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**INVESTIGATING THE BENEFITS OF
IMPLEMENTING THE BALANCED
SCORECARD TO IMPROVE THE
ORGANIZATIONAL PERFORMANCE**

MAJD AHMAD ALSHAWABKEH

2510160342

THESIS ADVISOR
ASSOC. PROF. EMRAH ÖNDER

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JÜRİ ÜYESİ	İMZA	KANAATI (KABUL / RED / DÜZELTME)
DOÇ. DR. EMRAH ÖNDER		KABUL
DOÇ. DR. NİHAT TAŞ		KABUL
YRD. DOÇ. DR. ŞEBNEM AKAL		KABUL

YEDEK JÜRİ ÜYESİ	İMZA	KANAATI (KABUL / RED / DÜZELTME)
PROF. DR. HANDE SİNEM ERGUN		
YRD. DOÇ. DR. MURAT YAŞLIOĞLU		

Versiyon: 1.0.0.2-61559050-302.14.06

ABSTRACT

INVESTIGATING THE BENEFITS OF IMPLEMENTING THE BALANCED SCORECARD TO IMPROVE THE ORGANIZATIONAL PERFORMANCE

MAJD AHMAD ALSHAWABKEH

This study conducted to investigate the benefits of implementing the Balanced Scorecard to improve the organizational performance. The research seeks to answer the following research questions; How Implementing the Balanced scorecard affect the organizational performance? What are the underline benefits of implementing the Balanced Scorecard? The study conducted in a governmental sector department in Jordan, Jordan Customs. This study used a qualitative research method, single-embedded case study following an inductive methodology. Sixteen employees from different managerial levels interviewed using semi-structured questions, and an Archive data and documents from 2008 to 2015, reviewed and analyzed.

The study revealed that the Balanced Scorecard implementation positively affected the organizational performance results and outcomes. In addition, through practicing the BSC a bunch of benefits and underline benefits demonstrated, improved and stimulus the organization development and image.

In addition, this study developed a conceptual model interpreted the implementation of the Balanced Scorecard, and offered better understanding for the successful implementation.

Keywords: The Balanced Scorecard, Organizational Performance, Benefits

ÖZ

ÖRGÜTSEL PERFORMANSI GELİŞTİRMEK İÇİN DENGELİ SCORECARD UYGULANAN AVANTAJLARIN İNCELENMESİ

MAJD AHMAD ALSHAWABKEH

Bu çalışma örgütsel performansı artırmak için Kurumsal Karne kullanımının avantajlarını araştırmak amacıyla yapılmıştır. Araştırma şu araştırma sorularına cevap aramaktadır; Kurumsal Karnenin uygulanması örgütsel performansı nasıl etkiler? Kurumsal Karne uygulamasının altında yatan faydaları nelerdir? Çalışma Ürdün'deki Ürdün Gümrüğünün bir devlet sektörü bölümünde yapılmıştır. Bu çalışma, bir endüktif metodoloji sonrasında bir nitel araştırma yöntemi olan tek gömülü vaka çalışmasını kullanılmıştır. Farklı yönetim seviyelerindeki on altı çalışan ile yarı yapılandırılmış sorular kullanılarak görüşme yapılmıştır ve 2008 yılından 2015 yılına kadar arşiv verileri ve belgeleri değerlendirilip incelenmiştir.

Çalışma, Kurumsal Karne uygulamasının örgütsel performans sonuçlarını ve çıktılarını olumlu etkilediğini ortaya koymuştur. Buna ek olarak, BSC (Kurumsal Karne) uygulaması ile bir dizi fayda ve altında yatan fayda örgüt gelişimini ve imajını göstermiştir, geliştirmiştir ve teşvik etmiştir.

Ayrıca, bu çalışma Kurumsal Karne uygulamasını yorumlayan bir kavramsal model geliştirmiştir ve başarılı bir şekilde uygulanması için daha iyi bir anlayış sunmuştur.

Anahtar Kelimeler: Kurumsal Karne, Organizasyonel Performans, Avantajlar

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For the soul of my leader ... for my father.

For my partner, soul mate and my best friend, my husband “Albaraa” thank you from my deep heart for your support and love.

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For Jordan customs department’s leaders and employees, thank you for your time and effort.

Istanbul, 2017

MAJD AHMAD ALSHAWABKEH

CONTENTS

ABSTRACT.....	III
ÖZ.....	IV
ACKNOWLEDGEMENT.....	V
LIST OF TABLES	VIII
LIST OF FIGURES	IX
ABBREVIATION LIST	X
INTRODUCTION.....	1

FIRST CHAPTER LITRETURE REVIEW

1.1. KAPLAN AND NORTON'S BALANCED SCORECARD FRAMEWORK .	3
1.2. THE BSC IMPLEMENTATION VS. ORGANIZATIONAL PERFORMANCE AND OUTCOMES	9

SECOND CHAPTER METHODOLOGY

2.1. RESEARCH METHOD.....	15
2.1.1. The Case profile	15
2.2. DATA SOURCES.....	16
2.3. THE CONCEPTUAL FRAMEWORK	18

THIRD CHAPTER THE ARCHIVE DATA AND DOCUMENTS ANALYSIS

3.1. INTRODUCTION	19
3.2. CONSTRUCTION DIMENSION	21

3.2.1. FIRST EVALUATION PERIOD (2011-2013)	21
3.2.2. SECOND EVALUATION PERIOD (2014-2016)	27
3.3. INTEGRATION DIMENSION	32
3.4. THE OUTCOMES: ENHANCE AND MAINTAIN	40
3.5. RESULTS AND DISSCUSSION	42

FOURTH CHAPTER
INTERVIEWS ANALYSIS

4.1. INTRODUCTION	52
4.2. CATEGORIES OVERVIEW AND ANALYSIS	53
4.2.1. Benefits creation.....	53
4.2.2. Engines	64
4.2.3. Enablers	69
4.2.4. Organization Development	72
4.2.5. Decision – Making practices	75
4.2.6. Organization Image	77
4.2.7. Inhibitors	82
4.3. RESULTS AND DISCUSSION	85
CONCLUSION.....	91
REFERENCES.....	93
Appendix A - The coding system	97
Appendix B -The interviews transcription.....	99

LIST OF TABLES

Table 1: Objectives intersecting matrix	20
Table 2: First evaluation period matrix (2011-2013).....	23
Table 3: Example of aligning initiatives with strategic objectives (2011-2013)	25
Table 4: The Performance ruler (2011-2013)	26
Table 5: Second evaluation period matrix (2014-2016).....	28
Table 6: The Performance ruler (2014-2016)	31
Table 7: JC's BSC vs Risk management matrix.....	36
Table 8: PI outcomes comparison 2008-2015	40
Table 9: Performance level of (2011-2013).....	41
Table 10: Performance level of (2014-2015)	41

LIST OF FIGURES

Figure 1: The Balanced Scorecard Framework.....	7
Figure 2: Learning and Growth perspective (cause-and-effect diagram example).....	8
Figure 3: Conceptual Framework	18
Figure 4: JC performance scorecard sample (2008-2010).....	20
Figure 5: JC Strategy Map (Cause-and-effect Model).....	35
Figure 6: Archive data and documents analysis results	43
Figure 7: The BSC Implementation Layers	51
Figure 8: The Balanced scorecard Conceptual Model (Designed by the researcher).....	89

ABBREVIATIONS LIST

Abbreviation	Definition
BSC	Balanced Scorecard
JC	Jordan Customs department
K&N	Kaplan and Norton, the Balanced scorecard founder
PI	Performance Indicator
PM	Performance Measure

INTRODUCTION

“Managers, like pilots, need instrumentation about many aspects of their environment and performance to monitor the journey toward excellent outcome” (Kaplan and Norton, 1996, p. 2)

Organizations in public and private sector today's operate in uncertain and high competitive environment, in such environment organizations must exploit all available resources and capabilities and use helpful instruments to meet their strategic goals and achieve superior performance. Such instrument must give the organization a comprehensive image not only about the past or actual performance, it should provide a prediction about strategic outcomes, such tool should balance the formula between the external forces (customers) and internal forces (Employees). Also in public sector, the most challenging issue is how to build and implement a “customer-oriented” strategy (Nieplowicz, 2013). To best achievement of these tasks, Kaplan and Norton offered the Balanced Scorecard; with a balanced orientation that manage the organizational performance from different perspectives, to measure, control, and enhance the business performance.

What Harvard Business Review addressed as one of the most important ideas in the management of the last 70 years, The Balanced scorecard. The Balanced scorecard (BSC as it abbreviated) as strategic management system, offered the managers a balanced formula to translate their business strategy into specific objectives and measures, combined in strategic linkages, to catch the benefits for customers and shareholders, and on the other side support and develop the internal business processes and employees. The BSC translates organization's vision and strategy into integral actions what can be measured, managed, and monitored using specific performance measures and indicators, not only focus on the financial performance or past performance like the traditional performance measurement tools. Moreover, the BSC balanced the formula of success by integrating the non-financial indicators, by paying attention for the critical business processes, employee

development, innovative product and services cycle, and information technology infrastructure, which represent the internal and real drivers for success. In addition, the BSC provides strategic linkages in causal relationships offered in user friendly and balanced framework that give the executives a comprehensive image about the value creation processes for customers and stakeholders. On the other hand, the BSC emphasized that when the organization keep investing in employee development and improve internal capabilities, the outcome will be tangible improvement in financial and overall organization performance and well done execution of business strategy (Kaplan and Norton, 1996; 2001).

Through the BSC implementation, a bunch of benefits created and support the organization outcomes and image, some of these are expected benefits, such as increase in controlling and monitoring level, performance improvement, and build clear strategic linkages. On the other hand, an underline benefits emerged depending on the case's implementation and environment, which describe the impact of the BSC on some aspects not shown clearly on the surface. These interactions and integrations between the BSC implementation, organization infrastructure, and other management systems benefited the organization performance and outcomes.

The purpose of this study is to explore the potential and underline benefits of the BSC implementation, and to investigate the impact of this practice on improving the organizational performance and outcomes. In addition, to investigate in-depth the outcomes of the BSC implementation on some aspects such as employee involvement in strategic planning processes and decision-making practices. The study conducted in "Jordan Customs" department, Jordan.

This study developed a conceptual model interpreted the implementation of the Balanced Scorecard, and offer better understanding for the successful implementation.

FIRST CHAPTER

LITRETURE REVIEW

1.1. KAPLAN AND NORTON'S BALANCED SCORECARD FRAMEWORK

The Balanced scorecard, as a strategic management system that can translate the organization strategy into integral processes, linked with the organization's objectives, in other expression, the BSC is an objective-action converter tool that can manage, measure, control, and enhance the business performance. The BSC give the mangers a comprehensive overview about the business performance through balanced dimensions, away from the traditional financial terms. In addition, the BSC offer a clear judgment for past performance and provide step forward to predict and control the future performance, by analyzing the financial and non-financial indicators. As strategic management tool, not only as a performance measurement tool, the BSC mainly used to align the business activities to organization's strategy. Moreover, the BSC provides instrumentation to navigate the managers for the competitive success; it is like a vehicle to achieve the business goals (Kaplan and Norton, 1996).

Kaplan and Norton offered full-integrated framework that manage the organization's performance from four perspectives (financial, customers, internal processes, and development and growth) later in the following section the four perspectives will discuss deeply; Figure 1 shows the BSC framework. However, to develop the BSC matrix, executives and managers should determine clear strategic themes for every perspective to differentiate every scorecards' strategic objectives communicated with specific measures, linked in cause-and-effect relationships, and finally align the strategic initiatives to achieve the ideal performance and the organization's strategic goals. In another expression, the BSC should re-craft the organization strategy in clear and relational way. Starting with the strategic objectives and linked with a sequence of business processes and actions that must

done to achieve the desired performance. Following the BSC perspectives explanation:

- *The Financial Perspective scorecard*, represents the traditional and long-term strategic objectives of the organization depends on the business stage (growth, sustain, harvest), in traditional financial terms, and how to link the financial objectives with the business units strategy. The financial performance is an indicator that reflects the organization's success and growth. For the financial perspective scorecard, K&N suggested a generic or core measures that could find in many organizations' scorecards. The financial core measurements matrix includes Return on Investments (ROI), economic value-added, and revenue. In addition, K&N suggested three main strategic themes that demonstrate on the four scorecards, shape and differentiate the financial sub-objectives, which are Revenue growth, Cost reduction, and Asset utilization.
- *The Customer Perspective*; for this dimension the executives should develop a matrix that enable the organization to identify and evaluate the value proposition that they will deliver to the targeted customers. The Customer perspective scorecard must translate the organization mission and strategy into precise market-and-customer based objectives. K&N suggested the core measurements for customer perspective, which are market share, customer retention, acquisition, satisfaction, and profitability. In addition, through the construction stage of the scorecards the constructor should take in consideration the privacy of the organization's core business and climate, by adding any necessary measures or indicators to the scorecards.
- *The Internal business processes perspective*, this perspective focus on the internal processes and operations, mainly, which affect the relationship with customers. These critical processes will affect the relationship with customers and business owner, by formulating a clear value-chain of the organization's internal processes the executives can manage and control the achievement and the improvement of financial and customer scorecards objectives. By

adopting a new strategy or to achieve a specific objective in the financial or the customer scorecard, the builder may add, alter, improve or eliminate any of the processes to meet the customers and shareholders expectations. For this perspective, K&N suggested the following core measurements, which are quality, response time, cost, and product & services innovation and development.

- *The Learning and Growth or Development and Growth perspective*, this perspective provide the infrastructure and the base that enable the previous three perspectives objectives to be achieved. Achieving ambitious goals can come true by continuous investment in employee empowerment and development, and by improving the organization's climate, these who are in the front-line with the business processes and business customers. K&N defined a three principal of learning and growth perspective, which any organization can use, measure and manage them; Employee capabilities, Information systems capabilities, Motivation, and empowerment & alignment. For each principal there are a core measures fined in the majority of the organizations; employee satisfaction, retention, and productivity. Linked in cause-and-effect relationship and required specific enablers to get the required outcome, Figure 2 illustrate example of this relationship.

In addition, K & N put clear processes for the initial implementation of the BSC. First, the organization needs to create a measurement focus approach with clear causal chain of relationships between the measures, later the indicators. Following the four critical management processes;

1. Declare and translate business units' strategy into specific strategic sub-objectives.
2. Create strategic linkages between strategic and operational objectives and measures.
3. Plan, determine targets, and align strategic initiatives to every strategic objectives.
4. Enhance strategic feedback and learning concern.

The essence of success is in the integration between these scorecards, the organization should not build the scorecards separately without integrations or clear communications. After constructing the scorecards the executives and managers should draw a clear cause-and- effect relationship between the performance measures and indicators, determine which performance measure or indicator is the driver (lead indicator) and which is the outcome measure or indicator (lag indicator).

Finally, to give the planners and the decision makers a clear and visible image to tell overall story about the strategic linkages and outcomes, Kaplan and Norton generated the strategy map. The strategy map shows clear connections between strategic objectives and performance indicators and measurements in the form of a cause and effect relationship chain. This chain give an indicator to predict and control the outcome performance and move this system from being a performance measurements tool to be a strategic performance management system (Kaplan and Norton, 2004).

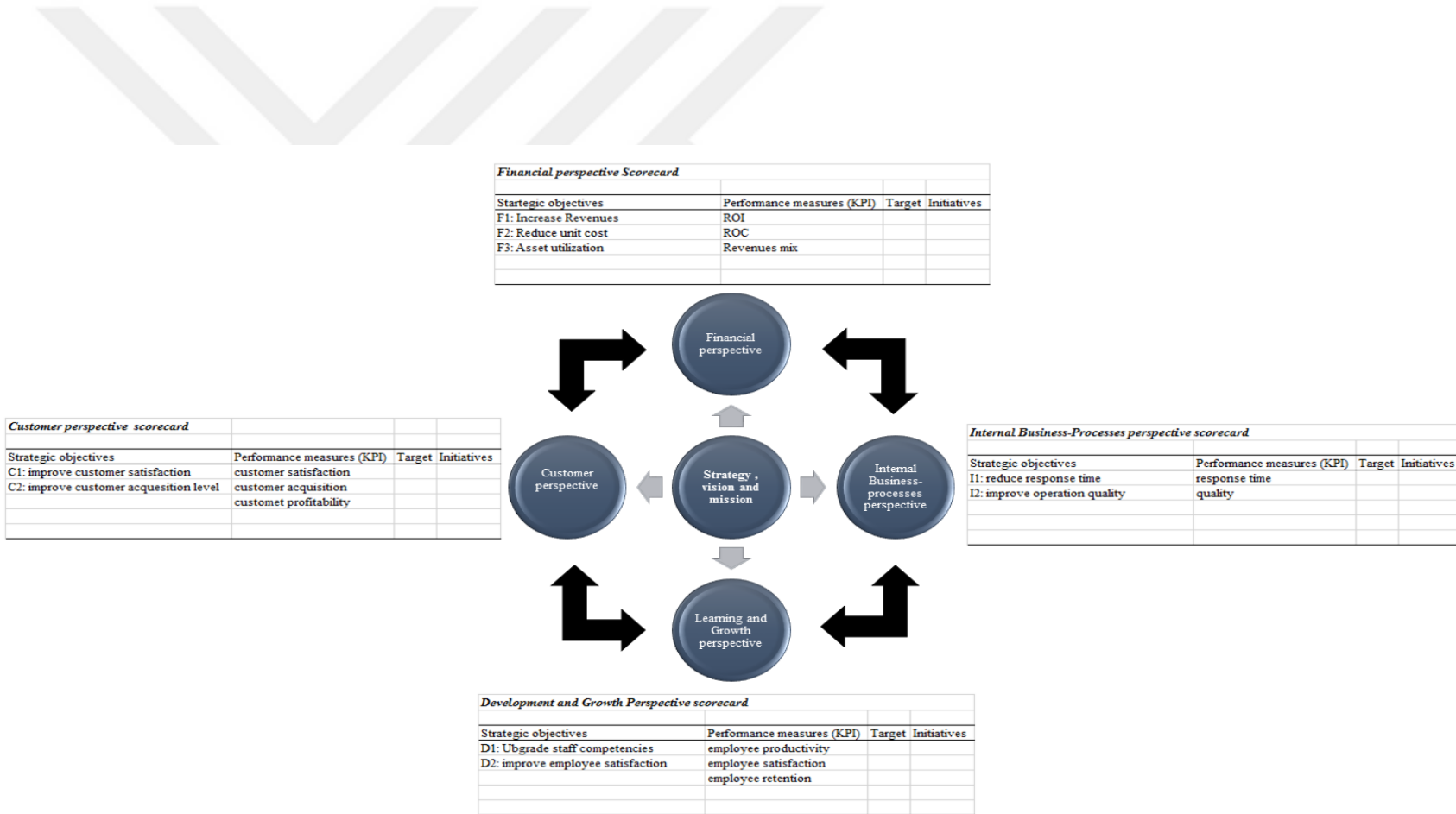
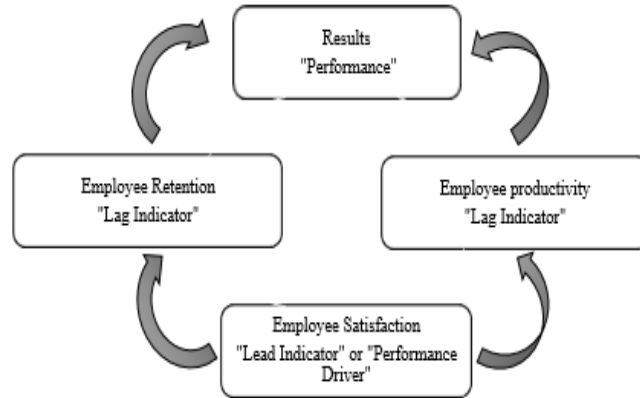


Figure 1: The Balanced Scorecard Framework

Core Measurements



Enablers (Situation drivers)

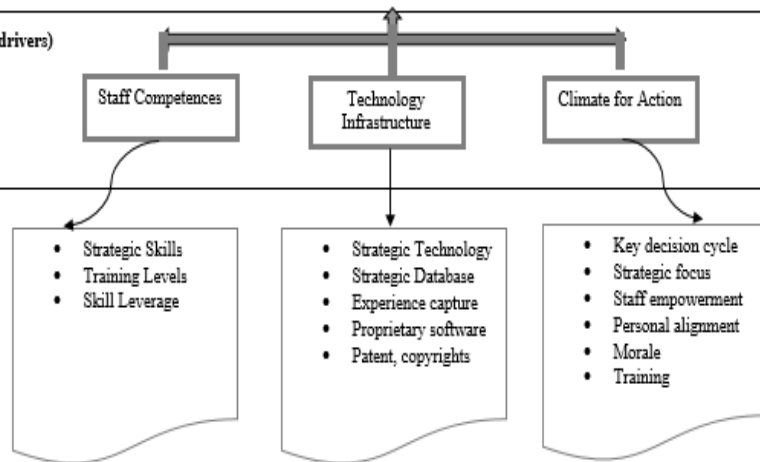


Figure 2: Learning and Growth perspective (cause-and-effect diagram example)

Source: Translating Strategy into actions- The Balanced Scorecard, K&N (1996, p.129)

1.2. THE BSC IMPLEMENTATION VS. ORGANIZATIONAL PERFORMANCE AND OUTCOMES

A numerous amount of studies conducted to investigate the BSC approach and expected outcomes in many fields and organizations types (profit, non-profit, and governmental) and in different countries, these studies conducted to investigate this management system from different perspectives and manners. Since it had published in 1996 by Kaplan and Norton, the BSC development, popularity and implementation, criticized and investigated by many researchers (Davis and Albright, 2004; Zanini & at el, 2006; Greiling, 2010; Ababneh, 2010; Huque, 2014...). In addition, the BSC approach developed from the initial implementation as a performance measurement tool to be a strategic and performance management system, through revisions, improvements, and developments phases and cycles (Kaplan and Norton, 2001). Moreover, using the BSC in different matters and environments demonstrate a bunch of benefits affected the organization on many aspects, starting of using the BSC as a performance measurement tool that demonstrate the controlling and monitoring abilities and ending by using the BSC as part of strategic management system that develop a strategy-focused organization (Kaplan and Norton, 2000).

However, catching the benefits and outcomes from implementing the BSC in private organization will be some how easy in traditional financial terms; in these organizations, the core business is oriented to be customer and shareholder focused, where the money is generated from and for. We can measure the business performance, the growth of business and profitability from different dimensions while the core objective of these organizations is a customer and shareholder oriented, which represented by the financial growth. Davis and Albright (2004) conducted a research in banking sector, USA, targeted in their study to examine the financial performance; by comparing the financial performance outcomes between the BSC bank branches and non-BSC bank branches, where the non-BSC branches adopted a traditional performance measurement tool considering the financial

measures only. The study revealed that at the end of the experiment period, the BSC branches showed a significant increase in the financial performance than the non-BSC branches, the BSC implementation benefited positively the financial performance in the BSC branches.

On the other hand, it is the main challenge for the governmental and non-profit organization to build and implement a customer-oriented strategy and offering high quality services (Nieplowicz, 2013). Nieplowicz (2013) investigated the implementation of the BSC in Customs services department in Poland, the research examined the BSC approach as a strategy execution tool, to execute, control and measure the strategy. Worthwhile, that the researcher in this study excluded the financial perspective, because the customs services in Poland is a budget unit, the researcher reasoned that the financial perspective was not a driver in the BSC implementation. The study revealed a bunch of benefits agreed with Niven (2008) presentation. At the end of the analysis period (2010-2015), the department succeeded in creating a customer-focused strategy and offering a high quality services to meet their strategic expectations. Using the BSC as a strategy execution tool and on the other hand, as a controlling and measuring performance tool support the whole organization performance and results, not only the financial performance as in the profit organization, it's a step forward to balance the interest for all parties in the performance formula and demonstrated the controlling and accountability power to outperform the organizational performance.

By integrating the performance measures and the indicators into specific management theme, the BSC evolved to be a strategic performance management system instead of being performance measurement system telling the story of the past performance. The BSC as a widely used technique of performance and strategic management, emphasized that balancing the internal and external forces interests, by keeping investing in the organization's tangible and intangible assets and innovative products & services will pay off the worth in high level of business growth, superior performance and innovative organizational environment (Kaplan and Norton, 2001).

Furthermore, the “*use matters*” of the BSC implementation lunched early indication of how the organization should deal with the BSC development and construction (Bramm and Nijssen, 2004). Various using of the BSC affected the organizational performance in various ways too and lunched early judgments about the BSC utilization and performance improvement repercussion. Bramm and Nijssen (2004) examined the orientation of using the BSC and how it affected the performance, as “performance measurement tool” or as “performance management tool”, in other words as strategy-focused system. The study conducted in Netherlands, using five-scale survey of 100 sample of Business-to-Business companies. The study revealed that the maximum benefits of the BSC usage coming through align the organization’s strategy with the BSC perspectives and measures, and emphasize that the existence of clear strategic linkages will outperform the performance. Agreed with Bramm and Nijssen, building an oriented strategy taking in consideration the four main stones; customers, shareholders, employees and internal processes, and control the execution of this strategy using the BSC framework, indicate and control the performance under the organization’s strategic objectives and vision. The strategic linkages presented in clear and monitored strategy-operations linkages and steering the whole organization to achieve their goals.

