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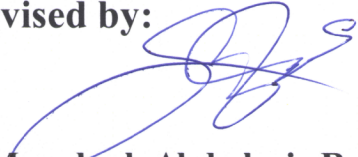
**A Proposed Framework for Application of
Balanced Scorecard to Increase
the Effectiveness of Common Assessment Framework (CAF)
“An Applied Study on the Egyptian Tax Authority (ETA)”**

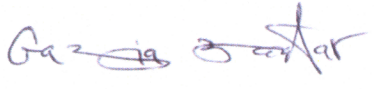
A Thesis
Submitted in Fulfilment of the Requirements for
Doctor's Degree in Business Administration

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قَالَ رَبِّ اشْرَحْ لِي صَدْرِي ﴿٢٥﴾ وَيَسِّرْ لِي أَمْرِي ﴿٢٦﴾ وَاحْلُلْ عُقْدَةً مِنْ
لِسَانِي ﴿٢٧﴾ يَفْقَهُوا قَوْلِي ﴿٢٨﴾

سورة طه : الآيات من ٢٥ إلى ٢٨

In the name of Allah, the Entirely Merciful, the Especially Merciful

[Moses] said, "My Lord, expand for me my breast [with assurance] ﴿25﴾
And ease for me my task ﴿26﴾ And untie the knot from my
tongue ﴿27﴾ That they may understand my speech ﴿28﴾

Taa Haa Sura, Verses 25:28

Keywords

Common Assessment Framework (CAF), Balanced Scorecard (BSC),
The 3rd Generation Balanced Scorecard, Performance Assessment,
Self-assessment Model, Organisational Performance Management,
Organisational Excellence, Performance Management System,
Partial Least Square (SEM-PLS).

Abstract

By launching *Egypt Vision 2030*, the Egyptian Government is interested in improving the organisational performance of Egyptian Tax Authority (ETA). This is due to the raising of contribution ratio at the public treasury in Egypt. In this context, ETA applied CAF to improve its organisational performance. Otherwise, implementing CAF revealed some weakness when it is applied at ETA.

Therefore, this study examines the relationship between using the third generation BSC and effectiveness of CAF to gain a more comprehensive understanding of developing a new model in organisational performance assessment for achieving organisational excellence to ETA.

The existence of CAF and BSC is widely recognised, as there is an importance of understanding the strengths and weaknesses of each one. Nevertheless, whilst many implementation models and frameworks have been designed and proposed, very few studies have been located in the literature that has systematically investigated the impact of BSC on increasing the effectiveness of CAF. This theoretical lapse in the organisational performance assessment literature necessitates an investigation of the direction and significance of the relationship which can help in devising more informed performance assessment implementation models.

The variables of this model were determined based on literature review. Afterwards, Hypotheses were formulated and research model was developed than the two questionnaires were prepared based on current literature review and by making some adjustments to fit the field. Subsequently, the questionnaires were revised and approved by Central Agency for Public Mobilization and Statistics. Then they were distributed to Managers and Employees at large Taxpayers (LTC).

In this context, the quantitative research methodology was adopted to examine the relationship between using the 3rd generation BSC and effectiveness of CAF in ETA. Accordingly, this study uses one independent variable, the 3rd generation BSC, and nine sub-dependent variables of CAF criteria (Leadership, Strategy and Planning, People, *Partnership & Resources*, Processes, People Results, Citizen-Oriented Results, Social Responsibility Results, and Key Performance Results). A set of Hypotheses was developed describing the

expected relationships between these two sets of variables. The study adopted a positivist Philosophy using handed and electronic questionnaires to obtain quantitative data for hypothesis testing.

The data for this study was obtained from Large Taxpayer Center (LTC) at ETA which collects approximately EGP 102.5 billion that represents about 59.08% of total ETA tax collection. For this influence, it was chosen as a study population, which consists of 576 labour force, that divided into 114 managers, and 462 employees. The sample consisted of 87 usable responses, from both managers and employees.

The Partial Least Squares Modelling (PLS-SEM) was employed to validate both *Measurement and Structural Model*. SPSS V.23 has used to conduct all pre-analysis procedures for the dataset. The output of SPSS revealed that data is non-normal and there are not any outliers or missing and *Errors* in it. Accordingly, SmartPLS V.3.2.6 can handle this non-normal data. SmartPLS was used to test the *Measurement Model* and the *Structural Model*. The initial model was modified in an iteration manner to increase the explanatory power of model and find the interdependent relationships among various study variables. Finally, both models showed a very good fit to the data, with good variable *Reliability and Validity*. Therefore, the main and Sub-Hypotheses of this study are accepted.

