents 40% agreed to a very high extent that engaged employees are more open to continuous professional development and growth, 28% of the respondents agreed to a low extent while only 24% of the respondents agreed to a moderate extent.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Concerning improved customer satisfaction is widely used to measure employee engagement the majority of the respondents were in agreement. The respondents were also in agreement that improved efficiency in resource utilization is used to measure employee engagement. Findings also showed that respondents were in agreement that improved adherence to the internal controls and policies are used to measure employee engagement.

The findings of the above study were also in line with our results that showed that improved revenue growth is used to evaluate the levels of employee engagement. Respondents also agreed that increased operational efficiency is used to evaluate employee engagement. The results of the study showed that the majority of the respondents were in agreement that having engaged employees within the firm increases teamwork and positivity in duties. Further, findings showed that respondents were in agreement that non-engaged employees limit the potential of other workers within the firm.

Findings also showed that the respondents were in agreement that engaged employee are enthusiastic on their work which increases their productivity. Respondents were also in agreement that engaged employee are more collaborative at the work place thus fostering teamwork. Concerning actively disengaged employees should not be tolerated within the firm since they are redundant and a distraction to other staff members; the majority of the respondents were in agreement. Findings also showed strong agreement among respondents that engaged employees are more open to continuous professional development and growth.

Conclusions

In regard to adoption of balanced scorecard; the study notes that the customer perspective aspect of the balanced scorecard is more effective in tracking employee engagement within the firm. In service firms; mostly the level of customer complaints and feedback can be used to assess the level of employee engagement at both individual and departmental levels. From the findings it is also evident that overall organization outcomes such as profit, customer retention and brand image can be used as some indicators of employee engagement. The study also concludes that increased recognition and involvement of employees in formulating balanced scorecard measures can be an antecedent of better employee engagement within the firm.

In regard to employee engagement the study concludes that dis-engaged employees should not be tolerated within the firm since they will create laxity among other employees thus eroding work productivity. Further, the study concludes that there is need to evaluate other performance measurements that are more technology-oriented to reduce excessive involvement of personnel in supervision especially in cases where there are social discomforts between some employees and the supervisor.

Recommendations

Employees within the MNC should be involved in the deliberations on performance measurement within the firm. This should not be left to the discretion of corporate heads in other countries. The study also recommends that the government should be more actively engaged in ensuring better working conditions and adherence to fair employment treatment across all multinationals.

The study also recommends that firms should come up with technology-reliant performance measurement tools. This will lead to a reduction in biasness especially in direct supervision. The firms should also adopt more motivating rewards systems such as promotions, scholarships and better wage and employment terms. The study also recommends that firms should seek to enhance team work within the organizations by developing performance measurements tools for teams within the work environment. This can be used to boost cohesion among employees.

Suggestions for Further Research

The study recommends that further research should be conducted on;

- The relationship between work-life balance and employee performance within multinational companies.
- An empirical examination of the role of government in promoting better working conditions with multinational companies.

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