Greiling (2009, 2010) stated that 8.8% of non-profit organization had adopted the BSC (total of 343 non-profit social services provider in German). Greiling (2010) claimed that most of the non-profit organization in the study sample in social services sector used the BSC as performance measurement tool instead of performance management tool. However, the findings of this study revealed that the main benefits of adopting the BSC are “clarifying and communicating strategy”, “Improved alignment of strategic objectives with actions” and “Building up a performance measurement system”. In addition, the author stated that the main benefits of implementing the BSC were by providing a tool to communicate the strategy and align the strategic objectives with actions, which support K&N debate that the BSC is a tool to translate the organization’s strategy into actions. On the other hand, the author listed some barriers of a successful implementation of the BSC, represented mainly in the existence of well-defined organizational

infrastructure to support the implementation of the BSC. Which support the continuous appeal to stimulate the organization structure and culture to catch the generated value from the implemented system.

Moreover, the practicing and the implementation of any management system in any index, develop a comprehensive understanding of how to implement this system in the optimal way to exploit the maximum level of its benefits, in other words how to avoid any potential failure and push the best practice to the top. In addition, in the business nothing should be crucial, being flexible give a power for winning. One of the BSC limitations that the cause-and-effect relationship is “crucial”, if there is a decayed assumption by executives, the result would be unreliable performance and dysfunctional organization behavior (Gomes and Romao, 2014). Partially disagree with Gomes and Romao (2014) debate, the BSC limitations coming from the tool’s implementer and implementation methodology not from the tool itself, the implementer should adapt the BSC framework with the internal organization environment, any needed editing at the end of every evaluation period must take a place for the next periods. As we can see in many cases in the non-profit organization, many implementer excluded the financial perspective reasoning that the organization type is non-profitable so the financial performance is not a driver in the performance formula, which means that the framework should be flexible. This emphasize that for the initial development of the BSC, the task responsibility lay on all management levels not only the executives and managers. Employee involvement in strategic management should started from the strategic planning phase not just at the execution only, to set up the priorities and declare the right relations and determine which are the performance drivers, which finally strongly support the value creation in the organization. Moreover, one of the essence of success here is by developing a self-learning approach through practicing, and acclimate the system with the private climate and core business of the organization. In addition, keep examining the relationships and enhancing the communication repeatedly offering the organizations the desired performance and growth. One of the lessons the organization must take in consideration is to learn how to design a flexible strategy,

has plan B, available for any uncertain conditions in the market and give the organization the ability to manage the risks not only focusing on the returns.

Ababneh (2010) conducted a quantitative research in Customs department, Jordan, aiming to examine the initial implementation of the BSC as a performance measurement and performance evaluation tool. The study revealed that implementing the BSC affected positively the organizational performance represented by the financial performance (revenue and growth), customer satisfaction and employee satisfaction. In addition, Ababneh (2010) recommended conducting a qualitative study to go in-depth to catch the underline benefits of adopting the BSC from different dimensions. The study emphasized the positive effect of the BSC implementation on the organizational performance by presenting the previous core measures, but the BSC implementation outcomes are not only represented by the improvements in these measures, the BSC implementation benefited the organization in many aspects. Niven (2008) stated a benefits mix of implementing the BSC in the governmental and non-profit organizations, with any needed adjustment on K&N framework regarding to the core business of the organization. Including a roadmap to build and implement the BSC and gain the superior performance, which demonstrate the accountability, controlling and commitment approach, increase the improvements abilities, and benefited the decision maker in many strategic aspects.

By reviewing the BSC studies, some of these studies examined a specific performance measurements, and explained the effect of the BSC on the organizations' performance at all and financial performance in specific. While some studies examined the benefits of the BSC implementation as a performance measurement tool up to a strategic management system, little researches conducted to investigate the strategy execution and exploring the underline benefits of implementing the BSC, not only on the organizational performance but also on organizational infrastructure. For example, Ababneh (2010) research investigated the effect of implementing the BSC on the organization performance, by examining three core measures, which are customer satisfaction, employee satisfaction, and

revenues, in Ababneh research the strategic objectives execution and the demonstrated benefits of this implementation has not investigated.

Moreover, little studies investigated the BSC implementation and interactions with other management systems and organization infrastructure, which can be differed by the case external and internal environment, which motivate the researcher to explore these interactions and report the improvements and development.

An attractive article published in 2015 by Madsen and Slatte under the title “The balanced scorecard: Fashion or Virus?” stated that BSC is an infectious management idea, the authors investigated the BSC implementation using tow theory “Fashion theory and Virus theory”. The study revealed that these new theoretical theories are useful in clarification the tracks of using and interpretation the BSC idea, and how it may develop in different contexts (Madsen and Slatte, 2015). Actually, one of the motivations of this research is to investigate the real benefits of implementing such system, not adopting this system because it is a popular or worldwide idea.

To sum up, the main purpose of conducting this research are to explore the benefits of implementing the BSC, the hypothetical and the underline benefits, to investigate the practical implementation of the BSC. In addition, examining the effect of implementing the BSC on the organizational performance, and finally examining the matching between the theoretical and practical approaches of the BSC.

The previous review leads to the following research questions;

RQ1: How Implementing the Balanced scorecard affect the organizational performance?

RQ2: What are the demonstrated benefits of implementing the Balanced Scorecard?

SECOND CHAPTER

METHODOLOGY

2.1. RESEARCH METHOD

The purpose of this research is to investigate the benefits of implementing the BSC, and how this practice affected the organizational performance, and explore the underline benefits of this practice. The literature stated tow research questions and the research method determined to answer these questions;

RQ1: How Implementing the Balanced scorecard affect the organizational performance? RQ2: What are the demonstrated benefits of implementing the Balanced Scorecard?

Moreover, the BSC environment, implementation, and outcomes are undetermined in Jordan, especially in the public sector, under this situation and to explore the outcomes of the implemented program from different perspectives, the research method should provide a comprehensive understanding of the program. Therefore, the best way is to follow a qualitative research methodology by conducting a single case study (Yin, 2003). Single-embedded case study conducted in a fully adopted BSC organization in Jordan, the Jordan Customs department.

2.1.1. The Case profile

Jordan Customs Department established in 1923 under the direction of the Minister of Finance and controlling 33 customs houses and administrated 2954 employees. Jordan customs department represent 17 countries of North African countries and Middle & Near East countries in the World Customs organization. In addition, Jordan Customs classified in the second place over 64 Jordanian governmental departments in 2015, regarding to the annual survey of business performance evaluation scale which conducted by the ministry of Public Sector Development. Jordan customs (hereafter JC) department gained the following awards on local and international level:

- Government Innovation Award – Jordan (2014/2015)
- Distinguished Government Services Award – Jordan (2013/2014)
- King Abdullah II Award for Excellence in Governmental Performance and Transparency – Jordan (three consecutive years 2010-2013)
- E-government Arab Shield Award - Innovation and design / category of security and military institutions of the sites in 2012.
- E-government Arab Shield Award - Technical Innovation / category of security and military institutions of the sites in 2010.
- Certificate of International Standard (ISO) 9001/2008 version for 3 consecutive years since 2004, as well as for (13) customs center had this certification.
- A high-level Certificate of Appreciation from World Customs Organization for excellence in regional representation in the territory of North Africa and the Middle East (2004).
- Sheikh Mohammed bin Rashid Al Maktoum Award for Arab Management as the best Arab government institution - UAE (2001).

JC used the BSC since 2008, after twining agreement signed with the Italian customs department in 2007. JC benchmarked the Italian customs department practice, and then started developing their own BSC and promoting a self-learning approach. With full-organized infrastructure and documentation system and hospitality climate for researching and development efforts, JC gives the researcher the opportunity to go in-depth to study, learn, and make comparisons in such case study.

2.2. DATA SOURCES

The study consider a multiple sources of data used to enhance data credibility (Baxter and Jack, 2008). The first data source is the archival documents for the year of 2008 until 2015, including strategy plans, annual reports, daily paper work, and previous quantitative studies that conducted in Jordan customs department, and the second source is the interviews, the interviews conducted in JC department with

employees from different management levels. Interviews recordings subscribed and translated from Arabic to English language, and coded and analyzed manually following the inductive approach. To investigate the effect of implementing the BSC on the organizational performance and results and exploring the developments in the BSC implementation and benefits, the archival documents of the period between the year of 2008 to 2015 reviewed and analyzed based on a conceptual framework. In addition, 16 participants interviewed from deferent managerial levels, to study the implementation of the BSC and to go in-depth to explore the potential and the underline benefits of implementing the BSC. Some questions conducted in semi-structured form, repeated in specific format and purpose, and some questions conducted as open discussion or commenting on specific ideas mentioned by the interviewee. Following part of the in-depth questions handled in the interviews:

- What is JC's strategic planning methodology?
- Why your department chose to adopt the BSC, what are the main predicted benefits of implementing the BSC?
- Regarding to the evaluation results and comparing JC performance before and after 2008, Can you evaluate the organizational performance improvement as (Excellent, very good, good, and poor) and explain?
- How the department develop the performance indicators, targets, and align the initiatives?
- Regarding to the initiatives direction is it (neutral, top-down or in both directions), explain?
- How implementing BSC affected the internal processes, JC relation with customer and JC relation with the employee and employee performance results (explain by example)?
- There is a level of flexibility in the BSC framework and implementation, connecting with the evaluation and execution results?
- There is integration between the BSC and the risk management system, and how this practice affect the decision-making practice?

- There is a connection between employee performance’s appraisal system and the BSC as an organizational performance management system?
- What is the level of the employee’s involvement in “strategic planning processes” including the BSC?

2.3. THE CONCEPTUAL FRAMEWORK

To investigate the relationship between the BSC implementation and organizational performance improvements, and to determine the benefits of adopting the Balanced Scorecard, a conceptual framework has developed. Figure 3 illustrated the study conceptual framework. The conceptual framework examine three dimensions, Construction, Integration, and Outcomes (enhancement and maintenance). In each stage, there is potential outcomes and benefits of the BSC usage, and there are specific attributes and characteristics of the BSC implementation mentioned in the literature. By discussing and analyzing the case study in the following chapters, these dimensions will analyze and determine any developments occurred.

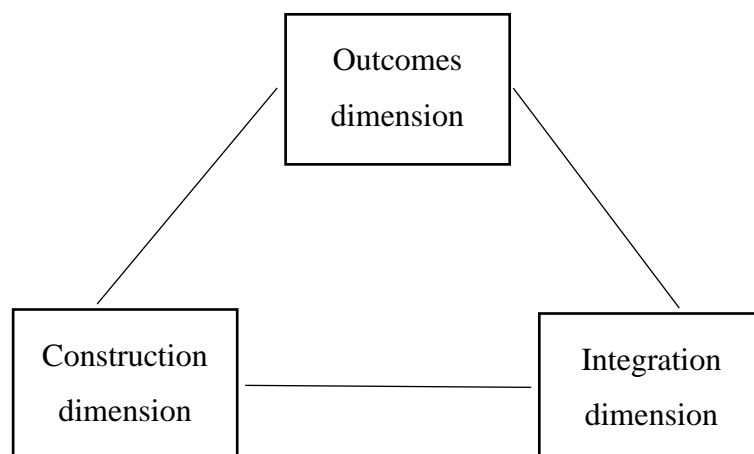


Figure 3: Conceptual Framework

THIRD CHAPTER

THE ARCHIVE DATA AND DOCUMENTS ANALYSIS

3.1. INTRODUCTION

In this section, the case has analyzed based on the conceptual framework's three dimensions. First, the construction dimension, examining the essential BSC framework from K & N including the four perspectives scorecards, declaring the strategic objectives and perspectives sub-objectives, declare the performance indicators, targets, and aligning the initiatives. Second, the integration dimension, investigating the strategic linkages, cause- and – effect relationships, translating the strategy into operational terms (actions) and finally the integration with other management systems, such as the risk management system. Third, and finally, the outcomes dimension, exploring the benefits of implementing the BSC, and how the case worked to improve and maintaining the outcomes for the next periods.

The comparison periods are the strategy of (2011-2013) and (2014-2016), some reviews included a data from strategy of (2008-2010). Through revising these documents, specifically strategy of (2008-2010), JC experienced initial implementation of the BSC as performance measurement system. What remarkably in comparing (2008-2010), (2011-2014) and (2014-2016) strategy plans is the maturity in presenting and implementing the BSC. A point worth to mention, in (2008-2010) plan we can notice the existence of organized infrastructure since the beginning, which can catch the value later from practicing the BSC, this debate agreed with Greiling (2010) debate regarding to break the barriers of a successful implementation by building a well-defined infrastructure. The initial infrastructure, of (2008-2010), declared three strategic objectives and the differentiated sub-objectives, and four main dimensions (Financial, Organization, Quality, and Learning and growth). For every sub-objectives, there is a specific performance indicators and the “Expected result” for the next three years. Figure 4 illustrated the initial framework of JC performance measurement scorecard for the first strategic objective.

Strategic objective no. 1 : Facilitation of passengers and cargo movement								
Sub-objectives	Dimension	Key factors of success (activities)	Performance Indicators	Expected Results				
				2008	2009	2010		
Updating and developing operations of customs procedures	Financial	facilitating customs revenues collection	value of transactions paid electronically via visa card	14 m	29 m	35 m		
			the number of marketing campaigns of prepayment services	2	3	4		
	organization	Technological development of customs procedures	number of customshouses employing the World ASYCUDA system	7	11	20		
			number of commercial banks connected to the department via central Guarantees system	3	6	10		
			number of customshouses connected electronically to other countries	4	6	7		
			number of customshouses connected to the updated digital communication network	4	11	21		
			number of governmental departments and institutions connected electronically to the department	4	5	6		
			number of developed computerized customs system	3	7	12		
			number of magnetic cards for diploments and bodies exemptions	study	application	application		
			value of laboratory devices provided to customs laboratories	80000	115000	150000		
			improving customs value procedures		number of transactions entered into customs value database system	4800	5300	5900
					number of surveys in the field of goods value	80	175	275
					number of analytical studies in the field of vehicles and goods value	180	390	630
					number of customs transactions transferred to the department and related to value differences	1100	2100	3100
			learning and development	specialized training on electronically updated procedures	number of trainees in the field of the World ASYCUDA system	400	600	800
	Quality	creating a paperless work environment	number of clients visiting the department for inquiry	application stage	-20%	-20%		
			number of services offered through public services office	15	30	53		
number of services offered through short messages (SMS)			7	12	17			
Number of messages sent via SMS			40000	90000	150000			
Number of messages received via SMS			data collecti	5%	10%			

Figure 4: JC performance scorecard sample (2008-2010)

In addition, JC as a part of Jordan government differentiated their strategic objectives from the national and the sectorial objectives, objectives intersecting matrix shown in Table 1. JC started developing their own scorecards and started their own cycle of development, enhancement, and learning. In the following sections, the construction, integration, and the outcomes dimensions examined and illustrated into “the first evaluation period (2010-2013)” and “the second evaluation period (2014-2016)”.

Table 1: Objectives intersecting matrix

The National Objectives	The Sectorial Objectives	The Strategic Objectives
Development of Jordanian Economy to be prosperous and open to regional and global markets.	Providing a favorable environment for businesses and investment to enhance the competitiveness of the national economy	Anti-smuggling and combating illicit trade activities Contributing to motivate the investment environment Supplying and enhancing the financial resources of the Treasury
Reinforcing the government administration so as to be financially stable, transparent and accountable	Reinforcing financial stability of the public budget and improving the financial management levels	Developing performance and institutional capacity

Source: Jordan customs strategy plan (2011-2013)

3.2. CONSTRUCTION DIMENSION

3.2.1. FIRST EVALUATION PERIOD (2011-2013)

Regarding to Kaplan and Norton BSC framework, the framework should clearly define the strategic objectives from four perspectives (Financial, Customer, Internal processes, and Development and growth), link the objectives with specific measures and indicators, set targets, and align initiatives and programs to achieve the targets. Table 2 showed the BSC matrix for the period of (2011-2013).

For the first evaluation period (2011-2013), the scorecard declared the strategic objectives linked with specific 11 performance indicators and targets for the years 2011, 2012, and 2013. In the first evaluation matrix, there is absence of the perspectives declaration (Financial perspective, customer perspective....), the strategic objectives generated from the four perspectives, but the four perspectives scorecards did not generated separately. For example, the strategic objective “*Supplying the Treasury with financial revenues*” representing the financial perspective but it did not clearly observed or declared as the financial scorecard. In addition, the performance indicators represent the four perspectives, but there is no labeled scorecard, for example, “the percentage of the service recipients’ satisfaction” to measure the customers satisfaction and “the percentage of employees’ satisfaction” to measure the employees’ satisfaction.

The performance measures and indicators (abbreviated as PM or PI) should represent and measure specific objectives, and later indicate the planner to take specific actions. The performance indicators and measures have specific characteristics, such as preciseness, clearance, and measurable, for best accomplishment of PI’s job of measuring the performance and indicating the executives effectively. The case identified 11 performance indicators to measure the execution of strategic objectives and determined the targets for every PI. For example, the PI “The percentage of collected Customs Smuggling Cases to the total number of Customs Declarations” fulfilled the conditions of being clear, precise, and

measurable. The targets sited for the three coming years (2011, 2012, and 2013) by 1%.



Table 2: First evaluation period matrix (2011-2013)

Strategic objective	Performance indicator	Reference value	Target value			Progress percentage	Progress evaluation sector
			2011	2012	2013		
Anti-smuggling and combating illicit trade activities	The percentage of collected Customs Smuggling Cases to the total number of Customs Declarations	1%	1%	1%	1%	100%	positive
	The percentage of collected Customs Violations to the total number of Customs Declarations	5%	4.80%	4.60%	4.50%	66%	negative
Contributing to enhancing the investment business environment.	Number of free trade agreements with Jordan (free from customs duties)	2	2	1	1	100%	positive
	Time release of goods(by minutes)	98	96	94	92	100%	positive
	Number of local industry inputs exempted from Customs duties	10	5	5	5	218%	unreliable estimation
	The value of exemptions granted under the Investment	445	450	455	460	171%	unreliable estimation

		Promotion Law (million)						
Supplying the Treasury with financial revenues	The value of customs revenues (billion)	1.264	1.315	1.354	1.540	99.40%	positive	
Developing performance and institutional capacity	The percentage of the service recipients' satisfaction	80%	81%	82%	82%	95%	positive	
	The percentage of employees' satisfaction	88%	88%	89%	90%	85%	positive	
	Number of trainees in all fields of Training	3017	3000	3050	3100	4498	positive	
	The number of upgraded computerized systems	8*(65)	10	5	5	113%	positive	

In addition, the matrix showed the target value for the previous strategy as a baseline value labeled in “Reference value”.

Go forward in the matrix construction, after declaring the strategic objectives and determine the PI and targets, the next step should be aligning the initiatives to enable the execution of the strategic objectives. A bunch of initiatives aligned with every strategic objectives, the initiatives various in initiatives identified specifically to execute the strategic objectives and by initiatives benefited existing projects and programs to enable the progress of strategic objectives. Table 3 showed an example of programs and initiatives for specific strategic objective.

Table 3: Example of aligning initiatives with strategic objectives (2011-2013)

The third strategic objectives	Program	Projects
Supplying the Treasury with financial revenues	Customs Houses	E-payment through the Internet Rationalization and adjustment of expenditure Efficiency of Revenue Collection Training No. (3).

Source: Jordan customs strategy plan (2011-2013)

A remarkable practice here is the progress evaluation mechanism followed by the strategic directorate in JC to investigate and evaluate the progress level of every objective called “the performance ruler”, Table 4 showed this technique. A four-evaluation sector (Gray, Green, Yellow, and Red) classified the progress percentage and evaluate every sector into four criteria (poor planning, positive, risk, and negative). The ruler evaluate the achievement level for every performance indicator semiannually, and navigate the strategic planner and the managers for any unreliable estimation of measures and targets, alert the negative performer, and indicate the decision maker for any correction procedures.

Table 4: The Performance ruler (2011-2013)

Progress Percentage	Sector	Sector Evaluation
more than 140%*	gray	poor planning
85%-139%	green	positive
%70 - %84	yellow	risk
less than 69%	red	negative

Progress percentage= actual progress percentage * weight of the performance indicators



3.2.2. SECOND EVALUATION PERIOD (2014-2016)

For the second period, (2014-2016) strategy, the scorecard declared the strategic objectives linked with specific 21 performance indicators and targets for the years 2014, 2015, and 2016. The four scorecards constructed with clear framework clear strategic objectives and perspectives sub-objectives, specific performance indicators, targets and initiatives. Table 5 illustrated the second evaluation period matrix for (2014-2015), the year of 2016 still under processing.

In the (2014-2016) BSC matrix, four scorecards constructed and labeled in “Financial perspective”, “stakeholders and society perspective”, “processes and environment perspective”, and “learning and growth perspective”. For every perspective scorecard, the sub-objectives declared and 21 performance indicators and targets identified for the years 2014, 2015, and 2016. The initiatives aligned to the strategic objectives in every perspective scorecard. For example, Learning and growth perspective scorecard, the department aligned the initiatives with the strategic objectives of this scorecard, following examples the programs and projects to stimulate the performance in this perspective:

- Re-engineering of procedures of customs houses
- Restructuring of Directorates and Customs houses
- Developing Customs houses.
- Security and protectionism Agreement
- Raising technical and administrative capabilities of Customs staff
- Upgrading the intranet
- Constructing new buildings for Anti-smuggling and Escort Directorates in the Zarqa region
- Upgrading computers and their accessories
- Undertaking a study of improving the staff living conditions

Table 5: Second evaluation period matrix (2014-2016)

Perspective	Strategic objective	Performance indicator	Reference value	Target value		Progress percentage		Progress evaluation sector	
				2014	2015	2014	2015	2014	2015
Financial	Increase customs revenues	Percentage of increase in Customs revenue	1.40%	5%	5%	134%	-2%	unreliable estimation	Negative*
Stakeholders and Society	Increase satisfaction of the department's partners and stakeholders	Percentage of Customer satisfaction	78%	79.9%	81.1%	99%	101%	Positive	Positive
		Percentage of JC Partner's satisfaction	88.20%	%89.4	91.7%	98.8%	98%	Positive	Positive
		The total no. of complaints submitted by stakeholders	260	220	200	120%	29%	Positive	Negative**
	Increase the local community's initiatives	Number of new community initiatives.	2	3	4	100%	100%	Positive	positive
Processes and Environment	Reduce time release of goods	Time-release of goods Aqaba (by days)	8	7 days and 18 hours	7 days and 11 hours		118%	no progress on this PI	Positive
	Increase seizures of hazardous materials and environmentally harmful	Number of seized consignments	20%	10%	10%	192%	65%	unreliable estimation	Negative*

	goods								
	Increase the effectiveness of anti-smuggling operations and curtailing illicit trade activities	Actual smuggling cases	5%	5%	6%	553%	883%	---	---***
		Percentage of likes of smuggling cases and Customs offences to the total number of customs declarations	6%	6%	7%	143%	100%	unreliable estimation	positive
		Commercial community compliance percentage	80%	82%	83%	105%	98%	positive	positive
		Number of seizures of money-laundering offences	30%	43%	25%	542%	300%	unreliable estimation	Re-estimate PI
		Number of IPR (intellectual property rights) infringements	4%	4%	20%	825%	95%	unreliable estimation ****	positive
Learning and Growth	Increase the effectiveness of human resources and work procedures	Employee retention	97.70%	98%	98%	101%	101%	positive	positive
		Employee Performance	92.60%	92.70%	92.80%	98%	98%	positive	positive
		Employee satisfaction	71.50%	72.90%	74.40%	102%	106%	positive	positive

Percentage of applicable innovative ideas	none	10%	15%	none	120%	none	positive
Percentage of coverage of training needs	79%	90%	90%	95%	109%	positive	positive
Employee team working level	8.60%	8.80%	9%	85%	98.80%	positive	positive
Employee compliance with public job code of ethics	99.70%	100%	100%	93%	99.70%	positive	positive
Increment in Information technology usage	7%	30%	7%	113%	100%	positive	positive
Number of improved procedures (internal and external audit)	100	100	125	92%	82%	positive	middle

*Decrease in customs revenue regarding to the political issues in the neighbor countries of Jordan

**A correction procedure taken to reconsider the program that handles customer complaints

***Smuggling cases increased dramatically because of the political situations of Jordan neighbor

**** Number of IPR (intellectual property rights) infringements cases increased because of the development procedures to stop these cases. JC reconsider the PI for the next year

A progress evaluation mechanism used to investigate and evaluate the progress level of every objective called “the performance ruler”, Table 6 illustrated the evaluation mechanism for 2014-2016 strategy. Here, A four-evaluation sector (Gray, Green, Yellow, and Red) classified the progress percentage and evaluate every sector into four criteria (unreliable estimation, positive, middle, and negative). The ruler used to evaluate the achievement level for every performance indicator semiannually, and navigate the strategic planner and the managers for any unreliable estimation of measures and targets, alert the negative performer, and indicate the decision maker for any correction procedures.

Table 6: The Performance ruler (2014-2016)

Progress percentage	Sector	Sector Evaluation
more than 125%*	gray	Unreliable estimation
125%-85%	green	positive
%70-%84	yellow	Middle
less than 69%	red	Negative

Progress percentage= actual progress percentage * weight of the performance indicators

3.3. INTEGRATION DIMENSION

In the first dimension, the construction attributes has examined. The main output from this stage is the scorecards for the four perspectives. For ideal implementation, a causal relationship should generated in cause – and – effect relationship model. In this dimension, the causal relationships for the tow evaluation periods, the communication with other management systems and Information technology infrastructure will examined, in addition, tracing the strategic linkages, in another words the translation of strategic objectives into actions track.

For the first evaluation period (2011-2013), the case did not document the cause-and-effect relationships between the measures, there is no clear relation between strategic objectives itself, and on the other hand between the performance indicators, so the matrix did not offer clear path about which indicator is the driver (lead indicator) and which one is the outcome (lag indicator). In contrast, the second evaluation period (2014-2016) strategy, JC clearly defined their causal relationships, even they generate a strategy map with clear cause- and – effect relationships, Figure 5 showed JC strategy map for the strategy of (2014-2016). From the strategy map, the performance drivers (the lead indicator) and the outcome indicator (the lag indicator) can be easily determined. For example, the performance indicators of the objective “increase the effectiveness of work procedures” from learning and growth perspective, is a lead indicator and the PI “reduce time release of goods” is the lag indicator in this perspective. At the top of this chain, the customs revenue is the lag indicator. This visual relationship navigate the managers how to set their priorities and determine which indicator stimulate the performance.

On the hand, for the first and the second evaluation periods, the operational objectives in the directorate action plans differentiated from the strategic objectives. A clear strategic linkages established. In addition, we can trace the daily tasks connected to the strategic objectives.

Moreover, the case participating in King Abdullah II Award for Excellence in Governmental Performance and Transparency, JC combined and integrated the BSC

perspectives with the business excellence-model dimensions. For example, in the BSC matrix of (2014-2016) exactly in the customer perspective scorecard, JC added the society dimension and identified a performance indicator to measure the community satisfaction labeled in “Local community satisfaction”.

In intersected field, JC applied the Risk management approach through preparing and controlling the strategy. Combining the BSC system with the risk matrix to measure, predict, and control the risks is an important step to build a decision support system, which is one of the components in the indication system in the department. A risk matrix generated for every perspective, this matrix explained the potential risk and the correction action the JC should handle to prevent the risk.

The risks levels categorized into six levels. “S” to describe the maximum risks that might terminate the activity. “VH” to describe a very high level of risk that require argent correction procedures. “H” to represent high risks level that require movement of the top management to handle a correction procedures. “M” regarding to moderate risks that require determining the risks. “L” describe low level of risks that can controlled by routine procedures. Finally, “VL” represent a very low level of risks that require continued monitoring. Table 7 illustrated the risk matrix for the strategic objective “Reduce time release of goods”.

To maintain the success of implementing a new system, an organized infrastructure is required. The initial stages may require specific enablers to drive the performance, such as employee reskilling, motivation and empowerment, and the technological infrastructure (Kaplan and Norton, 1996, p.132). For the case, the existence of qualified team and developed information technology infrastructure stimulate the progress and speed up the implementation of the BSC. The using of JC database and information warehouse facilitate the implementation of the BSC. JC operating a bunch of information system connected with other countries, and connecting the main JC department in the capital with the customs houses on borders. For example, ASYCUDA system and E-Views system. In addition, JC working to build “the Business Intelligence” system, such system combining all the

data in JC databases and generating a “Dashboard” reports to give the executives an indication and controlling power and tool.



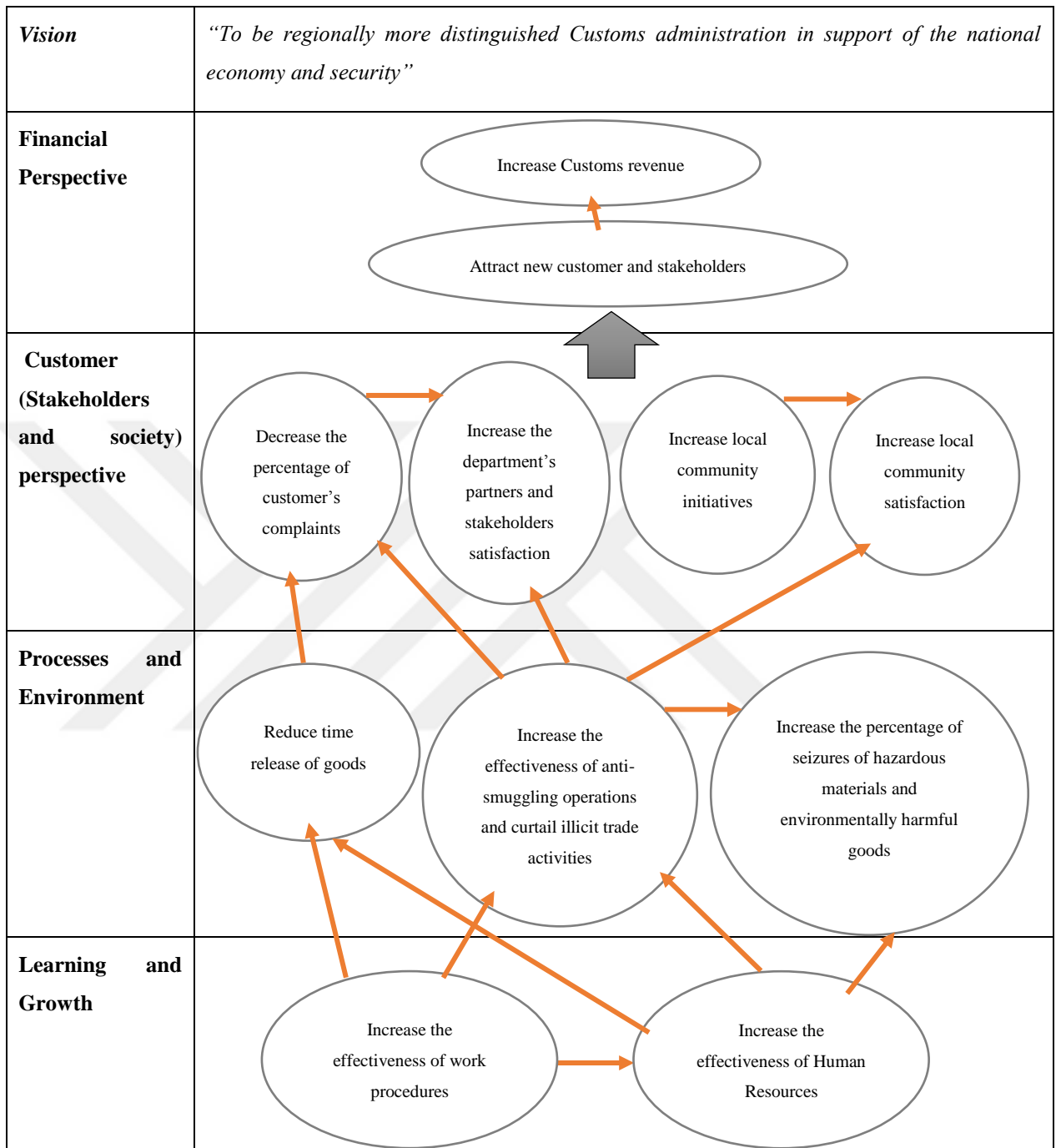


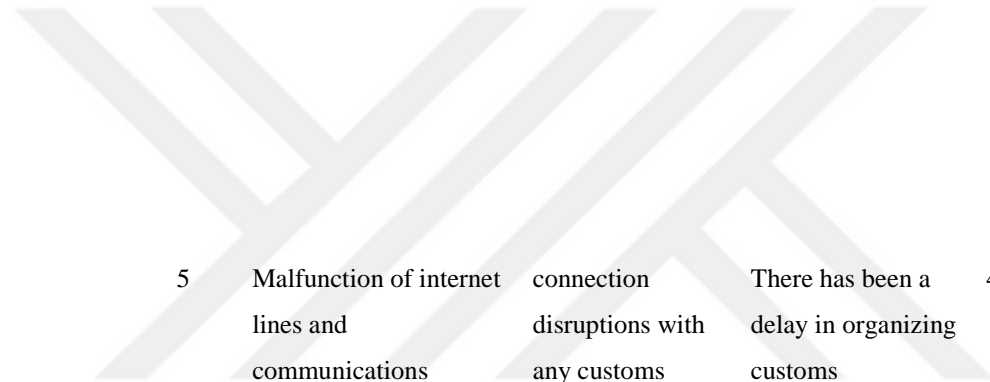
Figure 5: JC Strategy Map (Cause-and-effect Model)

Table 7: JC's BSC vs Risk management matrix

Strategic goals	NO.	Risk	Performance Indicators	Impact of risk on the strategic goal	without taking any controls		Procedures taken over the previous years (2011-2013)	In light of carrying out previous procedures		
					probability of risk	Impact of risk		probability of risk	impact of risk	risk level
Reduce time release of goods	1	There is a gap in the electronics-readiness between the department and its local partners (private and public	Number of relevant ministries and departments connected with customs department	Weak ability to reduce the required time	4	3	-Hold meetings with ministries and departments of “single window” to reach joint solutions. -provide partners with electronic-systems and equipment.	3	2	L
	2	There have been delays in implementation of tenders by other parties	percentage of delayed tenders to the total number of tenders	delayed tender is being reflected on the implementation of the project and therefore not achieving the objective of such	4	4	Identify the expected date for conducting the tender through documenting it in the description card of the project, and notify such date to both of Administrative Affairs	3	3	M



			project			Directorate and Financial Affairs Directorate			
3	There has been delay in the 37 necessary support and financial grants from foreign parties to finance projects	percentage of delayed projects to the number of projects financed by foreign parties	of being weak at reducing the targeted time for completion of the customs transaction	4	3	Provide reserve balance from the department's internal budget for implementation of part of the important and top priority projects	3	2	L
4	Human Cards shortage	-Determining staffing needs - Average of rotation of positions	-There has been a weakness in the performance of service delivery -There has been a decrease in the satisfaction of customers and stakeholders	5	4	-Rehabilitating Customs staff -Public security officers have been seconded for duty at customs department -Implement "replacement and succession policy" -Development and modernization of	4	3	H



5	Malfunction of internet lines and communications networks	connection disruptions with any customs house	There has been a delay in organizing customs declarations by stakeholders	4	4	computerized systems -Provide an alternative network -Arrange night shifts for IT Directorate and communications and electronic control directorate -Sign “service level agreement” with the supplier	2	2	L
6	Change and amend government legislations to customs work	percentage of amended legislations	increase the effort to complete customs transaction	1	3	The concerned parties have been addressed to inform them about the impact of such decisions on the department	1	3	VL

7	The department's work has been linked up with work of the various parties in delivery of services	"completion time" average of other departments compared to that of customs department	increase completion time of customs transaction	4	4	-Expand "single window project" -Electronic connections with the other relevant departments	3	2	L
8	Rapid development of technology	percentage of used modern technologies	increase completion time of customs transaction	4	2	-Application of E-projects -Rehabilitating the staff of IT directorate technically -Rehabilitating the department's staff so that they can deal with modern technology	3	2	L

Source: Jordan Customs' strategy plan (2014-2016)

3.4. THE OUTCOMES: ENHANCE AND MAINTAIN

In the previous two sections, the construction and the integration dimension investigated, a step forward in implementing the BSC, at the end of the evaluation periods a bunch of outcomes and benefits should captured. In this section, the outcomes of implementing the BSC has investigated, and how the case worked to enhance and maintaining the results and performance improvement results illustrated.

Four quantitative drivers contributing in articulating the organizational performance in JC case, customs revenues, customer satisfaction, employee satisfaction, and employees productivity. From the archive documents, three core indicators had a full track and documented studies, Table 8 showed a comparison between these core performance indicators between the year 2008 and 2015, results of customer and employee satisfaction studies held by JC department's team.

Table 8: PI outcomes comparison 2008-2015

Performance Indicator	2008	2009	2010	2011	2012	2013	2014	2015
Customs Revenues	1211.355*	1215.917	1263.75	1,344.87	1509.828	1531.526	1633.581	1604.093
Customer Satisfaction	0.79	0.78	0.76	0.83	0.86	0.78	0.79	0.82
Employee Satisfaction	0.72	0.85	0.88	0.84	0.81	0.72	0.74	0.79

* Numbers in JD and in millions

Customs revenues represented 23.5% of total national revenues, from the data review we can see the increase in customs revenues from (1211.355) in 2008 to (1604.093) in 2015, numbers are in Jordan Dinar and in millions. In addition, as one of the core indicators in customer perspective scorecard, the customer satisfaction. The results showed a high level of customer satisfaction, which is the big challenge for a governmental organization. The customer satisfaction level enhanced through the years of implementing of the BSC from (79 %) to be satisfied in the year of 2008, to (82%) satisfied customers in the year of 2015. Continuously, the table shown a comparison between JC's Employee satisfaction level between 2008 and 2015 with 79 % satisfied employees, which affecting at the end the whole organization performance in a positive way.

JC evaluate the strategy execution and performance level semiannually, connecting the actual results with the targeted results in the BSC matrix and strategy plan. From the first and second evaluation period matrix, recall Table 2 and Table 5, the progress level of every objectives illustrated and categorized regarding to the performance ruler.

The first evaluation period (2011-2013) showed high level of performance with 94.35% of achieved objectives, Table 9 illustrated the performance level over the strategic objective for the first evaluation period (2011-2013). For the year (2014), JC improved the performance level to be 98.5% of progression. Also, for the year (2015) the performance level came to 92.8%, excluding tow objectives where the progress were 0%, the JC team reasoning this freezing because of the unstable political issues in the neighboring countries. Table 10 shown the evaluation results for the second evaluation period (2014-2016).

Table 9: Performance level of (2011-2013)

Strategic objective	Performance Level
Anti-smuggling and combating illicit trade activities	83%
Contributing to enhancing the investment business environment.	100%
Supplying the Treasury with financial revenues	99.40%
Developing performance and institutional capacity	95%

Table 10: Performance level of (2014-2015)

Strategic objective	Performance Level	
	2014	2015
Increase customs revenues (by 5%)	100%	0%*
Increase satisfaction of the department's partners and stakeholders	99%	77%
Increase the local community's initiatives	100%	100%
Reduce time release of goods	In progress	100%
Increase seizures of hazardous materials and environmentally harmful goods (by 10%)	100%	0%*
Increase the effectiveness of anti-smuggling operations and curtailing illicit trade activities	100%	99%
Increase the effectiveness of human resources and work procedures	92%	88%

*Frozen objectives because of out of control conditions

3.5. RESULTS AND DISSCUSSION

The purpose of this case study is to investigate the implementation of the BSC, and how this practice affect the organizational performance and outcomes. In addition, exploring the underline benefits and the outcomes of implementing the BSC. In the previous sections the conceptual framework dimensions examined, the findings and the outcomes for every dimension summarized and illustrated in the Figure 6.

The construction dimension examined the BSC framework and design attributes referencing Kaplan and Norton original framework. The analysis revealed that the clear and specific framework construction benefited the organization outcomes. In addition, the clear design of the Performance indicators increase the indication power of the BSC. Moreover, through the three-implementation layers a learning loop generated which support the maturity of practicing.

By comparing the first and the second evaluation period framework, we can see the maturity in designing and constructing the BSC. In (2011-2013) framework, we cannot find clear declaration of the four perspectives scorecards and strategic themes, while in the (2014-2016) framework there is clear four scorecards, clear and specific performance indicators, clear strategic objectives and sub-objectives and there initiatives to enable the execution.

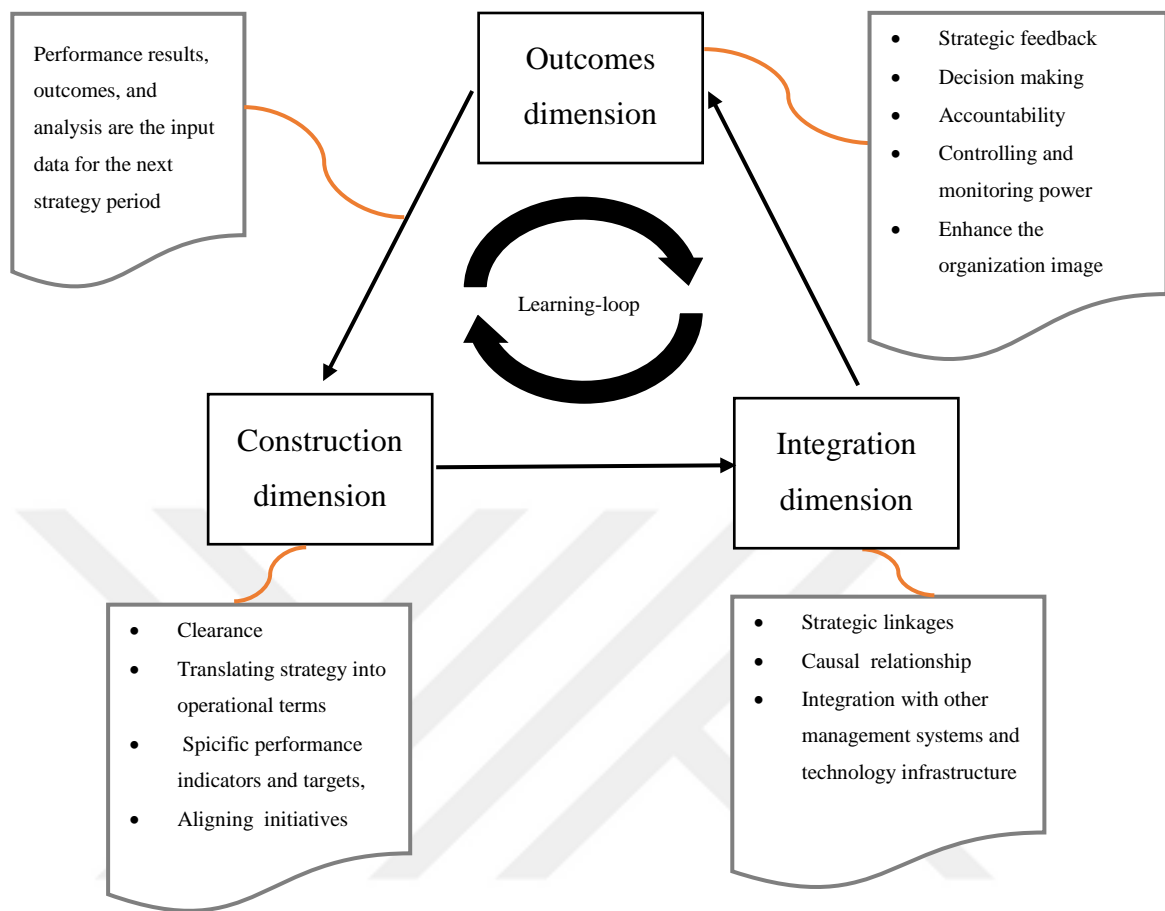


Figure 6: Archive data and documents analysis results

Comparing the two-evaluation periods, by revising the performance indicators design and label. For (2011-2013), the design and the PI presentation classified as a performance measures not as indicators. On the other hand, for (2014-2016) the PI and design can create and indicate the readers to specific value, so it is performance indicator. For example, in (2011-2013) matrix, the PI “the value of customs revenue” measuring the customs revenues in billion without any kind indication. In contrast, in (2014-2016) matrix, the PI “percentage of increase in customs revenues” measuring by default the customs revenues and indicate the top management for the increment percentage in the customs revenues. In addition, for the first evaluation period, JC had 11 PI, but in the second evaluation period they had 21 PI identified to specific strategic objectives, which supporting the creation of a comprehensive overview about the performance level. Furthermore, the follow-up

and the progress reports create a controlling and improvement tool, supporting and correcting the performance. These reports navigate the strategic planner and the managers for any unreliable estimation of measures and targets, alert the negative performer, and indicate the decision maker for any correction procedures. This practice benefited the controlling and the improvement power in the organization to reflect in a positive organization performance.

JC started practicing the BSC as a performance measurement tool until 2013, which was the baseline for building a performance management system for the next periods. Through practicing the BSC, JC developed a self-learning loop, combining and developing the department capabilities and knowledge, and they started their own development cycle to get the maximum benefits of the implemented system. Remarkable moves represent the willingness of following the healthy practices and gain the optimal advantages; the department revised their methodology of evaluating the organization performance “the performance ruler”. They developed the scale, the evaluation sector, and even the label of the evaluation sectors. For example, comparing Table 4 and Table 6, the evaluation sector for the risk performer changed to be “middle”, and the “poor planning” sector changed to be “unreliable estimation”. In addition, the range of progress evaluation improved to control the progress and manage the performance through the execution period, to be 125% maximum for the positive performance, while it was 139% for (2011-2013) strategy. When the head of strategic planning division asked about this practice, she reported that:

“... We gained more experience in practicing the BSC, our prediction skills improved so we can control the performance and the forecasting process better than before. Even we changed the label of the evaluation sector from “poor planning” to “unreliable estimation” because of some objections from some managers regarding to the label...”

This practice proofed the awareness of a healthy strategic planning climate, and feed the organization knowledge in relative fields. If we compare between the first and second evaluation period mechanism, the development in planning, evaluating and risk handling is clear, they developed their own learning cycle in how to manage their expectations, not to exceed or depressed.

Another example support this trend for healthy practices, was by measuring the employees involvement in the strategic planning and specifically in the performance management processes. In 2015, 521 employees surveyed by the R&D division in JC, to explore JC's employee impression and satisfaction about the performance management practices and outcomes in JC. An 84% of the participant were "totally agree" with that "JC managing and controlling the performance to achieve its goals effectively". This awareness from JC leaders to explore the organization image inside the employee's eyes will pay off the worth by a high level in performance and reputation and loyalty. As one of the interviewees reported, as an answer for a question as part of discussion "are you proud to be part of JC team?" the interviewee reported that:

"Yes, yes, I am proud to be JC's employee; even I am feeling proud with my friends and my family, regardless for any external judgment"

Recall the core idea of the BSC lunching, "Translating strategy into actions", JC succeed in this practice, regarding to their archive document, they connect the strategic objectives with the measures and indicators, and then connected every strategic objective with specific directorate or couple of directorates operational objectives. At the end of chain, every employee knows on which strategic objective, operational objective and performance indicator/targets he/she is working. Part of this chain shown in the strategy map of JC department. These clear strategic linkages increase the power for manage and improve the performance, and catch and control any performance inhibitors. For example, by asking one of the interviewees to trace the daily action in his directorate linked with strategic objectives, the interviewee reported:

"Yes, easily you can do this. For example, the strategic objective "increase customs revenues" this is JC objective, go forward there is sub-objectives. For our directorate the differentiated objective is "increase the effectiveness of goods value estimation and consolidate the value in all customs houses", depending on our objectives, we build the action plans and aligning initiatives and projects to support the achievement of our objectives...."

So what JC developed here? JC build the BSC with a limit of flexibility to face any uncertain situation and deal with the regional political issues. For example, the performance indicators “*Customs revenues*” evaluation in 2014 shown unreliable estimation what required urgent change in the initiatives for this performance indicator to face the uncertain situation. In other indicator, “*Percentage of likes of smuggling cases and Customs offences to the total number of customs declarations*” the results revealed that was unreliable estimation for this indicator which required correction procedures to improve the performance to positive sector, and this what happened for the year of 2015 results. In some cases Jordan customs department moved to make correction procedures in programs and project handled in the department, for the performance indicator ”*Decrease in customer’s complaints*” to enhance the performance to move to the positive sector. The department applied correction actions in the program that handle the customers’ complaints and generated a committee to handle the customers’ complaints and follow up and solve these complaints.

Any organization success came from integrated systems compatible together to gain the optimal results. The BSC is not working alone; it is not a magical instrument giving you the desired results by one click. To success this practice, the BSC should has a level of integration with other management systems and technology infrastructure. The integration dimension investigated the strategic communication and the causal relationships in the BSC framework, and on the other hand, the integration and communication level between the BSC and the other management system such as risk management approach and decision-making practice, and the compatibility with the information technology infrastructure.

The analysis revealed that the BSC framework has the ability to integrate with other management system, such as the risk management system. In addition, the BSC benefited the decision-making practices, connected with the evaluation results and problem solving techniques by building clear causal relationships. Moreover, agreed with Bramm and Nisjan (2004) and Greiling (2004), the BSC build clear strategic linkages, which translating the organization strategy into actions.

JC practicing for (2014-2016) strategy the risk management matrix, and integrated the risk matrix with the BSC matrix. Table 7 shows a clear declaration of the risk level, the impact of risk on the strategic goals execution, and defined the procedures to control the risk for every performance indicator and target.

Moreover, JC integrated the BSC with the information technology infrastructure, and benefited the data warehouse to develop the analytical and prediction skills. For example, Business Intelligence software developing by the IT team in the department, to help the planner to predict the future performance and outcomes, and prevent the potential risks. Such analytical tool combining the human effort and technology power, is the baseline of building a full-integrated strategic system, it is the intelligence.

JC started participating the Excellence award since 2001, and gained a group of these awards internationally and nationally, mentioned earlier. Wongrassamee, Simmons, and Gardiner (2003) investigated the intersection areas between EFQM Excellence Model and the BSC framework. Customer satisfaction and impact on society dimensions intersected with the customer perspective. People development, leadership, policy and strategy, and people satisfaction dimensions intersected with organizational development or development and growth perspective. Resources and processes dimensions intersected with the internal processes perspective. Finally, business results dimension intersected with the financial perspective. By revising the BSC matrix in (2014-2016) clearly, we can see the representation of the excellence model and the BSC perspectives intersection. For example, the customer perspective scorecard labeled in the matrix in “stakeholders and society” and declared a sub-objective to guide the relationship with society, which was “increase the local community’s initiatives” and measure the performance by “number of new community initiatives”. Another example, the internal processes perspective scorecard labeled in “processes and environment”, and declared a sub-objectives to maintain the environment and secure the community, which was “increase seizures of hazardous materials and environmentally harmful goods”, on the other hand, this

practice affect the internal processes and the organization capabilities for best accomplishment of this objectives.

Kaplan and Norton debate for the BSC centralized about enhancing the non-financial drivers to enhance the financial results. In the case study, the main motivator of the performance is not the financial results; JC is a governmental department operating under the Jordanian Government's core values, which centralized about commitment, transparency and securing the rights and the society. The improvement in the financial results will come by default. With this balanced focus overview, the organization can generate a comprehensive image about the organizational performance, actual and future performance and create the benefits. Combining all of these values from every implementation stage that will deliver the desired outcomes.

Agreed with Ababneh (2010) the analysis revealed a positive effect on the organization performance results, combining the four scorecards performance results. In addition, congruent with Niven (2008) practicing the BSC generate high level of accountability and controlling through the implementation. Moreover, the combination of all benefits from the three stages effected the organization image in positive way.

Recall the Tables 9 and 10, it show the performance evaluation results for every strategic objective for the years (2011-2013), 2014, and 2015. The results show a high level of performance represented respectively by 94.35%, 98.5%, and 92.5%. The implementation of the BSC clearly affected the organizational performance positively, and demonstrated a bunch of benefits reflected in good organization reputation and image, enhancing the relationship with customers, and high level of employee performance.

Soderberg (2006) developed a survey to classify the BSC organizations regarding to Kaplan and Norton (1996) BSC original framework and determine the differences between these organizations into four levels of the BSC adoptions. The researcher categorized the BSC adoption level into four levels, level four was for the fully adopted and developed BSC, with clear framework and scorecards, clear

strategic linkages, and identified causal relationships. Regarding to Soderberg (2006) classification of the BSC adoption levels, JC classified as full-adopted BSC organization.

Through practicing the BSC and monitor the outcomes, a series of self-learning cycles and value-added chains created. Moreover, at the end of every implementation period a self-assessment image come out with bunch of improvement opportunities to improve and develop the actual performance and forecast the future performance in systematic and creative way.

The “Use Metter”, mentioned earlier in the literature review, demonstrated the benefits of implementing the BSC, and lunching potential benefits and added values of the implementation (Bramm and Nijssen, 2004). As initial adopter, using the BSC as a performance measurement tool, sited in the core of an integrated-strategic system, come with potential benefits to support the controlling, monitoring, and accountability power in the organization. Going forward, practicing and implementing the BSC as a performance management system, exceeding the measurement job to the indication job. This practice will generate a bunch of benefits represented mainly in the ability of diagnosing problems, improve the power of indication and prediction, integrating the BSC with other management systems and combine this practice with the decision-making practices, and finally generating a comprehinsive overview about the performance chain in the organization. On the top of the implementation pyramid, a full-integrated strategic management system constructed and demonestrating the created values. At the end of this practice your value cration chain strength is at the maximum, the BSC has a full integration with other management systems, and the employee performance linked with the organizational performance. The BSC implementation layers and potintial benefits illustrated in Figure 7.

So what is the story here? To get the maximum benefits and values from the implemented system, first, the constructor should determine the organization requirements and needs, and second choose the proper framework to satisfy these

needs and requirements. Then the potential and the underline values will demonstrate the organization climate.

Recall the case practice, JC started practicing the BSC since 2008, through practicing, a clear and balanced strategic objectives and well-designed performance indicators created. In addition, JC evaluated the achievement level for every objective and performance indicator semiannually and at the end of strategy execution period, and measure the progress level regarding to the performance ruler sectors, prepare a detailed report to illustrate the results, and recommended the planner for any motivation procedures. Using well-designed performance indicators give the managers a comprehensive overview and clear results to navigate the future performance. JC's BSC moved from the measuring job to the indication job.

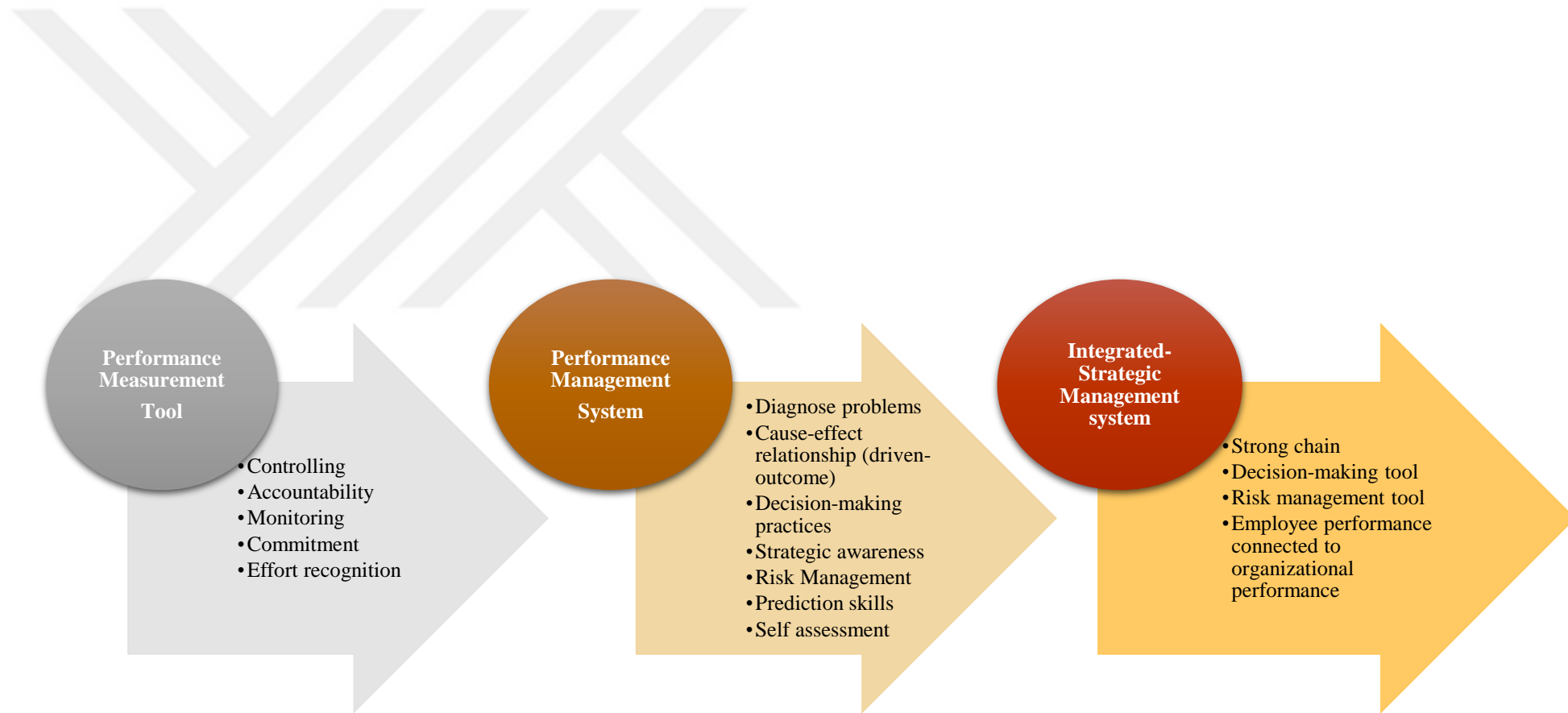


Figure 7: The BSC Implementation Layers

FOURTH CHAPTER

INTERVIEWS ANALYSIS

4.1. INTRODUCTION

Recall the purposes of this study, which are to investigate the effect of the BSC implementation on the organizational performance and outcomes and explore the underline benefits of the BSC implementation. In the previous chapter, the archive data and documents analyzed and discussed to determine the impact of the BSC implementation on the organization performance and results, and determine the benefits of adopting such system. The analysis revealed that the BSC effect the organization performance in positive way, and there are a bunch of benefits lunched from the implementation, such as increase the controlling and monitoring abilities, build a balanced focus, and declare clear strategic linkages. The mentioned benefits classified under the potential implementation benefits, lunched from the beginning by the BSC creator, Kaplan and Norton, and confirmed by many researchers some of them mentioned in the literature, such as Davis and Albright (2004), Greiling (2010), Ababneh (2010), and Nieplowicz (2013).

To go in depth to insure the implementation benefits and to explore the underline benefits of adopting the BSC and explore the supportive infrastructure that support the success of this practice, a 16 participants from different managerial level interviewed using semi-structured questions and open discussions. The interviews included one form the corporate level, the general manager assistant, four managers, eight head of divisions, and three employees. The interviews handled in the Jordan customs department building through April-2016, recorded and transcript from Arabic to English. The interviews coded and categorized manually. Appendix A present the coding system. Appendix B shown the full interviews transcriptions. The coding system resulted in seven categories interpreted the case practice, following the main categories:

- Benefits creation

- Organization Image
- Organization development
- Decision-Making practices
- Engines
- Enablers
- Inhibitors

Each category has a list of codes; some codes come from the literature and some codes emerged through the coding process. The core category is “Benefits creation” represent the benefits and the added-values of implementing the BSC on the organization’s outcomes and environment. The categories “Organization Image”, “Organization development”, and “Decision Making Practices” are the main categories, and represent the implementation outcomes, interactions, and results. Finally, the categories “Engines”, “Enablers”, and “Inhibitors” are the minor categories and less centralized, that interpreted the stimulus and the barriers of the implementation success with interactions with the other categories.

4.2. CATEGORIES OVERVIEW AND ANALYSIS

4.2.1. Benefits creation

This category is the core category represent the benefits of implementing the BSC. The BSC benefits classified into potential benefits and underline benefits resulted by the implementation processes and the interactions with other management systems; this category had the following codes:

- Controlling and monitoring power
- Improvement power
- Balanced- focus
- Strategic linkages
- Clearance (clear framework)
- Integration
- Employee involvement

- Proactive spirit
- Self assesment
- Value chain strength

4.2.1.1. Controlling and monitoring power

This code refers to the controlling and monitoring power as a potential benefit of the BSC implementation, which increased the accountability and controlling level. The controlling and monitoring power is the basic benefits from the BSC implementation. The interviewees confirmed this outcome by the BSC power to manage the performance and the employee daily actions connected to the strategy executions. In addition, the periodically evaluation reports give the managers the power to keep in touch of any negative or risky performer and then take actions to correct the work path and on the other hand, provide a comprehensive image about the progress level. For examples, group of participants reported that:

“...this system give us a comprehensive and balanced view about our performance with full control and monitoring, and with specific objectives and targets for every directorate in the department...” M_ODD

“...this system providing a specific report of what I did and what not, this if I use the measurement outcomes, but we can use it to direct us to investigate the reasons of achievement level, if we achieve the targets or not.” H_SID

“...when you implementing any management system, benefits should be obvious for every employee at any level. The main benefits of implementing the BSC as performance management system are increasing the accountability and responsibility for every employee and manager. There is a high level of controlling and monitoring.” M_ODD

A couple of participants connected the ability of controlling and monitoring with the ability to make improvements, as they reported:

“...In this stage, we can trace easily our strategic objectives to the daily tasks, by our sub-objectives. Therefore, the monitoring and controlling power increased, and the improvement chances increased radically.” M_RMD

“...If we put plans in the perfect way and begin in execution without a tool to monitor and control the outcomes, we will come at the end with crucial results no way for improvements or preventing the negative outcomes. But using a tool that can follow up and control the progress at every stage give us the opportunity to develop, enhance, and prevent negative performance to achieve our goals.” H_SID

Another participant confirmed the controlling and monitoring power by the documentation flow, she reported that:

“Our employees measuring the progress in every performance indicators and the achievement level in the strategic objectives, but of course there is continuous monitoring and following from the strategic unit. In addition, every process documented and open to account from the responsible parties and the achievement level in every PI reflect the employee evaluation records.” M_TAD

4.2.1.2. Improvement power

Through practicing the BSC, it expected to increase the ability to enhance and improve the performance results by the systematic illustration of the performance results with abilities to diagnose the problems to push the effort for correction and maintenance procedures. Some interviewees reported the increment in the improvement power because of the continuous controlling and monitoring practices and the correct diagnosing of problems and make decisions, which give them the ability to improve the results, achieve the desired results, and improve the work climate.

Some participants connected the improvement power with the continuous controlling and monitoring power, For example they reported:

“...the monitoring and controlling power increased, and the improvement chances increased radically.” M_RMD

Other participants connected the improvement power with the right diagnosing of situations and problems to find the prefer solutions and make actions, for example:

“...For example, employee satisfaction study revealed that the building need enhancement, they response and make some enhancement.” H_QD

“...at the end of performance evaluation, we make recommendations for the top management about many aspects, some of them to improve the performance and some to implement specific programs and enhance another.” E_SID

“...there are many improvements regarding to work climate. When we ask air conditioning in our office, they answer with yes. When I ask to provide me some books to read and enhance my knowledge to develop myself, they bring it, and high-speed internet and personal laptop. If we ask for anything to improve the work performance and develop our skills, we have it easily.” BM_VAD

While other participant addressed the BSC improvement power as a development tool, he reported that:

“From my perspective the main benefit of implementing the BSC, is by providing a tool for development. If we put plans in the perfect way and begin in execution without a tool to monitor and control the outcomes, we will come at the end with crucial results no way for improvements or preventing the negative outcomes. But using a tool that can follow up and control the progress at every stage give us the opportunity to develop, enhance, and prevent negative performance to achieve our goals.” H_SID

4.2.1.3. Balanced- focus

This code represent the main characteristic of the BSC, which is to be “Balanced”. Balanced the internal and external forces. As mentioned before, the balanced framework illustrated the organization from four dimensions, Customer,

employee, financial and processes. To have the balanced overview of the organizational performance.

The participants clearly stated this benefit as the majority of them reported that:

“... This system give us a comprehensive and balanced view about our performance with full control and monitoring, and with specific objectives and targets for every directorate in the department.” M_ODD

“...In addition, concentrating on the development and growth dimension, and connecting the individual performance with the organizational performance, by clear track and specific operational objectives and targets.” H2_SID

“We move from the traditional view of measuring the organization performance depending of the financial measures and specific measures , moving to implement a tool that give us a comprehensive view of our organizational performance including our employees perspective, the internal processes, and creativity & development and growth dimension.” E_SID

Other participant reported that:

*“...Before adopting the BSC, we were concentrate on our core business proficiency; I mean just the internal processes. This system harmonized with national trends and modern management, to concentrate on the internal employees and the customer at the same time, it balanced the formula between the internal and external forces... Actually, implementing the BSC and participating in the award, developed awareness to have a “**balanced focus**” including the financial performance. “M_ODD*

4.2.1.4. Strategic linkages

Strategic linkages code describe the connections between the strategic objectives and the differentiated sub-objectives. In addition, aligning the initiatives with the strategic objectives to stimulus the executions. Finally, connect the strategic objectives with the action plans. Through these clear linkages, the value created by giving the ability to trace the daily actions started from the strategic objective and

achieve these objectives. The majority of the participants reported that the BSC clearly build up the strategic linkages, for example:

“...depending on our objectives, we build the action plans and aligning initiatives and projects to support the achievement of our objectives...”

BM_VAD

“...every directorate determine in which objective it's contribute from the four perspectives, depending on this the directorate prepare the action plan.... So depending on our core business and processes, we can determine in which objectives we are contributing, declare our sub-objectives, and prepare our action plan depending on it... We determine the performance indicators depending on our core business connecting with JC strategic objective...” M_RMD

“...for every perspective and every objective we see how as a directorate can support and contribute the achievement of these strategic objectives. As I missioned before, our main processes contribute in encouraging the investments by facilitating the entrance of raw materials and re-export them as finished goods. Increase the customs revenues, is another objective we contribute in by collect the customs fees and taxes after the infraction from any client. Then, we determine our sub-objectives from these strategic objectives, build the performance indicators for every objective, and determine the programs and projects that will help us to achieve our work.

“M_TAD

“Another initiatives contributing in achieving our strategic objectives and sub-objectives, is “single window”, this initiative facilitate the work on customs declaration between JC and JC's Partners (public security, Jordan food and drug administration, ministry of environment, ministry of health...)...” M_RMD

“... In this stage, we can trace easily our strategic objectives to the daily tasks, by our sub-objectives.” M_RMD

4.2.1.5. Clearance (clear framework)

The clearance code represent the clear framework and design. The BSC framework with clear performance indicators, measures, and targets and clear differentiated objectives with clear work path. The design of the performance should be clear and specific. This framework benefited the strategy execution and the prediction and indication power later. The participants declared the framework clearance as they reported:

“...to trace the strategic objectives linked to the action plan... easily you can do this. For example, the strategic objective “increase customs revenues” this is JC objective, go forward there is sub-objectives, for our directorate the differentiated objective is “increase the effectiveness of goods value estimation and consolidate the value in all customs houses”, depending on our objectives, we build the action plans and aligning initiatives and projects to support the achievement of our objectives.” BM_VAD

“...our action plan differentiated from our strategy plan. We determine what are the strategic objectives considered for our division and then we prepare action plan to achieve these objectives. For every objective, there are specific performance indicators determined after discussions and contribution with strategic unit.” M_TAD

Participants stated that to create a benefit the performance indicator should have clear and specific design and identified the core business and strategic objectives, for example they reported:

“...The result of this case was edit the PI and the target itself in the next year to be “the number of analyzed companies” not “the number of registered companies”, to prevent fault estimation of our performance.” M_RMD

“...when we decided about the performance indicator, we taking in consideration the core business of JC because we sensitive technical department...” E_SID

“...depend on our strategic objectives. Yes, there are the genetic or core PI that every customs department should take in consideration, and then add the PI regarding for our internal environment.” H2_SID

“BSC as management system ... it is an effective system. Because we are too specific and clear now, every indicator we put it in the matrix we analyze it and we made some studies to determine the performance indicators and put the targets.” M_TAD

4.2.1.6. Integration

The integration code reflects the dynamic ability of the BSC concepts to integrate with other management systems, such as risk management. In addition, to connect the BSC and the organizational performance outcomes with the employee performance results (PI-PI matrix). This code reflect the case practice.

The participant reported the benefits of this practice as they said for examples:

“Connecting “employee performance evaluation” with the “organizational performance evaluation... it is so beneficial, because the employee is the milestone of any organization performance. If we connect the employee appraisal system with the performance management system (the BSC), the employees can see where their effort resulted.” M_RDM

“... Connecting “employee performance evaluation” with the “organizational performance evaluation” ...from my perspective as JC employee this practice will show me for how long my performance contributing in the organizational performance. I am contributing to achieve specific strategic objectives, which is “developing the work procedures.” E_SID

On the other hand, the participants addressed that the BSC integration with other management system such as risk management and Business intelligence, create a value represented by handling the potential risks and offer a strong infrastructure,

which later would improve the prediction and the indication power. As one of the interviewee reported:

“About risk management part in JC strategy... We analyze the objectives and PI and determine the risk level of every indicator, and we are working to follow proactive procedures to prevent the potential risk.” E_SID

4.2.1.7. Employee involvement

This code reflects the employee involvement level in the strategic planning processes, including the BSC. The created value of this trend established and share some responsibilities with the employees resulted in a participatory authority for clear and admire approach. For examples, the majority of the participants reported that:

“...because it is a participatory process, every manager and employee are involved in it, they work hard to reflect their effort and honesty... our employees touch the change, because every directorate manager working with the employees to present their performance in the right way. On the other hand, the employees see and feel that they are the main part in the creation value chain, where they contributing and working to achieve their daily tasks to finally the directorate’s objectives achieved.” M_ODD

“...Our methodology in “strategic planning skilling and training” including the BSC, we started by the managers then head of divisions then all employees. Now we finished the managers’ level, 90% of head of divisions’ level, and 10% of the low level “employees”.” H2_SID

“... “Employee involvement” in strategic planning processes including the BSC approach... high level of involvement, in every step. Every head of division held a brain storming meetings, to build our action plan and determining the PI and targets and align the initiatives.” M_RMD

“...the employee involvement in strategic planning, including the BSC...it is very good; it is about 70% - 60%. Now the employee feel that he is part of decision-making...”H_QD

“We held a brain storming meetings to determine the operational objectives, connected with the strategic objectives, and we working together to put the performance indicators. Of course, we have main indicators, but there is some indicators regarding to every directorate sub-objectives and tasks...”

A_SID

“...About employee involvement, we made brainstorm meetings for all of directorate employees, to prepare our plans and our performance indicators and evaluate the past performance.” M_TAD

“...high level of involvement in preparing the action plan. Every head of division held a brain storming meetings, to build the division action plan and determining the PI and targets and align the initiatives to achieve the targets... there is a committee to build JC strategy, but before attending the final meeting, there is sub-meetings held in the directorate with all employees to discuss if they have any concerns or suggestions to improve our strategy, then these ideas and suggestions presented in the committee meeting to articulate the final strategy.” BM_VAD

4.2.1.8. Proactive spirit

The proactive spirit code reflects the initiative actions from the employee side to stimulus the progress, not only the implementation of the BSC. This underline benefit created and feed from the high recognition of the positive performance and with clear path of contribution, and by aligning the initiatives to enable the execution in both direction. This code support the interviewee debate that “we know where we contribute so we can determine our effort where to improve”. As many participants reported that:

“...our employees have a proactive spirit, and they suggested many standing projects and simplifying procedures.” A_SID

“Aligning initiatives with strategic objectives ... in both direction, actually my team is a proactive team. We have many suggestions to improve the

performance in collaborating with other directorates. One of the suggestions is “the golden list”.” M_RMD

“...an initiative from our directorate “processing before arriving”, this initiative study and audit all the documents of the shipment before the goods arrive the country(Aqaba and the airport), this initiative contribute in our strategic objective “decrease customs declaration time” and “ reduce time release of goods”.” M_RMD

“Another initiatives contributing in achieving our strategic objectives and sub-objectives, is “single window”, this initiative facilitate the work on customs declaration between JC and JC’s Partners (public security, Jordan food and drug administration, ministry of environment, ministry of health...). All the partners working together at the same time to finish the customs declaration and test the goods if it is compatible with the laws and policies.” M_RMD

4.2.1.9. Self - assessment

The BSC timeline determined by the implementer, it could be quarterly, semiannual, or yearly. The evaluation reports give a comprehensive assessment image. This code reflects the evaluation of the unit’s position, capabilities, strength and weaknesses, then this report connected to the organizational performance. By analyzing the self-assessment results the organization move some effort to strengthen the value chain, on the other hand, can make a challengeable targets based on the capabilities of their teams. Rare participants mentioned this underline benefits as they reported that:

“...when we analyzed the past and the actual performance and comparing the results with our team capabilities, I found that my team could do more and more, they have the power and knowledge. So for the coming periods we will have a challengeable targets. Taking in consideration and risky situation, and not exceed our expectations.” BM_VAD

“...The performance evaluation timeline Semiannual, at May and December, but there is some targets we cannot measure it until the end of the year.” M_TAD

4.2.1.10. Value chain strength

This code reflects the strength of the value creation chain, through practicing the BSC a comprehensive image declared the strength of the internal forces (units and employees); what create the real values in the organization. This overview predict the future abilities to achieve the impetuous goals. For example, some of the participants reported that:

“...It is one chain if we want the ideal outcome; every piece should be in the right place and shape.” M_RMD

“...The organizational performance is a combination of business processes performance, so if everything achieved in right way, the result should be satisfying everyone.” E_SID

“...the high level of employee involvement from all levels, creating a collaborative environment (team-working); because every directorate know where to contribute and there is a cause-and-effect relationships showing that if I did my job correctly, and the others did it correctly too, finally all of us will success. “ H_HRD

4.2.2. Engines

The Engines category represent the main drivers for the BSC implementation that support the case execution to gain the benefits of the implemented system and on the other hand richness these drivers through the implementation. The Engines category had the following codes:

- Capabilities and Knowledge
- Awareness
- Participatory and collaborative culture
- Award participation

4.2.2.1. Competencies and Knowledge

This code refers to the knowledge and capabilities based, which is the core engine of any successful implementation. This practice supported not only with the specialist skilling for the implemented system, more it is compatible with the existence knowledge and competencies. To have the abilities and skills that guide the implementation, through advanced training and connected with the learning loop through the execution. As a participant reported that:

“...The Italian customs trained us, and then we start our learning and development cycle. For (2008-2010) strategy, we started as initial implementer, with four dimensions, how to determine the sub-objectives and determine the performance measures. “H2_SID

*“.... First, we trained on the BSC, and we work to enhance our knowledge through intensive readings on this topic, and looking for others experience.”
H_HRD*

“....So these tow experiences before implementing the BSC prepared the infrastructure and the requirements to a successful implementation, with a balanced framework, organized, and comprehensive view of performance. Now the BSC is one of decision-making tools. “H2_SID

“... in the last year we make a change on a performance indicator kind (what PI describe and to measure)...” M_RMD

An example show the existence competencies that support the BSC implementation, a participant reported as an answer for determining the strategy theme, she said that:

“...when we analyze our strategic position, we use SWOT and PESTL analysis, I agree with you cannot define a specific strategic theme in the whole strategy, but it near to be growth strategy. Why? Because on the directorate and customs houses level, you can find strategic theme, every customs house has special conditions; we operate in the Middle East. For example, in “Jaber customs house”, you can see a retrieve strategy type,

because of the war in Syria. In other, you can find stability or maintain the position. It depends on the customs house conditions. Even if we look to our initiatives in the four perspectives, we clearly can see different type of strategy depend on the situation. For example, development and growth perspective, all strategies are growth strategy.” H2_SID

Another example:

“.... In our strategy now, we can find mix of performance measures and indicators, some PI can be a KPI. After practicing, for (2017-2019) we should work to revise the past PI and targets and we should make deep analysis to determine the right targets and not exceed the expectations. For the coming strategy, we should be more and more specific, reshape the PI. On the other hand, there is a key performance indicator should have the high priority to focus on, and should declare all inputs in PI formula.” H_QD

4.2.2.2. Awareness

This code describes the awareness for the healthy practices, for the balanced focus of the BSC, customer and employee oriented implementation not only financial or operational. The existence of this awareness from the beginning supported the execution success, and developed through practicing. For example, participants reported as an answer for the motivation of adopting the BSC, they said that:

“JC seeking always to follow the best practices either in managerial or technical fields...” E_SID

“JC seeking to adopt the best practices to get the best outcomes, the idea of adopting the BSC started as a suggestion from the strategic directorate, JC study this suggestion and depend on this we alter our strategic planning methodology and starting implementing the BSC...” M_ODD

“...the awareness about customer and employee relationship started. If we look about JC 2001 strategy, you can see that our objectives considered about customer relationship and employee efficiency, but it was not mature as these days.” H2_SID

“... We benchmarked some strategic planning techniques in customs departments in several countries in the Middle East and internationally, to see what they achieve and how they get high level of performance. After these studies and researches, JC started using the BSC ... ”

E_SID

Through practicing the implemented system, these engines richness, as a participant reported as answer for the main benefits of implementing the BSC, that:

“...Create awareness for the strategic planning; now managers consider this approach as part of their responsibilities.” M_ODD

Another participant show a level of awareness that support the core lanching of the BSC, which is to be “Balanced”, she said that:

“...the employee is the milestone of any organization performance... They are our real assets...” M_RMD

Another example:

*“...the next step should concentrate on building a “**Trust channel**” between JC department and customers, which support the organizational image, through a bunch of enhancement on our procedures. Here I am not talking about satisfied customer; I am talking about trusted governmental department... We can start working on this trend from our “customer satisfaction” yearly study; we can add a question to capture the kind of procedures or actions that will support the trust between JC and its customers.” A_SID*

4.2.2.3. Participatory and collaborative culture

This code reflects the participatory and collaborative culture that drive the implementation. The BSC framework required a participatory spirit; the causal relationships clearly defined the effort and the result chain. To derive the practice the participatory and collaborative culture should be organized and ready to capture the value of the implemented system. Moreover, this culture developed and feeds

through practicing and strengthen the value creation chain. As many participants reported that, the BSC construction stages done in collaborating with other units, for example:

“...We have many suggestions to improve the performance in collaborating with other directorates...” M_RMD

“...We had suggestions to improve the performance in collaborating with other directorates and customs houses. For example, holding periodical meetings, every 3 months, to discuss the obstacles and any value differences, or any case faces the customs houses and trader... These initiatives results improve the performance of our directorate, and on the other hand, collaborate to enhance the relationship with our partners and customers.” MB_VAD

“...there is integration with the national and sectorial objectives and initiatives, but you can sure that the whole operation is collaborative process. Everyone work from his place and contributing in achieving our strategic objective, and gain a superior performance.” A_SID

“...the top management and the strategic planners have a comprehensive overview about the department and the policies in governmental work, and the way to achieve the objectives. But the technician knows better about his/her work, I mean some initiatives come from these employees, and these initiatives help effectively to achieve these objectives and targets, because it's come from the responsible of the achievement.” E_SID

“...we determine the targets in collaborating with the responsible managers, so if there is any risk appeared after the analysis they should be aware of it.” E_SID

4.2.2.4. Award participation

The Award participation code represent an engine for the case practice. The competitive climate that created from the award participation encouraged and derived the created value of implementing the BSC. As participant reported that one

of the drivers for the implementation success is participating in the excellence award, he reported that:

“... Participating in king Abdullah II award, encouraging implementing the best practices and the modern management approach, when we work on the 5 dimensions of this award we combine and integrate our work with the requirements of the award, finally what is the most important is the outcome...” M_ODD

“...since 2001, we started participating in the king Abdallah award, from the beginning, they trained us and the awareness about customer and employee relationship started. If we look about JC 2001 strategy, you can see that our objectives considered about customer relationship and employee efficiency, but it was not mature as these days.” H2_SID

4.2.3. Enablers

The Enablers category represent the supportive infrastructure for the BSC implementation that support and stimulus the execution to gain the benefits of the implemented system and richness the infrastructure through the implementation. The Enablers category had the following codes:

- Hiratage and reputation
- Information technology (IT infrastructure)
- Top-management support
- Team – work spirit

4.2.3.1. Organization Heritage

This code refers to the rich expertise and historical practices that enable the implementation of any system and shaped the organization image later. As a participant reported that:

“...for (2005-2007) strategy, we have the strategic objectives and performance indicators on the objectives level to evaluate the performance, but our system it was like “quality management” system, Something I

should mention, since 2001, we started participating in the king Abdallah award, from the beginning, they trained us and the awareness about customer and employee relationship started. If we look about JC 2001 strategy, you can see that our objectives considered about customer relationship and employee efficiency, but it was not mature as these days.” H2_SID

4.2.3.2. Information technology (IT infrastructure)

The IT infrastructure code represent the technological infrastructure that enable and stimulus the implementation. The existence of information technology systems that support the analytical skills and improve the prediction power side by side with the human competencies and experience, and help the implementer to operate easily. For examples:

“...if we take the objective “increase customs revenues”...we have a software called “e-views”, in our database we have the historical data since 20 years, and all financial and non-financial data are exist, including export and import processes. We analyze the previous data and generate some reports to help us to determine the targets. This is for the first part of question, for the second part, the actual performance, from the same software we can generate report about our revenues and then we connect this progress with the strategic objectives, finally we can know the actual performance.” A_SID

“...we have a huge data warehouse; all the historical data are exists in our databases (ASYCUDA, e-views). Therefore, our employee in the statistics and studies division, generate the initial reports to help other directorate to predict the future performance and determine the targets...” H2_SID

“...if there is any worked projects or system, we will take the benefit from it. For example, the central value system it considered as a reference material for JC and customs houses to determine the reliable value. “BM_VAD

4.2.3.3. Top-management support

This code refers to the top management willingness to adopt the healthy practice, especially in the governmental sector, which considered the main enabler for the implementation. For example, participants reported that:

“...if the top management adopt such practice it will be easier to adopt and implement, I mean the existence of organizational culture and climate that supporting the creative ideas and can capture the value form any system, is the most important factor of success.” H_SID

“... The existence of qualified infrastructure, culture and knowledge, and the top management support for the best practices, give us the opportunity to improve ourselves and operate to give the best outcomes and create value.” M_ODD

4.2.3.4. Teamwork spirit

This code represent the small unit in the execution processes, the teamwork, and refer to the spirit that enable the benefits creation. The teamwork spirit enable and develop the implementation. Many participants show this spirit in many phrases, for example:

“ ... My team in the “golden list” division worked on 12 companies... my team worked so hard on (12) companies, but these companies did not deserve to be in the list...” M_RMD

“...our team-works considered as a complimentary structure working side by side with the main structure, without these teams we cannot perform in the right way.” M_ODD

A participant reported that the teamwork spirit supported through the BSC implementation, he reported that:

“The BSC ... supporting the teamwork spirit, if we work together we will win.” M_ODD

4.2.4. Organization Development

This category is one of the main categories, effected and infected from the BSC implementation; contained four codes represent the development components that play a major role in the organization development and practices success. This category contained the following codes:

- Learning-Loop
- Indication and prediction power
- Flexibility (Mutual Adjustments)
- Modern management practices

4.2.4.1. Learning-Loop

This code reflects the learning cycles through the practicing and implementing any program, which let the organization to take their lessons to enhance the practices and get the optimal outcomes. Regarding to the BSC implementation the participants reported many examples about the learning and development loop, for examples:

“.... Part of our self-learning approach, in (2008-2010), just we have the positive and negative performance (-50% +), later for the next years we alter the scale as is today, and the estimation and prediction skills improved.”

H2_SID

“...at the end of any strategy execution period, we take our lessons, the proof is we make analysis for every PI and determine the targets. But for this range if I give them a wide range to be achieved this is not flexibility, this miss planning, weaken in estimation.” E_SID

“...I should mention that after practicing BSC designing and implementation, every period they revised the framework, PI, targets, making any needed editing, and enhancement. It is a healthy practice. I can say that in 2014-2016 strategy the work was perfect not 100% but much better than 2011-2013...” E_SID

“...some examples about PIs’ targets not achieved... in 2011-2012, one of the PI’s target we could not achieve it, there was a lesson came from this situation, which was being ready for any uncertain or risky situation.” A_SID

4.2.4.2. Indication and prediction power

The indication and prediction power code reflects the combination of the benefit of the BSC implementation to predict and indicate the performance, and the supportive infrastructure that create the values, and benefited the organizational development. For examples, some participants reported that:

“...all of previous tools help us to use the scorecard as an indication tool, not just a tool to measure the past performance. Of course, there are other inputs like international agreements, government’s policies, and internal researches and studies. As result, JC have the ability to predict our performance, controlling the future performance, and reduce the risk from any extraordinary situations.” A_SID

“...Our prediction power improved year by year.” M_RMD

4.2.4.3. Flexibility

This code refers to the level of mutual adjustments level that any organization should have to adapt with the dynamic climate and specifically in this case the BSC flexibility. Rare of participants reported that the BSC have a high level of flexibility, the case implementation connected the dynamicity of the BSC with the extraordinary situations through the strategy execution, and they connected the changes with the out of control conditions that forcing to edit the framework through the executions, for examples:

*“...the development in constructing and implementing JC strategy including the BSC... (2014-2016) it has become more flexible and we practicing more. Nothing is rigid or standard; it is the common status at all, these days.
“E_SID*

“...our scorecard is flexible; you know the extraordinary political situations around the country. For example, some targets changed because of the Syrian

war, some objectives freeze because of emerging of new trends or uncertain situation...” M_RMD

“...if we are perform in ideal environment, no one will have a problem. But these situations force us to be more flexible to move forward, to achieve our goals. The organizational performance is a combination of business processes performance, so if everything achieved in right way, the result should be satisfying everyone.” E_SID

“...our scorecard is flexible; you know the extraordinary political situations around the country, some targets changed because of the Syrian war, some objectives freeze because of emerging of new trends or uncertain situation.”

BM_VAD

“... finally, we can see all of this reflected in our actions and processes, always we should be flexible, if you rigid you will be easy to brake. Always there is improvement chances nothing is crucial or rigid.” GMA

4.2.4.4. Modern management practices

In the benefits creation category, the code “integration” mentioned as reference to the communication between the BSC and with the compatible tools with its framework. This code refer to the level of harmony between the BSC and the modern management system, such as management by object (MBO) and project management (PMO). For example, some participants reported that:

“...connect the employee performance indicators with the organizational performance indicators. Using specific employee appraisal system (by declaring a performance agreement between the employee and the manager), and objectives-oriented management system (management by objects).”

H_HRD

“... Now we are working on determining a PI on the process level, every process should have clear and specific PI to measure and trace the performance.” H2_SID

“...For MBO (management by object), from my experience, I worked with employees liked the routine technological tasks, and some were proactive like the un-routine tasks-managerial and dynamic tasks. I gave my team the freedom to determine their paths and trends. I investigated the employee desires to build an agreement with them for best achievement of our task, and determine the task completion time...” H_QD

4.2.5. Decision – Making practices

This category is one of the main categories, interacted with the BSC benefits by using the BSC as decision-making tool; contained three codes represent the components that play a major role in the healthy decision-making practices. This category contained the following codes:

- Diagnose problems
- Knowledge-based movement
- Participatory Authority

4.2.5.1. Diagnose problems

This code reflects the causal relationship in the BSC framework that give the ability to trace and diagnose the problems reasons, analyze the results and indicate for the correction procedures. Many participants reported that the BSC benefited the decision-making by diagnosing the problems, for examples:

“...we diagnose the reasons, we analyze where the problem and see if we can motivate the progress or it is out of our control.” BM_VAD

“... The most benefited value from the strategic planning practices, including the BSC, is cause -and - effect relationship, its indicate us to catch the errors and work to fix it quickly.” H2_SID

“...you find implementing the BSC is beneficial and indicate the decision-making ...yes, there is improvement, but still we need to work more to enhance the work environment. For example, employee satisfaction study

revealed that the building need enhancement, they response and make some enhancement.” H_QD

“... After revising the scorecards perspective, we determined where our directorate contributing and collaborate with other directorates and customs houses to achieve the JC targets (cause- and- effect chain).” BM_VAD

“...After the evaluation and analyzing the strategy execution results, we categorized the performance level; if there is a negative performance or targets not achieved, we are looking for the reasons and working to solve any problem by any available way.” M_ODD

4.2.5.2. Knowledge-based movement

This code reflects the knowledge based and data resulted from the BSC adoption, which indicate the decision makers for the healthy decision based on right analysis. Many participants reported the BSC as a helpful decision making tool, as they reported that:

“...Depending on these results and other resources, like observations, public media reports, and our governmental partners’ reports, we move to improve our procedures and working to achieve high performance, in some cases we change our methodology, the way of managing this process.” M_ODD

“...now we practicing the modern “decision-making” concepts. Now when we say, “Decision” it means decision based on analysis, measures, and indicators.” E_SID

“...its useful tool in decision-making. There was PI to measure the number of processes to determine the value of goods and cars together. Through the execution, we faced a huge number of files to process and there is no specialty in the work, depending on this, we divide the responsible division into two divisions, one responsible for the cars value and one responsible for the goods value, we make specialty for these processes. Therefore, we control the performance, and reduce the pressure on our employees.” BM_VAD

“...we evaluate the previous performance indicators and past performance, and then we analyze if the targets are reliable then we determine how we can achieve it. Some time we edit operational objectives or we eliminate some performance indicators because it is not serving our objectives or we cannot implement it for some reasons.” M_TAD

4.2.5.3. Participatory Authority

This code reflects the level of employee involvement in the decision-making practices, resulted in being the employee as a part in the decision-making. Rare participants reported this code, for example:

“...now the employee feel that he is part of decision-making. Actually, we are moving from being managers to be leaders.” H_QD

4.2.6. Organization Image

This category is one of the main categories, shows the BSC implementation benefits reflection on the organization image; contained four codes represent the components that play a role in shaping the organization image internally and externally. This category contained the following codes:

- Performance improvement outcomes
- Commitment
- Competitive advantage
- Differentioan culture

4.2.6.1. Performance improvement outcomes

This code reflects the organization outcomes, performance improvement results, and external parties' evaluation. In addition, how the BSC practicing effect the organization results, the improvement cycle, and work climate. Many participants reported the positive effect of implementing the BSC to improve the performance and organization outcomes, they said that:

“...if we want to examine our organizational performance, we will not look just for the internal performance evaluation, if we want to see the

improvement, we should look for other external parties' assessment. See your performance in external eyes, not yours. There is international reports, show the progress of JC from neutral point of view.” GMA

“...implementing the BSC effect the JC performance ...it is very good. We cannot say that our performance is excellent, we let the others said that. Moreover, every external party can see the international and national reports about JC. For example, doing business reports, addressed the JC efforts in facilitating the trade across the borders.” H2_SID

“...In 2015, a report from the World Bank (doing business), addressed that the JC, Aqaba customs house improve the performance, in “time release of good”, and moved four steps forward.” H2_SID

“..... Our relationship with customer improved, for example, if there is a complaint, it is will study by a committee and the final report presented to the general manager.” M_ODD

“...Increase the level of customer and employee satisfaction level, by concentrating on the relation with our customers and employees. In a governmental department, satisfaction is challenge but it is on the top of our priorities. If we improve the satisfaction level 1 % it is progress...” M_ODD

“...Improve our internal processes and improve the response time. “ M_ODD

“... the BSC implementation effect the JC performance... there is a positive effect on our performance; I can say that the organizational performance improved min by 70%, comparing with the period before 2008. The Customer satisfaction increased, employee's satisfaction and the work environment enhanced, and many positive changes happened support the progress of JC. “A_SID

“Comparing with the previous years, yes many things changed, now everything documented, we have clear results, clear tasks, and every employee knows where to contribute and there is a recognition for the

positive performance. On the other hand, there is improvement on the internal work environment.” BM_VAD

“If we compare (2011-2013) and (2014-2016)... JC organizational performance been improved...more than 50% increased, we can capture the improvement in many aspects, on the operation level, employees’ satisfaction, and on the whole organization performance results.” M_RMD

“... the organizational performance, level of improvement, comparing (2014-2016) with previous years... 70% improvement level, it is very good. There is improvement in many aspects, and the employees captured the value of these improvements, especially in the last 3 years.” H_QD

“...a remarkable improvement in JC performance and customs services. The level of complains decreased in remarkable way. This effort is collaborative, but still there is some areas we need to improve to get the optimal results.” BM_VAD

“...JC organizational performance ...we can say it is very good; we can capture the improvements in many aspects, on the operation level, employees’ satisfaction and training, employ high qualified employee, transparency and commitment, enhance the internal work environment, and on the whole organization performance results.” BM_VAD

4.2.6.2. Commitment

This code refers to the BSC impact on the organizational commitment, harmonized with the organization core values, and reflect the organization image. As some participants reported that:

“...this pressure creates high level of motivation and commitment. The WCO evaluate the differentiation sectors in JC, where we make a remarkable development.” H2_SID

“...as a governmental department, the hardest scorecard was the financial scorecard, regardless that JC has own budget and revenues, but our core value and our mission not to increase the revenues, JC operating to instill the

commitment, awareness to community, facilitate the investments, so at the result all Jordanians benefited.” H_HRD

4.2.6.3. Competitive advantage

This code represent the advantages that shaped the organization image, with harmonized with the BSC implementation, such as employee loyalty, organization achievements and position. Many participants stated some advantages that shape the bright organization image, for example:

“...Create a new image of JC department (more friendly and flexible) without affecting our core values.” M_ODD

“...Now we have high loyal employees, not just because of our internal motivation climate or reward scheme, but when these employees go outside the department, for example participating a training course, they can see the JC bright image, feel proud because they working with a leader department implementing the best practices, and the JC benchmarked by other governmental departments.” H2_SID

“...I am proud to be JC’s employee; even I am feeling proud with my friends and my family, regardless for any external judgment.” BM_VAD

“JC is the sixth country in the world and the first Arab country that implemented the golden list that facilitate the customs services for the registered companies.” M_RMD

“...the employee communicate and perform with the customer in high level of proficiency, showing high level of commitment and transparency... Before 2008, none of this are exist in the required way of proficiency and effectivity, these new channels of communications, feedback, commitment, and improvements created our remarkable results.” M_ODD

“...the World Bank (doing business) shared a report shown that JC achieve a remarkable improvement in transparency and performance, all these reports are documented and generated depend on specific studies and

connected with the international trade organization law and policies. These reports are open for everyone.” GMA

“... JC performance is optimal, this year we did not gain the king Abdullah award not because we did not achieve the requirements, there is some extraordinary situations not under our control affected our results, actually I am so sad for this results, we deserve to be on the top.” M_CID

4.2.6.4. Differentiation culture

This code reflects the differentiation attitude supported by high recognition of the positive performance, and shaped the organization image. Roughly, half of the participants reported the differentiation culture supported by the BSC implementation, for example, they reported that:

“...there is a pattern created, that everyone working hard to achieve his or her targets and the positive performance is clear and admired. “M_ODD

“... Our employees exceed the accountability attitude, now we moved to the differentiation attitude, actually the most benefit of implementing such strategic system, with integration with other systems, is the creation of the differentiation culture, there is a high level of recognition for the positive and unique performance, the reward scheme, the organization image (especially after the king Abdallah award)... etc. ... All of this support the JC differentiation environment.” H2_SID

“...when the internal environment see their effort results coming in high level of recognition that what creating and later maintaining our differentiation culture. “ H2_SID

“Implementing the BSC and the new strategic planning methodology affect our culture, there is continues learning-loop, commitment, improvement feedback cycle, and a differentiated culture created. Now we have organized culture to catch the value.” M_ODD

“...we are working to improve our culture and inject specific knowledge between the employee and the manager... All these practices built our differentiation culture.” H_HRD

4.2.7. Inhibitors

This category represent the barriers effect the BSC implementation success and results, and play a major role in slow down the performance. In addition, how some of these inhibitors prevent the benefits creation. This category contained the following codes:

- Employee engagement
- Extraordinary situations
- National and International trends
- Stereotype image
- Singing out of tone players

4.2.7.1. Employee engagement

This code reflects the employee connection with the strategic practices and planning, including the BSC from the employee side. Before, the “Employee involvement” code mentioned, this code refer to the involvement level from the organization side. Rare participants reported that their work is full technical so there is no willingness to connect with the strategic trends. For example, some participants reported that:

“...I worked as a full technical ... job turnover help me personally to develop the strategic management knowledge, but on the other hand limited my technical experience in information technology.” H_QD

“...for (2014-2016) the strategy draft was available for all employees at all level on our “customs encyclopedia”- JC intranet... Going back for employee involvement, in preparing JC strategy the level of participation from employee side is low, but some employees are proactive, I mean they may

spent a lot of time to follow any development and sometimes crafting good initiatives.” E_SID

“...high level of involvement from the planners side, but it is depending on the employee effort, if he has something to offer or not. We have customs encyclopedia, so if any employee has suggestion or want to help in any area, it is open for everyone.” BM_VAD

4.2.7.2. Extraordinary situations

This code refers to the out of control conditions and situations that effect the performance results and strategy execution, such as wars or economic crises that inhibit the progress. The majority of the participants reasoned the unexpected results by the extraordinary situations faces the organization, for example:

“...You can imagine the level of pressure through building the department strategy, because we have in Jordan a political and economic stability but our neighbors fall in wars and economic crises. So we should be aware of what can happen and be ready for any uncertain situations.” E_SID

“...sometimes there is external issues may slow down the performance.” M_ODD

““the customs revenues” affected by the war in Syria, Jordan was the transit gate from Europe to the gulf countries and versa. So this situation is out of our control, but for the next years we should be alert and prepared for such issues.” E_SID

“... when we have the evaluation report to show our performance, some objectives achievement going in the right way with high level of performance, some objectives progress are week because there is extraordinary situations happened.” GMA

4.2.7.3. National and International trends

This code refers to the governmental policies and trends such as cost reduction and customs facilitating agreement, economic conditions that slow down the performance and effect the improvement cycle. The majority of the participants reported that these trends affect the strategy executions, for example:

“...we tried to decentralize the “production formula declaration” for customs houses, which can increase efficiency, reduce time expansion on such processes and simplifying these processes, and at the end increase the customer satisfaction. But because of high cost of this action we delayed this movement for the next years, so we freeze this idea until we can implement it in the right way.” M_TAD

“...Sometimes there is target you cannot achieve it, and in another you achieve the optimal performance maybe double. For example, revenues decreased from cars industry, because of the economic situation here. “BM_VAD

“...but sometimes there is limitation of execution especially in the governmental environment, or extraordinary issues emerging and limited the progress.” H_QD

4.2.7.4. Stereotype image

This code refers to the governmental organization image as a public department operating in the Middle East, there is a pre attitude regarding to the performance and services. Rare of participants reported that the stereotype image affected the organization outcomes and performance, for example:

“If we improve the satisfaction level 1 % it is progress, because we are dealing with a customer has initial attitude that they do not like customs, “taking our money”.” M_ODD

4.2.7.5. Singing out of tune players

This code refers to the performer that have unreliable results, these performers may exceed the expectation or they have a very low progress level, which required a right study and diagnose for the case situation. These players affect the created values and the final organizational performance. None of the participants reported a singing out of tune players.

4.3. RESULTS AND DISCUSSION

First, the interviews analysis confirmed the BSC implementation potential benefits, which represented by the following codes; controlling and monitoring power, improvement power, Balanced-focus, strategic linkages, clearance, and integration. Second, the analysis explored an underline benefits emerged through the BSC practicing, represented by the following codes; employee involvement, proactive spirit, self-assessment, value chain strength, indication and prediction power, diagnose problems, participatory authority. The BSC implementation benefits support strongly the organization image and development congruent with the knowledge based decision-making.

The analysis revealed that the BSC adoption require and force for high level of employee involvement in the strategic planning processes at all and specifically in the BSC. The created value of this trend established and share some responsibilities with the employees resulted later in a participatory authority. The majority of the participants confirmed the high level of employee involvement.

The BSC implementation support and create a proactive spirit, which represent the initiative action from the employee side to stimulus the progress. This underline benefit created and feed from the high level of recognition of the positive performance and with clear path of contribution, and on the other hand richness the differentiation culture in the organization. As one of the participants reported that:

“Implementing the BSC and the new strategic planning methodology affect our culture, there is continues learning-loop, commitment, improvement

feedback cycle, and a differentiated culture created. Now we have organized culture to catch the value.” M_ODD

Through practicing the BSC, the learning loop created and developed, side by side a clear self-assessment image created, and give a comprehensive overview about the internal capabilities, strengths and weaknesses. By analyzing the self-assessment results the organization move some effort to strengthen the value chain units. A participant confirmed this benefit by reporting that:

“...when we analyzed the past and the actual performance and comparing the results with our team capabilities, I found that my team could do more and more, they have the power and knowledge...” BM_VAD

The right assessment indicate the organization to improve and strength the value chain units, through practicing the BSC a comprehensive view declared the strength of the internal forces (units and employees). This overview predict the organization ability to achieve the long-term goals. For example, a participant reported that:

“...It is one chain if we want the ideal outcome; every piece should be in the right place and shape.” M_RMD

Another underline benefit emerged though the analysis, which is the indication and prediction power. This power combine the whole benefits of the BSC implementation to predict and indicate the performance. For examples, some participants reported that:

“...to use the scorecard as an indication tool, not just a tool to measure the past performance.” A_SID

“...Our prediction power improved year by year.” M_RMD

Likewise, diagnose problems power increased and improved through the BSC practicing. This reasoned by the participants by the clear causal relationships, and the clear framework which where the effort resulted. Which confirmed the benefits of adopting the BSC on the decision-making practices. For example, some participants reported that:

“...we diagnose the reasons, we analyze where the problem and see if we can motivate the progress or it is out of our control.” BM_VAD

“... The most benefited value from the strategic planning practices, including the BSC, is cause- and – effect relationship, its indicate us to catch the errors and work to fix it quickly.” H2_SID

Moreover, the analysis revealed seven categories interpreted the case implementation of the Balanced Scorecard. The core category is “Benefits creation” represented the benefits that created from the BSC implementation. The main categories, “organization development”, “decision-making practices”, and “organization image” interacted and benefited from the BSC implementation. The categories “Engines” and “Enablers” are less centralized represented the supportive infrastructure that stimulus and drive the implementation. Finally, “Inhibitors” represent the barriers that slow down the progress and decrease the benefits of a successful implementation.

First, the “Engines” and “Enablers” categories interacted in positive way with the “Benefits creation” category. The existences of strong and well-defined infrastructure support the implementation success and establish the base for the value creation. Greiling (2010) stated that the lack in a well-defined organization infrastructure would fail the implementation.

As many participants reported that the existence of high knowledge and competences, awareness for healthy practices, participatory and collaborative culture, and excellence award participation, where the main drivers for the successful implementation and creating benefits. On the other hand, participants emphasize that the BSC implementation force and required a participatory and collaborative culture to insure the benefits, which feed and develop the organization culture in positive way through practicing.

Furthermore, the category “Enablers” refers to the organization heritage, information technology infrastructure, and top management support, which interacted positively with the “Benefits creation” category and maintain a successful implementation. As participants reported that the previous experiences in the

organization construct a base to start the implementation and richness the organization history and experiences. In addition, the information technology infrastructure support the implementation, and strongly sponsor the analytical tools to predict and then indicate the performance.

The created benefits majorly represented in “Benefits creation” category, enhance the organization image and outcomes in positive way. The “Benefits creation” and “organization image” categories interacted in positively way. For example, the majority of the participants reported that the implementation of the BSC strongly effect the performance outcomes and the improvement power, and resulted in enhancing the organization image. In addition, some participants mention as one of the BSC implementation benefits that is richness the differentiation culture through a high level of performance recognition and high level of improvement power. Furthermore, the improvement chances develop the organization’s competitive advantage represented by loyal employees and remarkable achievements, and on the other hand, these loyal employees shaped the achievements and the improvements of the organization. In addition, some participants reported that the BSC implementation and other practices, such as award participation developed the differentiation culture.

The BSC implementation benefited the decision-making, and enhanced the ability for diagnose problems, built a participatory authority, and support the knowledge-based movements. Which in the result reflect the organization developments and image. As some participants, considered the BSC as a decision-making tool that indicate the decision maker for any correction procedures and improvement procedures. In addition, a participants reported that the BSC benefited the work by offering a diagnose problems tool, through the causal relationships that built and maintain through practicing. The analytical skills and tools developed by the BSC implementation and supportive infrastructure support the knowledge-based movements that made to develop and maintain the organization image and development.

Finally, in the implementation schema, the core and supportive parties declared, so the barriers of the successful implementation represented here by the “inhibitors” category. These inhibitors slow down and affected negatively the benefits creation cycle, and negatively affected the performance outcomes and the organization image. As many participants reported that the extraordinary situations, economic conditions, and governmental policies negatively affected the performance results and in some cases freeze a strategic objectives. In addition, the governmental stereotype image affected the customer satisfaction level. Moreover, in the archive data and documents analysis chapter, we can see the inhibitors impact on the strategy execution by freezing tow strategic objectives regarding to the uncertain political situation in the neighboring countries, review Table 5.

According to the above results and their discussions, it is so important to frame them in a proposed model. This method of presenting results are so important nowadays. The following model obviously illustrates all categories in a single visualization;

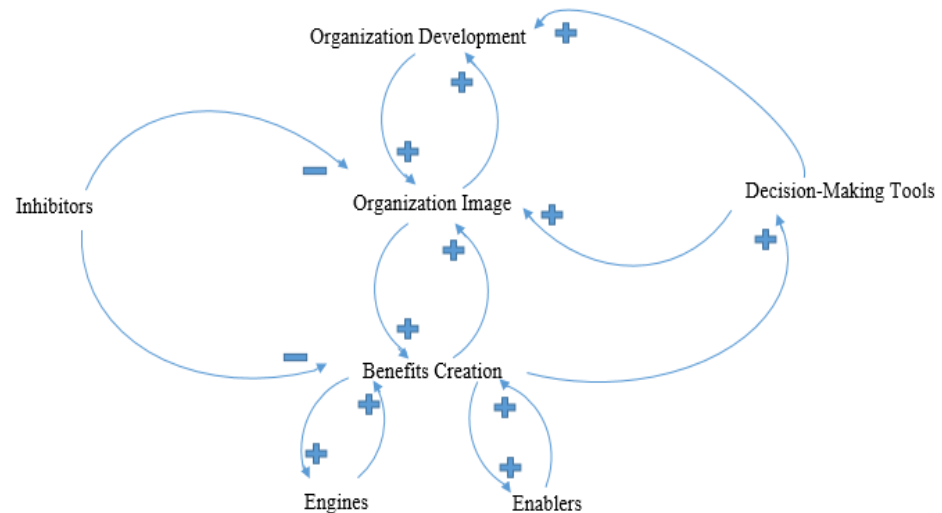


Figure 8: The Balanced scorecard Conceptual Model (Designed by the researcher)

The above model has been reviewed by Dr. Saleh I. Alhalalt from King Saud University (Saudi Arabia). It took many times to finalize the above figure, a few corrections and comments provided by him. He focused on understanding the objects (categories) in the research domain. This understanding guides to interpret many hidden lacks of relationships in the Organization Image, Benefits Creation, Organization Development, Engines, Enablers, Decision-Making Tools, and Inhibitors factors in the research domain. The relationships between them are as follows:

- Inhibitors impacted negatively the Organization Image.
- Inhibitors impacted negatively the Benefits Creation.
- Drivers impacted positively the Benefits Creation, and vice versa.
- Benefits Creation impacted positively the Organization Image, and vice versa.
- Organization Development impacted positively the Organization Image, and vice versa.
- Decision-Making Tools impacted positively the Organization Image, and vice versa.
- Decision Making Tools impacted positively the Organization Image.
- Benefits Creation impacted positively Decision Making Tools

To sum up, it is the fact that understanding the above categories' environment; leads to manage them, which leads to improve them. Consequently, our research will provide direct recommendation at the end of this research. They are for practitioner and scholars.

CONCLUSION

The study analysis inherited from two sources, the archive data and documents analysis and the interview analysis. Every source answer a part of the research questions. The archive data and documents analysis revealed that the Balanced Scorecard positively affected the organizational performance and results.

In addition, the BSC implementation demonstrated a bunch of benefits, which are:

- Creating a balanced focused (internal and external forces), including the four perspective
- Building clear strategic linkages that translate the strategic objectives into operational objectives
- Increase the improvement power
- Increase the level of controlling, monitoring, commitment and accountability
- Generating a learning-loops and development cycles .

While the interviews analysis confirmed the benefits that demonstrated in the archive documents analysis section, and explored an underline benefits emerged through practicing the BSC, which are:

- The BSC implementation impacted positively the organization image and development, congruent with the knowledge based decision-making practice
- The BSC implementation outcomes impacted positively the decision making practices.
- The BSC implementation increase the level of employee involvement in strategic planning processes
- Support and create a proactive spirit in the organization climate
- Create and support a strategic awareness for the best practices that gain the best results
- Declare the value chain strength and build a clear self-assessment image
- Increase the prediction and indication power in the organization

- Improve the diagnose problems abilities and build a new trend in the decision-making by demonstrate the participatory authority concepts.

This study developed a conceptual model interpreted the BSC implementation. The Balanced Scorecard Conceptual Model shows seven cycles, each cycle reflects different types of relationships. This research covered the most majority of those relationships. Whereas, the following relationships did not covered due to lack of data:

- The impact of the Organization Image on the Inhibitors
- The impact of the Benefits Creation on the Inhibitors
- The impact of the Organization Development on the Decision Making Tools
- The impact of the Decision Making Tools on the Benefits Creation

Therefore, this study recommends the researchers to cover them in their future research.

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Appendix A - The coding system

Organization Development

- Learning-Loop
- Indication and prediction power
- Flexibility
- Modern management practices

Decision – Making practices

- Diagnose problems
- Knowledge-based movement
- Participatory Authority

Engines

- Capabilities and Knowledge
- Awareness
- Participatory and collaborative culture
- Award participation

Enablers

- Hiritage
- Information technology (IT infrastructure)
- Top-management support
- Team – work spirit

Benefits creation

- Controlling and monitoring power
- Improvement power
- Integration
- Proactive spirit

- Balanced- focus
- Self assesment
- Strategic linkages
- Value chain strength
- Clearance (clear Framework)

Inhibitors

- Employee engagement
- Extraordinary situations
- National and International trends
- Stereotype image
- Singing out of tone players

Organization Image

- Performance improvement outcomes
- Commitment
- Compititave advanateg
- Differentioan culture (recognition and reward)

Appendix B -The interviews transcription

Interview Transcription (M_CID)

The researcher (Question): first, what are the main processes in customs intelligence directorate?

Interviewee (Answer): all “customs intelligence directorate” divisions working to make sure that the whole customs processes been accomplishing by following the rules and customs law. We contribute in achieving a group of objectives such as “anti-smuggling”, “encourage the investments”, “increase customs revenues”, “increase employee productivity and accountability”, and “procedures simplification”.

The researcher (Question): according JC strategy building processes including the BSC, how JC build the strategy including the BSC construction and development later?

Interviewee (Answer): there is a teamwork inside the directorate to revise and build our action plan, and there is another committee includes the directorate managers and customs houses’ managers to revise and build our strategy including the BSC and performance indicators.

Interviewee: ... there is some indicators are hard to predict, for example, number of reports of smuggling cases. In this example, we are working on procedures to control the smuggling at all, such as recruit informants in coordination with our strategic partners and customers.

The researcher (Question): there is flexibility in determining or adjusting the performance indicators through the execution and at the end of evaluation period?

Interviewee (Answer): Yes, there is, at the end of evaluation period, we revise our plan and make the necessary adjustments, and through the execution, if there is any argent issues requiring adjustments on strategy or performance we can make it.

The researcher (Question): there is any performance indicator target in the directorate, you could not achieve the target for it and why?

Interviewee (Answer): yes, in “money laundering division” it is hard to predict the performance indicators targets, for example, in summer money laundering cases increased because of passengers’ moves in out the country. Therefore, we change the performance indicators to measure the improvement of our procedures to catch these cases, not the amount of money or number of cases.

The researcher (Question): how JC determine the initiatives to implement the strategic objectives and targets (top-down or tow direction)?

Interviewee (Answer): in both direction, there are many initiatives coming from our employees, investigated from a special committee and finally implemented, and these initiatives contributing in achieving our objectives and simplifying the procedures. For example, an initiative suggested by one of our employees to generate special services for special needs citizens. This initiative contributing in increasing the customer satisfaction level, reduce the work pressure and simplifying the procedures for the special needs.

The researcher (Question): how long “employee involvement” level in strategic planning processes and the BSC specifically?

Interviewee (Answer): high level of involvement, we are all partners. If any employee has suggestion to enhance or help in executing our strategy, all the doors are open for him.

Interviewee: at the end of every evaluating period, at the end of the year, all directorate evaluate their work and make necessary adjustments if needed, not only on the plan also on the procedures or initiatives to improve the performance. Nothing is rigid or standard; we have high level of flexibility.

The researcher (Question): JC has a new trend to connect the employee appraisal with strategy execution, exactly the BSC and performance indicators in clear chain. How do you find this trend is benefited the organizational performance?

Interviewee (Answer): first, now we have a new methodology of employees' appraisal, every employee has a file containing his/her duties, work, and experience....etc. Before the beginning of evaluation period, we discuss these duties and tasks with our employees, and of course, there are specific performance indicators on the job level to measure and monitor the employee performance through the year. Connecting employee performance with the whole organization performance in clear chain, give the managers a comprehensive overview about the level of contribution of every employee in the organizational performance. On the other hand, helping the managers to monitor and control the employees work and progress, and reskill, develop, train, or doing what is necessary to enhance the results. In addition, this file should show effect of the employee work and progress on achieving JC's strategic goals.

The researcher (Question): if we compare (2011-2013) and (2014-2016), for how long JC organizational performance been improved?

Interviewee (Answer): I can say it is excellent not in our directorate only but in JC at all; year by year, we can catch this improvement in many aspects like employee satisfaction level, simplifying procedures, and customer satisfaction level.

Interviewee... JC performance is optimal, this year we did not gain the king Abdullah award not because we did not achieve the requirements, there is some extraordinary situations not under our control affected our results, actually I am so sad for this results, we deserve to be on the top.

End of Interview

Interview Transcription

BM_VAD (meeting with 5 interviewees)

The researcher (Question): how JC build the strategy, including the BSC sub-objectives, PI and targets, connecting the BSC with the action plan of the directorate?

Interviewee (Answer-Manager): first, there is committee to build the final strategic objectives, and then every directorate determine in which objective it is contributing, depending on this the directorate prepare the action plan. So depending on our core business and processes, we can determine in which objectives we are contributing, declare our sub-objectives, and prepare our action plan depending on it. We determine the performance indicators depending on our core business connecting with JC strategic objective.

The researcher (Question): so I can trace the strategic objectives linked to the action plan.

Interviewee (Answer-Head of division): yes, easily you can do this. For example, the strategic objective “increase customs revenues” this is JC objective, go forward there is sub-objectives, for our directorate the differentiated objective is “increase the effectiveness of goods value estimation and consolidate the value in all customs houses”, depending on our objectives, we build the action plans and aligning initiatives and projects to support the achievement of our objectives. All PI targets and results coming from analytical studies and from our database.

The researcher (Question): there is flexibility limit in implementing the BSC, PI and targets?

Interviewee (Answer-Manager): yes, our scorecard is flexible; you know the extraordinary political situations around the country, some targets changed because of the Syrian war, some objectives freeze because of emerging of new trends or uncertain situation.

Interviewee (Answer-Head of division): sometimes there is target you cannot achieve it, and in another you achieve the optimal performance maybe double. For example, revenues decreased from cars industry, because of the economic situation here.

Interviewee (Answer-Employee): but when this happened, we diagnose the reasons, we analyze where the problem and see if we can motivate the progress or it is out of our control.

The researcher (Question): at the end of evaluation, you said that you make analysis and diagnose problems, so this practice help you in decision-making, can you give me example.

Interviewee (Answer-Manager): yes, its useful tool in decision-making. There was PI to measure the number of processes to determine the value of goods and cars together. Through the execution, we faced a huge number of files to process and there is no specialty in the work, depending on this, we divide the responsible division into two divisions, one responsible for the cars value and one responsible for the goods value, we make specialty for these processes. Therefore, we control the performance, and reduce the pressure on our employees.

The researcher (Question): aligning initiatives with strategic objectives and the directorate sub-objectives, is it come from the top management level or from employees, or it is in both direction?

Interviewee (Answer-Manager, Head of division): in both direction, our directorate processes are sensitive so we know what we need to achieve our targets, but if there is any worked projects or system, we will take the benefit from it. For example, the central value system it considered as a reference material for JC and customs houses to determine the reliable value.

Interviewee (Answer – Employee): We had suggestions to improve the performance in collaborating with other directorates and customs houses. For example, holding

periodical meetings, every 3 months, to discuss the obstacles and any value differences, or any case faces the customs houses and trader.

... These initiatives results improve the performance of our directorate, and on the other hand, collaborate to enhance the relationship with our partners and customers.

... After revising the scorecards perspective, we determined where our directorate contributing and collaborate with other directorates and customs houses to achieve the JC targets (cause- and- effect chain).

The researcher (Question): from employees' perspective, did JC employees capture a clear value after implementing the new strategic planning methodology, including the BSC?

Interviewee (Answer – Employee): comparing with the previous years, yes many things changed, now everything documented, we have clear results, clear tasks, and every employee knows where to contribute and there is a recognition for the positive performance. On the other hand, there is improvement on the internal work environment.

The researcher (Question): now JC working on connecting “employee performance” with the “organizational performance”, how you evaluate this trend?

Interviewee (Answer –Manager & head of division): yes, we start to implement a new methodology for “employee appraisal”, the HR directorate working in collaboration with the strategic directorate to prepare the matrix for the (2017-2019) strategy. It is so beneficial, because the employee is the valuable assets in any organization. If we connect the employee appraisal system with the performance management system (the BSC), the employees can see where their effort resulted. In this stage, we can trace easily our strategic objectives to the dialing tasks, by our sub-objectives; the next step will be the linkages between employee performance and organizational performance. Therefore, the monitoring and controlling power will increase, and the improvement chances will increase radically.

...the internal processes perspective, reflect our core business, in JC the main process that all the department work on it as technical process is the “customs declaration”, so what is the core in the declaration? There is two primary processes, customs evaluation and customs tariffs, and of course, there is secondary processes support our core processes. So through the value creation chain, starting from the primary process we are looking for *improvement chances*, because all of this will reflect our strategic objectives achievement, which are “*facilitating the investments*”, “*increase the commitment level*”, and “*secure our community*”.

The researcher (Question): if we compare (2011-2013) and (2014-2016), for how long JC organizational performance been improved?

Interviewee (Answer – Manager, Head of division): we can say it is very good; we can capture the improvements in many aspects, on the operation level, employees’ satisfaction and training, employ high qualified employee, transparency and commitment, enhance the internal work environment, and on the whole organization performance results.

Employee: ... from my point of view, there are many improvements regarding to work climate. When we ask air conditioning in our office, they answer with yes. When I ask to provide me some books to read and enhance my knowledge to develop myself, they bring it, and high-speed internet and personal laptop. ***If we ask for anything to improve the work performance and develop our skills, we have it easily.***

The researcher (Question): If I ask you, are you proud to be part of JC team?

Interviewee (Answer – Employee): yes, yes, I am proud to be JC’s employee; even I am feeling proud with my friends and my family, regardless for any external judgment.

The researcher (Question): back to the prediction practice, did you predict some targets and you could not achieve it, or for the coming strategy you will revise some targets.

Interviewee (Answer – Head of division): something I should mention here, when we analyzed the past and the actual performance and comparing the results with our team capabilities, I found that my team could do more and more, they have the power and knowledge. So for the coming periods we will have a ***challengeable targets***. Taking in consideration and risky situation, and not exceed our expectations.

Employee: ... yes, we have the power and knowledge. Any new strategic trend or national policies by default affect our processes and performance.

The researcher (Question): moving for another area, “Employee involvement” in strategic planning processes including the BSC approach, for how long you describe JC employee involvement level in this process.

Interviewee (Answer- Employee): high level of involvement from the planners side, but it is depending on the employee effort, if he has something to offer or not. We have customs encyclopedia, so if any employee has suggestion or want to help in any area, it is open for everyone.

Interviewee (Answer- Head of division): high level of involvement in preparing the action plan. Every head of division held a brain storming meetings, to build the division action plan and determining the PI and targets and align the initiatives to achieve the targets.

Interviewee (manager): ... there is a committee to build JC strategy, but before attending the final meeting, there is sub-meetings held in the directorate with all employees to discuss if they have any concerns or suggestions to improve our strategy, then these ideas and suggestions presented in the committee meeting to articulate the final strategy.

.... Actually, there is a remarkable improvement in JC performance and customs services. The level of complains decreased in remarkable way. This effort is

collaborative, but still there is some areas we need to improve to get the optimal results.

End of Interview



Interview Transcription

GMA

The researcher (Question): JC as a leader in the governmental sector, what is your strategic methodology, including the implementation of the BSC?

Interviewee (Answer): first, we should mention that our strategic objectives differentiated from the national objectives and reflecting our core business. Regarding to the BSC, we build our scorecard from 4 four perspective and we determine the PI and targets, semiannually the strategic directorate provide us with progress report, and in collaborating with the strategic directorate we review the performance, maintain the positive performance and follow a correction procedure to improve the negative performance.

The researcher (Question): as a general manager assistant, in the top-level management, you can see the image in a comprehensive way, if we compare JC performance between (2011-2013) and (2014-2016), what is your evaluation of JC performance?

Interviewee (Answer): if we want to examine our organizational performance, we will not look just for the internal performance evaluation, if we want to see the improvement, we should look for other external parties' assessment. See your performance in external eyes, not yours. There is international reports, show the progress of JC from neutral point of view. For example, the World Bank (doing business) shared a report shown that JC achieve a remarkable improvement in transparency and performance, all these reports are documented and generated depend on specific studies and connected with the international trade organization law and policies. These reports are open for everyone.

Looking for the reasons of this improvement, we follow a strategic tactics achieved a superior performance, for example, our new technological infrastructure, and of course, adopting the best practices in modern management. We can evaluate our

strategic methodology as very good to excellent at this stage, taking in consideration the improvement steps we made to facilitate the customs services at all.

All of these trends help us to improve the performance and the image of JC and enhance our relationship with customers and partners. The international evaluation reports, from international parties, addressed our high performance.

For example, the golden list, facilitate the trade transactions between Jordan and USA, the registered companies in the golden list exporting their goods directly from Jordan to USA without passing by the USA's customs. You can see how time and effort we save here, to the manufacturer or trader and to our partner. The Jordanian goods come from golden list companies; enter USA faster than the Canadian goods, because this program has crucial conditions to accept the companies in it.

The researcher: Of course this strategic trend reflect JC sub-objectives and directorates' action plans

Interviewee: yes, of course, its support our relation with the customer, we create value for these 58 companies and facilitate there works and save their time, and on the other hand save the citizens' rights. For this dimension, there are specific performance indicators to control and measure the progress, and direct us for any correction procedure.

... when we have the evaluation report to show our performance, some objectives achievement going in the right way with high level of performance, some objectives progress are week because there is extraordinary situations happened. But for the negative performance, we analyze and look for the reasons of this performance, and push the correction procedures to enhance the results.

... I should mention that we could not make a radical change, but there is a limit of flexibility to correct the path, finally we are working to achieve our goals.

... We benchmark some customs department, take in consideration our identity, take what will be beneficial for us and customize it to our climate.

... The main indicators for our performance are our customers' satisfaction (companies and citizens).

... Finally, we can see all of this reflected in our actions and processes, always we should be flexible, if you rigid you will be easy to brake. Always there is improvement chances nothing is crucial or rigid.

End of Interview



Interview Transcription

H_HRD

The researcher (Question): human resources management, is part of strategic management, starting from the initial implementation of the BSC, how your directorate started practicing the BSC?

Interviewee (Answer): building the strategy achieved through special teamwork (committee), through brainstorming sub-meetings attended by different employees from different levels; actually, I consider this as advantage in our (2014-2016) strategy. First, we trained on the BSC, and we work to enhance our knowledge through intensive readings on this topic, and looking for others experience. Every manager and head of divisions, determine in which dimension will contribute more, then we make priorities to focus on, for me the most important perspective is the “development and growth”.

... We are practicing the BSC repeatedly and we are more experienced now, if we look for (2014-2016) comparing with the pervious strategies execution.

The researcher (Question): how you determined the PI and the targets?

Interviewee (Answer): One of our success factor of implementing the BSC was the brainstorming meetings including the knowledge and experience transformation in these meetings. We benchmark others experiences (ideal targets and standard PI) but we acclimate it with our private environment and benefited our history and experience. Some of PI are following international standard, for example, time release of goods. Therefore, these PI's and targets have been included, and we added our part, our private work on the matrix. In the development and growth scorecard, we focus on the PI that will clearly describe the results (outcomes) of objectives execution and implementing the new methodologies in human resources management. For example, employee satisfaction, employee productivity, employee retention, manager satisfaction about their employee performance, training reward,

team working, creativity... etc. as a directorate of have 16 written methodology describing our processes.

The researcher (Question): from your perspective, there is a level of flexibility of implementing the BSC, altering or eliminating the PI's or freezing some objectives.

Interviewee (Answer): for the PI's, its tow part, some are standard on international level you cannot edit or alter them, and some is private on JC level, so we are choosy in the second part.

... Starting from the strategic objective “increase employee efficiency and effectiveness”, we build our HR development plan, guided by the specific PI. In this action plan, we go in-depth to declare our methodologies and trends to achieve our targets, some PI are combination of group of PI's. There is core PI served by sub-PI's. Therefore, in this plan we declare everything in the right and clear way. In addition, JC training center disconnected managerially from the HR directorate, but in our plan, we take in consideration the training processes and outcomes, and the required training programs, but the training as training executed in the training center.

The researcher (Question): there is any PI outcomes, indicated you to focus on specific case, in other words help you in the decision-making process?

Interviewee (Answer): yes, when we evaluate the “employee satisfaction”, the study results shown that the minimum satisfaction were on “rewards system” and “training”. When we look for the results, it was confused because JC has separated training center and high budget for training, so we analyzed the reasons; one of these reasons was a deviation between the training plan and plan execution. In addition, a high-level committee generated to evaluate the completely training process, including training outcomes, courses outlines, trainers, and budgets, and develop advanced training programs if needed. We captured the value of this trend, on the total employee satisfaction and exactly in the training section.

... Therefore, at the result, employee satisfaction studies guide us to make decision, and follow correction or development procedures to perform well.

Another example, employee retention. A year evaluation results, shown low level of employee retention, the study results divided into two reasons for leaving, the first one was a normal retirement, and the second one was demission. Actually, with the retirement it was not problem, we caring more about the demission and we look for the reasons. Another reason pressure the employee retention was the social security law. I should mention that these reasons were out of our control, so we improve the internal environment and working on the reward system so the retention percentage increased.

... Every 3 months we evaluate our progress in the action plan execution, and every 6 months we evaluate the execution of JC strategy connected to the action plan.

... Because of the balanced framework in the BSC, different employees from different levels are involved in the processes, so in (2014-2016) we captured a high level of employee involvement.

... Every study we made in our directorate, at the end there is managerial implications reflected in bunch of procedures to improve the results.

The researcher (Question): if we compare the organizational performance of (2011-2013) and (2014-2016), how implementing the BSC effect the organizational performance?

Interviewee (Answer): first, JC performance improvement coming as a combination of all working systems, not only the BSC. From my point of view, the BSC mainly benefited the JC by “diagnose the problems”, the analysis done in the right way, determine our objectives in the right way, and measure the progress rightly. On the other hand, JC’s strategy built and focused on all aspects, customers, employees, internal processes, environment, and revenues. In addition, the semiannual evaluation of our progress, the existence of all of these practices improve the performance and indicate us to diagnose the problems and working to move systematically. Before

when we declare the strategic objectives it were not balanced as what we see now especially in (2014-2016) strategy.

Interviewee: ...we are working on a project to connect the employee performance indicators with the organizational performance indicators. Using specific employee appraisal system (by declaring a ***performance agreement*** between the employee and the manager), and objectives-oriented management system (management by objects). In addition, we are working to improve our culture and inject specific knowledge between the employee and the manager, by building these agreements, trained the *employee to build his/her action plan* for the coming year, and connect the employee performance outcome to the organizational performance outcomes, the result should reflect positively the whole organizational performance. All these practices built our ***differentiation culture***.

... Implementing the BSC give us the ability to trace the daily actions, starting from the strategic objective pass by the sub-objectives going down to the actions. Our work now with the employees to build a knowledge of objectives-oriented management practice and give them the skill to construct their own actions plan.

The researcher (Question): did revise your initiatives, add, alter, or make any correction through the execution, and what about initiatives direction (top-down, tow direction)?

Interviewee (Answer): all the initiatives determined to help us to achieve our objectives, the shape of these initiatives vary starting from benefited the working projects and systems, ending by declaring new initiatives to stimulus the achievement of specific objectives. For example, holding specific training programs. The initiative direction was in tow direction top- -down. The committee that preparing the final copy of our strategy included 20 employees from different positions and including a technical employee from the customs houses.

.... the questions in “employee satisfaction” survey investigated the level of employee satisfaction about appraisal results, training outcomes and participation, employee satisfaction about the organizational performanceetc.

... When you ask the employees if they are proud to be in JC, they will answer yes. Actually, we have a loyal employee.

The researcher: I asked this question, and they answer without thinking yes, regardless of any external judgment.

The researcher (Question): can list the main benefits of implementing the BSC as a performance management system in JC?

Interviewee (Answer): as I told before, the main benefit from my point of view is “diagnosing problems”. In addition, the high level of employee involvement from all levels, creating a *collaborative environment (team-working)*; because every directorate *know where to contribute* and there is a cause-and-effect relationships showing that if I did my job correctly, and the others did it correctly too, finally all of us will success.

... the PI targets should be challengeable, because first we analyze the historical data and making brainstorming to predict the outcomes, second if I know that this targets I can achieve it easily so where is the new thing here, I am cheating myself, the core is how to offer my best.

The researcher (Question): is the BSC flexible management system?

Interviewee (Answer): the BSC force you to work in certain pattern, but this pattern from my point of view is positive. Why? Because there is a culture in the governmental environment centralized on providing, always, a positive image about the unit performance. Now this attitude changed, we have objective-oriented system and focusing on all aspects. I found the BSC not fully flexible, but in a positive not negative way, there is high level of monitoring and controlling with clear cause and effect relationships.

... Regarding to the surrounding situations, after analysis sometimes we work to set targets lower than the previous year, increasing some PI or decreasing PI is not the

healthy practice, any amount set depending on studies and deep analysis and brainstorming meetings. Sometimes our environment force us to follow a stable strategy not growth. For example, customs revenues, training budgets...

... At this time, the comprehensive and clear image shaped, now we are working to make more and more improvements. In addition, we have systematic and plans for the next step. For example, management by objects, after implementing this system we should work to capture the value of this system on improving employee productivity, this will be our work for (2017-2019), our work in (2014-2016) was marketing this culture and building the base to capture the value.

... We need to work more to strengthen employee culture and support their knowledge regarding to strategic planning practices, not just the central department, we should expand this culture to include all customs houses and all employees. But I should mention that our employees' culture improved as very good level.

... JC next step after the success of this implementation, we should increase the employee involvement in the strategic planning processes, I guess we should follow stable strategy, but we should study and edit the PI itself and add the necessary PI.

.... In addition, as a governmental department, the hardest scorecard was the financial scorecard, regardless that JC has own budget and revenues, but our core value and our mission not to increase the revenues, JC operating to instill the commitment, awareness to community, facilitate the investments, so at the result all Jordanians benefited.

... We participate a workshop with the Holland customs, they have a core value and it has known from every one, "**commitment**", they know if every one respect and follow the laws and rules, the increment in revenues achieved by default.

End of Interview

Interview Transcription

M_ODD

The researcher (Question): how JC build the strategy, including the BSC as new approach?

Interviewee (Answer): Actually, JC seeking to adopt the best practices to get the best outcomes, the idea of adopting the BSC started as a suggestion from the strategic directorate, JC study this suggestion and depend on this we alter our strategic planning methodology and starting implementing the BSC. Why BSC? Because this tool sure that we will concentrate, work, and improve many aspects not concentrate on one dimension than another. Before adopting the BSC, we were concentrate on our core business proficiency; I mean just the internal processes. This system harmonized with national trends and modern management, to concentrate on the internal employees and the customer at the same time, it balanced the formula between the internal and external forces. Participating in king Abdullah II award, encouraging implementing the best practices and the modern management approach, when we work on the 5 dimensions of this award we combine and integrate our work with the requirements of the award, finally what is the most important is the outcome. Actually, implementing the BSC and participating in the award, developed awareness to have a *“balanced focus”* including the financial performance.

The researcher (Question): moving from using the BSC as a measurement tool to be an indication tool, how this affect the decision-making practices in JC?

Interviewee (Answer): regarding for decision-making practices, this system give us a comprehensive and balanced view about our performance with full control and monitoring, and with specific objectives and targets for every directorate in the department. Where the decision making come? After the evaluation and analyzing the strategy execution results, we categorized the performance level; if there is a negative performance or targets not achieved, we are looking for the reasons and working to solve any problem by any available way.

Interviewee... through practicing we earned experience and become more, let say, connected to the real and logical results. For example, employee satisfaction, you can see the study's results with a high level of satisfaction but on real, we can see that some employees are not comfortable and satisfied enough, so we revise the questioner through a neutral committee to build a new survey that cover all aspects to measure correctly the level of satisfaction. What reflect the real results, diagnose the problems, and solve it.

... Depending on these results and other resources, like observations, public media reports, and our governmental partners' reports, we move to improve our procedures and working to achieve high performance, in some cases we change our methodology, the way of managing this process.

The researcher (Question): if we look for the matrix at all, integrating the BSC with other management systems, did you find that is it beneficial for the organization, for example, employee productivity, organization image, even the organization culture?

Something I should mention, when I talk to JC employees, I found that they have a passion, not just loyalty for JC, no there are really happy and proud to be part of JC.

Interviewee (Answer): Actually, I agree with you, when you implementing any management system, benefits should be obvious for every employee at any level. The main benefits of implementing the BSC as performance management system are increasing the accountability and responsibility for every employee and manager. There is a high level of controlling and monitoring. Moreover, because it is a participatory process, every manager and employee are involved in it, they work hard to reflect their effort and honesty. In addition, there is a pattern created, that everyone working hard to achieve his or her targets and the positive performance is clear and admired.

... In addition, our employees touch the change, because every directorate manager working with the employees to present their performance in the right way, on the other hand, the employees see and feel that they are the main part in the creation value chain, where they contributing and working to achieve their daily tasks to finally the directorate's objectives achieved.

... Our relationship with customer improved, for example, if there is a complaint, it is will study by a committee and the final report presented to the general manager. Therefore, the employee communicate and perform with the customer in high level of proficiency, showing high level of commitment and transparency.

... Before 2008, none of this are exist in the required way of proficiency and effectivity, these new channels of communications, feedback, commitment, and improvements created our remarkable results.

The researcher (Question): how you evaluate the employee involvement level in all strategic processes, including the BSC?

Interviewee (Answer): high level of involvement, now our employees are engaged in every step, starting in building our vision, declaring our objectives, and going down to the action plan. For example, all employees at all levels view JC vision and mission, and we ask for any suggestions to enhance it or present it in the right way.

... In addition, we have team-works containing group of directorates' managers and customs houses' managers, working periodically to review, revise, and alter JC work, making any correction for process or procedure, finally to maintain and improve the performance. Actually, our team-works considered as a complimentary structure working side by side with the main structure, without these teams we cannot perform in the right way.

The researcher (Question): ... commenting on the structure type, do you think that the matrix structure will be beneficial more for JC than the hierarchy (vertical) structure?

Interviewee (Answer): ... on real, our structure is organic, with high level of mutual adjustment, including many cross-functional teams. I will be honest with you, this structure like a sign in every organization, which describe the communication and responsibilities lines in the organization. This structure support maximum 60% of our internal processes, the left performed by teams and committees. A sensitive example, a committee to solve the "customs value disagreement cases" responsible

on solving the disagreement on the goods value between the company and the customs house, the results of this committee reflect the customs revenues, customer satisfaction, and social justice.

The researcher (Question): back to the BSC, can you mention the benefits of implementing such system (as strategic and performance management system)?

Interviewee (Answer):

- Create awareness for the strategic planning; now managers consider this approach as part of their responsibilities.
- Increase the level of managers and employees involvement in strategic planning.
- Implementing the BSC and the new strategic planning methodology affect our culture, there is continues learning-loop, commitment, improvement feedback cycle, and a differentiated culture created. Now we have organized culture to catch the value.
- Supporting the teamwork spirit, if we work together we will win.
- Increase the level of customer and employee satisfaction level, by concentrating on the relation with our customers and employees. In a governmental department, satisfaction is challenge but it is on the top of our priorities. If we improve the satisfaction level 1 % it is progress, because we are dealing with a customer has initial attitude that they do not like customs, “taking our money”.
- Improve our internal processes and improve the response time.
- Create a new image of JC department (more friendly and flexible) without affecting our core values.

The researcher (Question): if we compare (2011-2013) and (2014-2016) performance, how you evaluate the organizational performance?

Interviewee (Answer): very good performance, on scale of (excellent, very good, good, poor).

The researcher (Question): there is integration between the BSC and risk management approach?

Interviewee (Answer):... as scenarios management (plan A, plan B) we did not reach this point. But we have the risk management matrix, we determine the risk level of every sub-objectives and targets, we analyzed what are required to achieve these targets and determine the boundaries that prevent us to achieve the positive performance, even we go to the operational level working with the directorates to determine the risk on action plan level. Actually, I can evaluate this matrix as mature enough to cover the risk management concept, but not optimal.

... Now our IT directorate working to develop a software as a business intelligence system, I guess such software will improve our analytical skills and provide clear indicators to help us to predict the future performance.

... The existence of qualified infrastructure, culture and knowledge, and the top management support for the best practices, give us the opportunity to improve ourselves and operate to give the best outcomes and create value. However, sometimes there is external issues may slow down the performance.

End of Interview

Interview Transcription

H_QD

The researcher (Question): the directorate action plan, connected to JC strategy, including the BSC, as quality directorate how you build your plan connected with the strategy and determine the PI and targets.

Interviewee (Answer): regarding for the initial implementation of the BSC, I do not have a lot of information about the beginning processes. I was in Information technology directorate, I worked as a full technical, when they determined the PI before, and they did not have deep knowledge about PI shape and the formula to calculate the progress. From my point of view, the PI should have specific characteristics, not just a number or percentage. It should represent and measure specific amount, and it is must to determine the inputs of progress formula to control the whole process. For (2014-2016) the process developed.

.... In our strategy now, we can find mix of performance measures and indicators, some PI can be a KPI. After practicing, for (2017-2019) we should work to revise the past PI and targets and we should make deep analysis to determine the right targets and not exceed the expectations. For the coming strategy, we should be more and more specific, reshape the PI. On the other hand, there is a key performance indicator should have the high priority to focus on, and should declare all inputs in PI formula.

... In addition, job turnover help me personally to develop the strategic management knowledge, but on the other hand limited my technical experience in information technology.

The researcher (Question): how JC choosing the initiatives to achieve the targets and of course the strategic objectives (top-down, tow direction)?

Interviewee (Answer): the initiatives coming in tow direction, our employees have a proactive spirit, and they suggested many initiatives to support the objectives execution, but sometimes there is limitation of execution especially in the governmental environment, or extraordinary issues emerging and limited the progress.

The researcher (Question): as JC employee, did you find implementing the BSC is beneficial and indicate the decision-making, for example, from development and growth perspective?

Interviewee (Answer): yes, there is improvement, but still we need to work more to enhance the work environment. For example, employee satisfaction study revealed that the building need enhancement, they response and make some enhancement.

The researcher (Question): evaluate the employee involvement in strategic planning, including the BSC

Interviewee (Answer): it is very good; it is about 70% - 60%. Now the employee feel that he is ***part of decision-making***. Actually, we are moving from being managers to be leaders.

The researcher (Question): what is the level of integration between the BSC and the risk management practices and BI?

Interviewee (Answer): not full integration, because we are a functional and sensitive department, our work is complicated, so to be optimal in everything will not happen quickly. We need to practice more, and gain the knowledge to predict and face the risks. For the business intelligence system, we are working on this system, it should generate dashboards and used as an analytical tool.

... I encourage the BI trend, if the IT can generate dashboards reports it is a big step forward.

The researcher (Question): what is your evaluation of the organizational performance, level of improvement, comparing (2014-2016) with previous years?

Interviewee (Answer): 70% improvement level, it is very good. There is improvement in many aspects, and the employees captured the value of these improvements, especially in the last 3 years.

Interviewee: ... regarding the project management, we have many projects and programs so we should build PMO, for better controlling and monitoring of the execution.

... For MBO (management by object), from my experience, I worked with employees liked the routine technological tasks, and some were proactive like the un-routine tasks-managerial and dynamic tasks. I gave my team the freedom to determine their paths and trends. I investigated the employee desires to build an agreement with them for best achievement of our task, and determine the task completion time. One of these employees was objective. Some of these employees want to perform a managerial work, but they did not success. So after this experience I decided where is the fit place of my team members.

... In addition, I guess if the strategic unit inject a high-qualified employee (communication officer) from every directorate to follow the completely process step-by-step it is will be a good step, an official officer.

End of Interview

Interview Transcription

M_RMD

The researcher (Question): how JC build the strategy, including the BSC sub-objectives, PI and targets?

Interviewee (Answer): first, there is committee to craft our strategic objectives, and then every directorate determine in which objective it's contribute from the four perspectives, depending on this the directorate prepare the action plan. In our directorate, we have three divisions, the first one working in determining the customs tracks (green, yellow, and red), depending on risk level. The second one considered of "golden list" companies, which have customs facilities depending on JC law and conditions. The final one is "auditing division" considered of auditing the final customs declaration. So depending on our core business and processes, we can determine in which objectives we are contributing, declare our sub-objectives, and prepare our action plan depending on it. As risk management directorate, we contribute in "increase the customer satisfaction", "increase customs revenue", and "simplifying work procedures". We determine the performance indicators depending on our core business connecting with JC strategic objective. In addition, our scorecard is flexible; you know the extraordinary political situations around the country. For example, some targets changed because of the Syrian war, some objectives freeze because of emerging of new trends or uncertain situation. Our prediction power improved year by year.

Another example, in the last year we make a change on a performance indicator kind (what PI describe and to measure). My team in the "golden list" division worked on 12 companies, to check if these companies deserve to enter the golden list and benefited the customs facilities, just (5) companies could enter the list. The target was (7) companies, so if we look to the situation we could not achieve the target, but in real, my team worked so hard on (12) companies, but these companies did not deserve to be in the list. The result of this case was edit the PI and the target itself in

the next year to be “the number of analyzed companies” not “the number of registered companies”, to prevent fault estimation of our performance.

The researcher (Question): aligning initiatives with strategic objectives, is it come from the top management level or from employees, or it is in both direction?

Interviewee (Answer): in both direction, actually my team is a proactive team. We have many suggestions to improve the performance in collaborating with other directorates. One of the suggestions is “the golden list”; JC is the sixth country in the world and the first Arab country that implemented the golden list that facilitate the customs services for the registered companies.

Another example, an initiative from our directorate “processing before arriving”, this initiative study and audit all the documents of the shipment before the goods arrive the country(Aqaba and the airport), this initiative contribute in our strategic objective “decrease customs declaration time” and “ reduce time release of goods”. It is one chain if we want the ideal outcome, every piece should be in the right place and shape.

Another initiatives contributing in achieving our strategic objectives and sub-objectives, is “single window”, this initiative facilitate the work on customs declaration between JC and JC’s Partners (public security, Jordan food and drug administration, ministry of environment, ministry of health...). All the partners working together at the same time to finish the customs declaration and test the goods if it is compatible with the laws and policies.

The researcher (Question): moving for another area, “Employee involvement” in strategic planning processes including the BSC approach, for how long you describe JC employee involvement level in this process?

Interviewee (Answer): high level of involvement, in every step. Every head of division held a brain storming meetings, to build our action plan and determining the PI and targets and align the initiatives.

The researcher (Question): About risk management part (having plan B) in JC strategy, how JC practice this approach connecting with the BSC?

Interviewee (Answer): I do not have a lot of information about this part; we have in JC “crises management” division responsible on preparing a supplementary plan for any uncertain situation (plan B). However, implementing such system improve our prediction abilities.

The researcher (Question): now JC working on connecting “employee performance evaluation” with the “organizational performance evaluation”, how you evaluate this trend?

Interviewee (Answer): of course, it is so beneficial, because the employee is the milestone of any organization performance. If we connect the employee appraisal system with the performance management system (the BSC), the employees can see where their effort resulted. They are our real assets. In this stage, we can trace easily our strategic objectives to the daily tasks, by our sub-objectives. Therefore, the monitoring and controlling power increased, and the improvement chances increased radically.

The researcher (Question): if we compare (2011-2013) and (2014-2016), for how long JC organizational performance been improved?

Interviewee (Answer): more than 50% increased, we can capture the improvement in many aspects, on the operation level, employees’ satisfaction, and on the whole organization performance results.

The researcher (Question): what are the benefits of implementing the BSC?

Interviewee (Answer): Actually, it is beneficial and disturbing somehow. The BSC give us the ability to control and enhance our performance. On the hand, we find it not flexible, because there is a high level of accountability. Encourage the emerging of “the image”, every directorate seeking to achieve high level of performance and avoid any negative performance.

Interviewee: ... we get experience year after year. There is suggestion to make the targets in range, to give the employee a comfortable feeling through the work. Of

course, the specific amount create a challenge and sometimes it is exhausting, in some cases we are working hard and being experienced with same cases, so we exceed the expectations, in the evaluation the results shown as “unreliable estimation” but it is not. If the employee feel that there is a flexibility in working to achieve the targets, he will be comfortable. I guess the strategic unit working on debate to improve the framework. In addition, we put the targets depend on studies and analysis but sure there is uncertain situation can emerge any time.

End of Interview



Interview Transcription

E_SID

The researcher (Question): first, why JC adopted the BSC, I mean how they decide that this management system is beneficial for us?

Interviewee (Answer): “JC seeking always to follow the best practices either in managerial or technical fields, JC working to be on the top. We benchmarked some strategic planning techniques in customs departments in several countries in the Middle East and internationally, to see what they achieve and how they get high level of performance. After these studies and researches, JC started using the BSC. We move from the traditional view of measuring the organization performance depending of the financial measures and specific measures , moving to implement a tool that give us a comprehensive view of our organizational performance including our employees perspective, the internal processes, and creativity & development and growth dimension.”

The researcher (Question): from the beginning, how JC decided that this performance indicator is the right one, did you follow the generic measures or they benchmark other customs departments PI?

Interviewee (Answer): about benchmarking, we benchmark “Dubai” experience, but we did not take everything because we have a different situation from others, but “Dubai” is a leader in strategic planning and every one want to follow their convoy. However, when we decided about the performance indicator we taking in consideration the core business of JC because we sensitive technical department. I should mention that after practicing BSC designing and implementation, every period they revised the framework, PI, targets, making any needed editing, and enhancement. It’s a healthy practice. I can say that in 2014-2016 strategy the work was perfect not 100% but much better than 2011-2013. You can imagine the level of pressure through building the department strategy, because we have in Jordan a

political and economic stability but our neighbors fall in wars and economic crises. So we should be aware of what can happen and be ready for any uncertain situations.

The researcher: ... through my meeting with others, they reasoning that they could not achieve some targets because of the argent issues around the country.

Interviewee: “if we are perform in ideal environment, no one will have a problem. But these situations force us to be more flexible to move forward, to achieve our goals. The organizational performance is a combination of business processes performance, so if everything achieved in right way, the result should be satisfying everyone.

For example, “the customs revenues” affected by the war in Syria, Jordan was the transit gate from Europe to the gulf countries and versa. So this situation is out of our control, but for the next years we should be alert and prepared for such issues.”

The researcher (Question): aligning initiatives with strategic objectives, is it come from the top management level or from employees, or it is in both direction?

Interviewee (Answer): “in both direction, of course, the top management and the strategic planners have a comprehensive overview about the department and the policies in governmental work, and the way to achieve the objectives. But the technician knows better about his/her work, I mean some initiatives come from these employees, and these initiatives help effectively to achieve these objectives and targets, because it’s come from the responsible of the achievement. JC did not ignore these initiative, we are team.”

The researcher (Question): if we compare (2014-2016) and (2011-2013), what is the development in constructing and implementing JC strategy including the BSC?

Interviewee (Answer): “(2014-2016) it has become more flexible and we practicing more. Nothing is rigid or standard; it is the common status at all, these days. “

The researcher (Question): There is suggestion to make the targets in range, not specific number or percentage, to control as much as they can the achievement, what is your opinion about this suggestion?

Interviewee (Answer): “I do not know about this suggestion, but when we determine the targets in collaborating with the responsible managers, so if there is any risk appeared after the analysis they should be aware of it. So if there is an extraordinary issues or situation we take in consideration that when we measure the performance.”

The researcher: What I mean at the end of any strategy execution period, as a department you should take your lesson from past performance and then continue for future, like to be fixable in targets.

Interviewee: “Of course, we take our lessons, the proof is we make analysis for every PI and determine the targets. But for this range if I give them a wide range to be achieved this is not flexibility, this miss planning, weaken in estimation. When we evaluate the final performance, we take in consideration any extraordinary situation. Nothing is crucial or rigid, but on the other hand we have objectives to be achieved.”

The researcher (Question): moving for another area, “Employee involvement” in strategic planning processes including the BSC approach, for how long you describe JC employee involvement level in this process?

Interviewee (Answer): “for (2014-2016) the strategy draft was available for all employees at all level on our “customs encyclopedia”- JC intranet, before approving the final plan, we made another meeting with the managers to revise it and make any adjustment. Going back for employee involvement, in preparing JC strategy the level of participation from employee side is low, but some employees are proactive, I mean they may spent a lot of time to follow any development and sometimes crafting good initiatives. On the other hand, the managers and head of divisions working side by side with their employees to prepare the action plans for every directorate, linked with JC strategic objectives.”

The researcher (Question): connecting the BSC with decision-making practices, did find the BSC beneficial in decision-making and can you give me example?

Interviewee (Answer): “I do not have specific examples, but at the end of performance evaluation, we make recommendations for the top management about many aspects, some of them to improve the performance and some to implement specific programs and enhance another.”

The researcher (Question): how you evaluate the BSC implementation in JC effecting the organizational performance, comparing (2011-2013) and (2014-2016)?

Interviewee (Answer): “first, now we practicing the modern “decision-making” concepts. Now when we say, “Decision” it means decision based on analysis, measures, and indicators. It includes majority of modern management system concepts, like decentralization, work procedures simplification... etc.”

The researcher (Question): now JC working on connecting “employee performance evaluation” with the “organizational performance evaluation”, as employee in JC, how do you find this beneficial?

Interviewee (Answer): yes we are working on this, from my perspective as JC employee this practice will show me for how long my performance contributing in the organizational performance. I am contributing to achieve specific strategic objectives, which is “developing the work procedures”.

The researcher (Question): About risk management part in JC strategy, how JC practice this approach connecting with the BSC?

Interviewee (Answer): “We analyze the objectives and PI and determine the risk level of every indicator, and we are working to follow proactive procedures to prevent the potential risk.”

The researcher: if I will try to categorize JC implementation of the BSC, JC exceed the “measurement” stage to “Indication” stage even you are preparing to the “Intelligence” stage.

Interviewee: now the IT division working on business intelligence system.

End of Interview

Interview Transcription

H2_SID

The researcher (Question): first, why JC adopted the BSC, I mean how JC decide that this management system is beneficial

Interviewee (Answer): we start practicing the BSC since 2007; synchronized with strategy of (2008-2010) building, strategy plan period is 3 years. The whole idea started after twinning agreement with the Italian customs department, they were practicing the BSC already, so they suggested for us to implement this system. The Italian customs trained us, and then we start our learning and development cycle. For (2008-2010) strategy, we started as initial implementer, with four dimensions, how to determine the sub-objectives and determine the performance measures.

The researcher: ... But you directly used the label “performance indicator”, I mean from JC archive document, you started the implementation as performance measurement then it developed to be performance management.

Interviewee: yes, but it was the initial experiment. Now it is mature.

The researcher (Question): before 2008, how JC evaluate the organizational performance?

Interviewee (Answer): for (2005-2007) strategy, we have the strategic objectives and performance indicators on the objectives level to evaluate the performance, but our system it was like “quality management” system, concentrating and making the huge attention for our internal processes, and this responsibility was for the quality directorate. Now all strategic processes and planning are the responsibility of strategic directorate. Something I should mention, since 2001, we started participating in the king Abdallah award, from the beginning, they trained us and the awareness about customer and employee relationship started. If we look about JC 2001 strategy, you can see that our objectives considered about customer relationship and employee efficiency, but it was not mature as these days.

....So these two experiences before implementing the BSC prepared the infrastructure and the requirements to a successful implementation, with a balanced framework, organized, and comprehensive view of performance. Now the BSC is one of decision-making tools.

The researcher (Question): so JC used the BSC a decision-making tools, can you give me examples?

Interviewee (Answer): actually, after adopting the BSC a high level of commitment detected. BSC as a decision-making tool examples, I can give you exactly from our strategy, tracing the Internal processes perspective, the sub-objective “reduce time release of goods”. We are measuring two times, ***the progress time***, starting from the moment of arriving of goods at border crossing point until the declaration finished from JC side. ***The release time***, the time taken by our partners to finish their work to the moment of exit of goods away from customs territory. When we build the performance indicator for this objective, the PI related already with the international customs indicator target and the regional countries indicator target. I mean, there is a standard PI should every customs department measure it.

At the end of every evaluation period, we measure and analyze the results, the recommendations from these studies may recommend correction or improvement procedures, or if we in the preparation of our strategy for the next period it is recommending edit or alter the target of the initiatives. In 2015, a report from the World Bank (doing business), addressed that the JC, Aqaba customs house improve the performance, in “time release of good”, and moved four steps forward.

... In addition, now the BSC considered as a guide indicate the department where to go, on which part we should focus to enhance, and maintain the positive results.

The researcher (Question): JC is part of the World Customs Organization (WCO), and there is periodically report to evaluate JC performance, the existence of external party that assess you make some kind of pressure, are you agree?

Interviewee (Answer): yes, but in positive way, because this pressure creates high level of motivation and commitment. The WCO evaluate the differentiation sectors

in JC, where we make a remarkable development. Actually, when the internal environment see their effort results coming in high level of recognition that what creating and later maintaining our differentiation culture.

The researcher (Question): determining the PI, you take the standard PI from the WCO and add some PI depend on what?

Interviewee (Answer): depend on our strategic objectives. Yes, there are the genetic or core PI that every customs department should take in consideration, and then add the PI regarding for our internal environment.

The researcher (Question): regarding to JC strategy, through preparing your strategy did you decide a strategy theme or type; I mean a defensive, growth Etc.

Interviewee (Answer): First, when we analyze our strategic position, we use SWOT and PESTL analysis, I agree with you cannot define a specific strategic theme in the whole strategy, but it near to be growth strategy. Why? Because on the directorate and customs houses level, you can find strategic theme, every customs house has special conditions; we operate in the Middle East. For example, in “Jaber customs house”, you can see a retrieve strategy type, because of the war in Syria. In other, you can find stability or maintain the position. It depends on the customs house conditions. Even if we look to our initiatives in the four perspectives, we clearly can see different type of strategy depend on the situation. For example, development and growth perspective, all strategies are growth strategy.

Interviewee: ... in the customer perspective, one of the inputs to declare our objectives is the complaints committee results, depending on studying the complaints from our customers we decide which service should improve, simplify any procedure, or making any action will satisfy our customers . In addition, customer satisfaction studies.

... Now we are working on determining a PI on the process level, every process should have clear and specific PI to measure and trace the performance. For example, the effectiveness of customs processes and procedures in the customs houses.

The researcher (Question): aligning initiatives, is it (top-down, tow direction)?

Interviewee (Answer): it is in tow direction. Some initiatives coming from the top-level management, depends on national policies or projects, and some initiatives come as suggestions from our employees to improve the performance. Customs risk management directorate”, “information technology directorate and “communication directorate” are the main proactive directorate, because they keep updating and looking for the best practices from the WCO to adopt the best practices and improve the performance. Some directorate working to enhance their performance and avoid any negative performance.

The researcher (Question): you told me that JC working on building a PI matrix on the job/position level, the next step will be connect this matrix with the organizational performance

Interviewee (Answer): we are working in systematic way with full integration with the HR directorate. For example, every directorate build its action plan, and every position has a pre-determined actions and tasks, so as a draft every directorate should declare the PI for every position inside the directorate connected with the action plan, which is already connected with JC strategy, and then the HR will study and analyze these PI to determine the final matrix. The result should, full-integrated strategic system.

The researcher (Question): there is integration between the BSC and risk management system, and BI?

Interviewee (Answer): yes, we built the risk matrix for the year (2014-2016), now it is in the implementation and sure development and improvement stage. For the BI, the IT developing a system as analytical tool to help in the analysis and prediction processes.

.... Something I should mention here, we have a huge data warehouse, all the historical data are exists in our databases (ASYCUDA, e-views). Therefore, our employee in the statistics and studies division, generate the initial reports to help other directorate to predict the future performance and determine the targets, taken in

consideration any external issues can affect our performance. The core of BI practice is exist, but sure, with these huge data we need technological tool to help us. For example, predict the “customs revenues”, depending on historical and specific data from our database we can predict the revenues.

The researcher (Question): evaluate the level of employee involvement in the strategic planning processes, including the BSC. Did they accept the high level of accountability?

Interviewee (Answer): employee involvement level is high, if you ask any employee to trace his/her daily tasks, starting from the action plan going up to the strategy, they can and they know where they contribute to improve the organizational performance, maybe the employees need advanced training in this field, and we are working on this part.

... Our employees exceed the accountability attitude, now we moved to the differentiation attitude, actually the most benefit of implementing such strategic system, with integration with other systems, is the creation of the differentiation culture, there is a high level of recognition for the positive and unique performance, the reward scheme, the organization image (especially after the king Abdallah award)... etc.

... All of this support the JC differentiation environment.

... In addition, we create awareness for the performance management practices and strategic management planning approaches, how we did this? When we started taking training in these fields and started our learning-cycle, we as strategic directorate involved employees from other directorates to be up-to-date about our work, and help us to build the path successfully from the beginning. Our methodology in “strategic planning skilling and training” including the BSC, we started by the managers then head of divisions then all employees. Now we finished the managers’ level, 90% of head of divisions’ level, and 10% of the low level “employees”.

The researcher (Question): how implementing the BSC effect the JC performance on scale (excellent, very good, good, and poor)?

Interviewee (Answer): it is very good. We cannot say that our performance is excellent, we let the others said that. Moreover, every external party can see the international and national reports about JC. For example, doing business reports, addressed the JC efforts in facilitating the trade across the borders. Regarding to these external reports we compare our internal evaluation results and the external evaluation results. In a year, I guess 2011, the doing business evaluation report show conflict in the same PI with our internal evaluation, so we communicated the World Bank to investigate this result and work to diagnose the problem and solve it. In the report, they mention that the “customs clearance” cost JC 14 documents, on the reality, it just seven documents, then a committee from the World Bank visited the JC department, and discussed the report with us, and finally they edited it, because they did not check these documents from the JC side. In addition, the report had recommended correction procedures for JC, we study and analyze these procedures and follow it if it possible.

Interviewee ... depending on progress evaluation scale, we have clear range to determine the positive, negative, risky performance, and the unreliable estimation of the targets, and the evaluation results are published, every employee can see the results. Therefore, the general manager follow up the directorates with the negative performance, to diagnose the reasons and determine how to improve the performance. Part of our self-learning approach, in (2008-2010), just we have the positive and negative performance (-50% +), later for the next years we alter the scale as is today, and the estimation and prediction skills improved.

... The most benefited value from the strategic planning practices, including the BSC, is cause- and – effect relationship, its indicate us to catch the errors and work to fix it quickly. In addition, concentrating on the development and growth dimension, and connecting the individual performance with the organizational performance, by clear track and specific operational objectives and targets.

... If we compare the internal environment before 4-5 years by these days, you can easily capture a bunch of values created on many levels. Now we have high loyal employees, not just because of our internal motivation climate or reward scheme, but when these employees go outside the department, for example participating a training course, they can see the JC bright image, feel proud because they working with a leader department implementing the best practices, and the JC benchmarked by other governmental departments.

... Now we are working to build a full-integrated strategic management system for the next years, combining all of our efforts in the JC.

End of Interview



Interview Transcription

H_SID

The researcher (Question): first, why JC adopted the BSC, I mean how they decide that this management system is beneficial for us?

Interviewee (Answer): as a performance measurement system, the performance indicators measure the performance of our strategic objectives. We build the scorecards, the performance indicators, and the targets through a team combining the directorates' managers and some customs houses managers.

The researcher (Question): The four perspectives sub-objectives come from JC strategy objectives.

Interviewee (Answer): yes, for example, in financial scorecard the objective, "increase the customs revenues" differentiated from JC strategic objective "increase customs revenues", and there is responsible unit working to achieve the objective.

The researcher (Question): did JC see a positive effect of implementing the BSC on the organizational performance?

Interviewee (Answer): first, this system providing a specific report of what I did and what not, this if I use the measurement outcomes, but we can use it to direct us to investigate the reasons of achievement level, if we achieve the targets or not. For example, increasing the customs revenues by 5%, we could not achieve this target after this we work to diagnose the problems and work to solve it out and avoid this low performance for the next period. However, the majority of these reasons are external not internal, exactly the political situations in our neighbors and sometimes laws and policies on the national level.

The researcher: There is a lessons learned from this practice, can you address it?

Interviewee: For the situations under JC control, we can adopt initiatives to push the performance for high level, but for extraordinary situations sometimes, we just freeze this objective, I mean like the war in Syria. There is a lesson learned here, is about

not exceed our expectations and targets, and collaborating with our external partners to achieve our goals, like the Jordanian petroleum company.

The researcher (Question): What are the inputs to determine the targets?

Interviewee (Answer): first, we have a qualified teamwork, and this team analyze JC past performance for the same PI, and then determine what is the proper target.

The researcher (Question): from the beginning, how JC determined the PI in every perspective?

Interviewee (Answer): there was a teamwork generated for this purpose, they worked on building the initial scorecard. We use core indicators that been used in any customs services department, and we add some indicators regarding to our core business as Jordanian customs department.

The researcher (Question): through the revision of JC work, if you find that some indicators not reflecting a useful image of performance, did you eliminate or edit this indicator?

Interviewee (Answer): of course, after every evaluation period of our strategy we investigate the scorecard at all and edit, add, or eliminate any unhelpful part. For example, we edited the PI itself, the targets, or the initiatives, and sometimes the formula that calculate the progress. Just the core PI that we can find it in any customs services' department in the world is crucial. At the end of every evaluation period, we illustrate the negative, positive and low performance, and if there is unreliable estimation, so we analyze the actual and past performance to build the next scorecard in the right way.

For example, the directorate with a negative performance informed to look after the reasons, if it was because of lack in planning or execution, the initiatives to achieve the targets, or low performance from the employees.

The researcher (Question): how you evaluate “Employee involvement” in the strategic planning processes at all, and specifically in the BSC construction and implementation?

Interviewee (Answer): for strategy execution or BSC implementation, JC's employees are the driven, it is their work, but if you ask about building the strategy and the BSC, we have communication officer in every directorate working with the strategic unit to build, edit, evaluate, and follow up the strategic processes at all. I mean there is a specific employee responsible to coordinate with us to follow up these processes. Therefore, it is high level of involvement.

The researcher (Question): the initiatives direction (top-down, tow direction, or down- top)?

Interviewee (Answer): some initiatives suggested by the BSC teamwork, some initiatives coming from employees, so it is in both direction top-down.

The researcher (Question): as JC employee, did you find implementing the BSC is beneficial, for example, from development and growth perspective?

Interviewee (Answer): before I came here to strategic unit, all of these practices about strategic management and planning are coming in the second place for me, actually not just for me it almost for everyone, I mean these aspects coming in the second place because first our work is technical, and second we did not connect the final outcomes with our plan. Now the image is clear, we put objectives, measure the progress, and control the conditions, and finally everyone and I can see the outcomes linked with what we planned before.

The researcher (Question): can you mention example about some initiatives or procedures contributed to increase the employee satisfaction, because this indicator is the driven in development and growth perspective?

Interviewee (Answer): performance reward schema and there is another examples about financial rewards for beneficial and creative suggestions from the employees. And many examples that contributing in increase the employee satisfaction. This is the reward from controlling the whole chain of performance.

The researcher (Question): how long the BSC implementation effect the JC performance?

Interviewee (Answer): from my perspective the main benefit of implementing the BSC, is by providing a tool for development. If we put plans in the perfect way and begin in execution without a tool to monitor and control the outcomes, we will come at the end with crucial results no way for improvements or preventing the negative outcomes. But using a tool that can follow up and control the progress at every stage give us the opportunity to develop, enhance, and prevent negative performance to achieve our goals.

The researcher (Question): can we use the BSC as a prediction tool?

Interviewee (Answer): yes of course, through analyzing the past performance and look after the progress and negative performance drivers, we can predict what the most beneficial practice is.

The researcher (Question): how long the BSC integrated with risk management approach?

Interviewee (Answer): I do not have specific information about this approach, but risk management is part of our strategic planning, of course, for any extraordinary situations we should have plan B.

The researcher (Question): how long the BSC system integrated with business intelligence trend in JC?

Interviewee (Answer): we are at the beginning in this trend, but we seek to build a software providing dashboards and reports to analyze and predict the future performance.

The researcher (Question): what is the next step in the BSC implementation, from your point of view?

Interviewee (Answer): giving the BSC more authority, I mean in decision making, depending on the performance outcomes and results. Using the BSC as a tool in the decision support system. For example, we can use the BSC as a base to reallocate our resources and capabilities to support our strategy execution. On the other hand, if the

top management adopt such practice it will be easier to adopt and implement, I mean the existence of organizational culture and climate that supporting the creative ideas and can capture the value form any system, is the most important factor of success.

The researcher: Do you want to add anything.

Interviewee: There is an important issue in all of this, in governmental environment we have strategic planning and we are working to achieve a superior performance, but what we are looking to in JC is the healthy planning following the best practices, not just put a plan and work to achieve it. Its step forward to have a comprehensive strategic planning, pushing the organizational performance level to the top. Of course, we need governmental culture, infrastructure, and knowledge to support these trends, but at the end, we will be the benchmark for other departments.

End of Interview

Interview Transcription

A_SID

The researcher (Question): why JC adopted the BSC, I mean how they decided that this management system is beneficial.

Interviewee (Answer): regarding for the initial implementation of the BSC, I am new in this unit so I do not have a lot of information about the beginning processes. But as a JC employee, I worked in different division so through my experience I was responsible on measuring and controlling some performance indicators as a part of strategic objective execution. For example, increase the customs revenues; I contributed in determining some performance indicators.

The researcher (Question): How you choose these indicators regarding to the division processes and objectives?

Interviewee (Answer): we held a brain storming meetings to determine the operational objectives, connected with the strategic objectives, and we working together to put the performance indicators. Of course, we have main indicators, but there is some indicators regarding to every directorate sub-objectives and tasks. After building the scorecard draft, the strategic unit revise, edit, eliminate some PI, and finally construct the BSC for all JC department.

The researcher (Question): if we take the objective “increase customs revenues”, how you calculate the actual and predict the value of PI (targets)?

Interviewee (Answer): we have a software called “e-views”, in our database we have the historical data since 20 years, and all financial and non-financial data are exist, including export and import processes. We analyze the previous data and generate some reports to help us to determine the targets. This is for the first part of question, for the second part, the actual performance, from the same software we can generate report about our revenues and then we connect this progress with the strategic objectives, finally we can know the actual performance.

Interviewee: ... all of previous tools help us to use the scorecard as an indication tool, not just a tool to measure the past performance. Of course, there are other inputs like international agreements, government's policies, and internal researches and studies. As result, JC have the ability to predict our performance, controlling the future performance, and reduce the risk from any extraordinary situations.

The researcher (Question): ... do you know some examples about PIs' targets not achieved?

Interviewee (Answer): yes in 2011-2012, one of the PI's target we could not achieve it, there was a lesson came from this situation, which was being ready for any uncertain or risky situation.

The researcher (Question): commenting on your debate, did JC integrate its strategy execution, including the BSC, with risk management approach?

Interviewee (Answer): we do not have full integration, but we are on the first steps. We build the risk management matrix for the strategy (2014-2016), but I guess the risk management division can ask this question better than I can.

The researcher (Question): how JC choosing the initiatives to achieve the targets and of course the strategic objectives (top-down, tow direction)?

Interviewee (Answer): the initiatives coming from tow direction, our employees have a proactive spirit, and they suggested many standing projects and simplifying procedures.

The researcher (Question): If I ask you about strategic planning, is it centralized or decentralized regarding to the level of employees involvement?

Interviewee (Answer): it is decentralized, of course, there is integration with the national and sectorial objectives and initiatives, but you can sure that the whole operation is collaborative process. Every one work from his place and contributing in achieving our strategic objective, and gain a superior performance.

The researcher (Question): as JC employee, did you find implementing the BSC is beneficial, for example, from development and growth perspective?

Interviewee (Answer): yes, there is a reward, from my perspective as 50% improvement.

The researcher (Question): how long the BSC implementation effect the JC performance?

Interviewee (Answer): Yes, there is a positive effect on our performance; I can say that the organizational performance improved min by 70%, comparing with the period before 2008. The Customer satisfaction increased, employee's satisfaction and the work environment enhanced, and many positive changes happened support the progress of JC.

Interviewee: from my experience in JC (20 years), the next step should concentrate on building a "***Trust channel***" between JC department and customers, which support the organizational image, through a bunch of enhancement on our procedures. Here I am not talking about satisfied customer; I am talking about trusted governmental department.

How we can do this? For example, in auditing directorate the main process is auditing the whole procedures, and discover if there is any mistake happened at any point. But what if one of our employees at the end of the year discovered that he/she made a mistake for a customer, regardless he knows or not, if we send him a message that we are apologize about this mistake and if he/she has financial right we pay for him/her. The result come in high level of trust, high level of accountability and monitoring, and show that we care as JC to save every customers' rights and high level of customer satisfaction. We can create a differentiated value for our customer.

We can start working on this trend from our "customer satisfaction" yearly study; we can add a question to capture the kind of procedures or actions that will support the trust between JC and its customers.

End of Interview

Interview Transcription

M_TAD

The researcher (Question): first, can you explain the main job of “Temporary Admission division”?

Interviewee (Answer): “In temporary admission division we are responsible for some special goods, raw materials, and machines, enter the country for special purposes, like big construction projects or opening big malls. These goods enter without customs or taxes and after finishing working on these goods and machines we follow up re-export them. If any of these goods stay in the country out of the allowed period or the owners want to keep them inside the country, here we should follow some procedures to collect the taxes and customs fees.”

The researcher (Question): So, your division contributing in collecting and increasing the customs revenues?

Interviewee (Answer): “yes, of course.”

The researcher (Question): in 2008, JC started using BSC as part of strategic planning processes and building the strategy. As a head of division, can you explain the processes of preparing division action plan, as a part of JC’s strategy plan, and building the scorecards of your division and describe “employee involvement” level in these processes?

Interviewee (Answer): “First, our action plan differentiated from our strategy plan. We determine what are the strategic objectives considered for our division and then we prepare action plan to achieve these objectives. For every objective, there are specific performance indicators determined after discussions and contribution with strategic unit.

For example, for every perspective and every objective we see how as a directorate can support and contribute the achievement of these strategic objectives. As I missioned before, our main processes contribute in encouraging the investments by facilitating the entrance of raw materials and re-export them as finished goods. Increase the customs revenues, is another objective we contribute in by collect the

customs fees and taxes after the infraction from any client. Then, we determine our sub-objectives from these strategic objectives, build the performance indicators for every objective, and determine the programs and projects that will help us to achieve our work.

About employee involvement, we made brainstorm meetings for all of directorate employees, to prepare our plans and our performance indicators and evaluate the past performance.”

The researcher (Question): How you determine the performance indicators and targets, is it flexible to edit and replace these indicators?

Interviewee (Answer): “first, we evaluate the previous performance indicators and past performance, and then we analyze if the targets are reliable then we determine how we can achieve it. Some time we edit operational objectives or we eliminate some performance indicators because it is not serving our objectives or we cannot implement it for some reasons. For example, we tried to decentralize the “production formula declaration” for customs houses, which can increase efficiency, reduce time expansion on such processes and simplifying these processes, and at the end increase the customer satisfaction. But because of high cost of this action we delayed this movement for the next years, so we freeze this idea until we can implement it in the right way.”

The researcher (Question): from the previous examples, can we describe JC implementation of BSC as an “Indication” tool more than “Measuring” tool?

Interviewee (Answer): Yes, we can.

The researcher (Question): for aligning the initiatives to achieve strategic objectives and targets, is it neutral, top- down direction, or in both direction?

Interviewee (Answer): “actually, in our directorate in every meeting with our employees, we trying to develop bunch of suggestions and initiatives in many aspects not just to achieve specific targets, some initiatives lunched for simplifying work procedures, increase customs revenues, and increase the productivity. After

generating draft document of these suggestions and initiatives, we study these options and if any is applicable we adopt it.”

The researcher (Question): BSC as management system, do you assess it as “effective” tool, I mean, did you capture real benefits of implementing such system?

Interviewee (Answer):” Of course, it is an effective system. Because we are too specific and clear now, every indicator we put it in the matrix we analyze it and we made some studies to determine the performance indicators and put the targets.”

The researcher (Question): measuring the progress in “Temporary admission” directorate indicators done by your employees only or there is monitoring from strategic unit?

Interviewee (Answer): “our employees measuring the progress in every performance indicators and the achievement level in the strategic objectives, but of course there is continuous monitoring and following from the strategic unit. In addition, every process is documented and open to account from the responsible parties, and the achievement level in every PI reflect the employee evaluation records “

The researcher (Question): so we can trace any process and connect it with the strategic objectives of JC.

Interviewee (Answer): “yes, we can everything is documented. Since 2 years, we are working to connect employee appraisal with the performance indicators and strategic objectives achievement “

The researcher (Question): what is the performance evaluation timeline (yearly, semiannual, quarterly Etc.)?

Interviewee (Answer): “semiannual, at May and December, but there is some targets we cannot measure it until the end of the year.”

End of Interview