The findings of this study confirm the significant impact of using the 3rd generation BSC in increasing the effectiveness of CAF. This result will overcome the weakness of CAF, and improve the overall strategic management system at ETA.

This study makes several contributions in both academic and practical terms. Theoretically, using the 3rd generation BSC with its developed tools overcome the weakness of CAF. In addition, this study develops a new model by combining both of them to assess the organisational performance. Likewise, this study uses PLS-SEM for analysing the relations between CAF and the 3rd generation BSC and tests the presented model. Practically, this study presents a developed model for assessing and improving its organisational performance efficiently in ETA. Besides, it will benefit Egyptian POs by presenting a new tool for them to accurately achieve their goals in the framework of *Egypt vision 2030*.

Dedication

It is my genuine gratefulness and warmest regard that I dedicate this work to my homeland, Egypt, hoping to improve the Performance Management System in the public sector. I also dedicate it to my Spiritual Professor, Prof. Dr Aly Abd El-Wahab, May Allah have mercy on him, whose has a favours to me, I shall never forget my great parents, who have always loved me unconditionally and were always encourage me to work hard for the things that I aspire to achieve, my beloved wife and my lovely children Adham and Hana, without whom this thesis would have been completed two years earlier, my dear brother, who stands by me when things look bleak. And finally, my friends who encourage and support me.

All praises are due to Allah, the lord of the worlds

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In conclusion, many thanks to all my friends who helped me in one way or another. Their advice and encouragement helped me a lot to accomplish my research.



Declaration

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work. During the preparation of this thesis, some papers were prepared as listed below.

Research Publications:

- El-deeb, Wael. (2017). The Impact of Using 3rd Generation Balanced Scorecard on the Effectiveness of Strategic Management System “An Applied Study on the Egyptian Tax Authority (ETA)”. Master and PhD. student’s researches, Commerce Faculty - Ain Shams University.
- El-deeb, Wael. (2017). The Third Generation Balanced Scorecard: Evolution, Components and Advantages for Public Sector. Master and PhD. student’s researches, Commerce Faculty - Ain Shams University.

Table of Contents

Quranic verses	iii
Keywords	v
Abstract	vi
Dedication	viii
Acknowledgements	ix
Declaration	xi
Table of Contents	xii
List of Tables	xix
List of Figures	xxi
List of Abbreviations and Acronyms	xxiii

Chapter One: Introduction

1.1. Overview	1
1.2. Exploratory Study	4
1.2.1. The exploratory study steps	5
1.2.2. Findings of Exploratory Study:.....	6
1.2.2.1. Findings related to current performance assessment at ETA	6
1.2.2.2. Findings related to applying CAF	6
1.3. Study Problem.....	7
1.4. Study Significance	9
1.5. Study Motivation.....	9
1.6. Study Objectives	10
1.7. Gantt Chart for the study plan.....	11
1.8. Study Structure.....	12
1.9. Summary	15

Chapter Two: Literature Review

2.1. Overview	16
2.2. The concept and implementation of CAF	17
2.3. The concept and implementation of BSC in the public sector.....	23
2.4. The integration between CAF and BSC.....	36
2.5. General Conclusion.....	46
2.6. Summary	47

Chapter Three: An Overview of Common Assessment Framework (CAF)

3.1 Overview	48
3.2. Definition	50
3.3. The objectives of the CAF	51
3.4. The Benefits of CAF	51
3.5. The importance of using the CAF.....	52
3.5.1. Reason 1: Success of the CAF depends on the applied way.....	52
3.5.2. Reason 2: Working with CAF also means launching improvement actions.....	52
3.5.3. Reason 3: Excellence is the beginning and the end of the CAF	52
3.6. History and context of CAF	53
3.6.1. The history of CAF	53
3.6.2. Evolution in the development and use of the CAF Model:.....	56
3.6.3. Overview of using CAF in different sectors:	58

3.6.4. Reasons for using the CAF	60
3.6.4.1. Internal Reasons	60
3.6.4.2. External Reasons	60
3.6.5. Reasons for using the CAF instead of other TQM tools	61
3.6.6. The position of CAF in the context of the evolution of quality thinking.....	61
3.6.6.1. The relation between Total Quality Management (TQM) and CAF.....	61
3.6.6.2. The role of PDCA cycle (Deming's circle) in CAF	62
3.7. The Principles of Excellence in the CAF	63
3.7.1. Principle 1: Results orientation	63
3.7.2. Principle 2: Citizen/Customer focus	63
3.7.3. Principle 3: Leadership and constancy of purpose.....	63
3.7.4. Principle 4: Management by processes and facts.....	64
3.7.5. Principle 5: People development and involvement	64
3.7.6. Principle 6: Continuous learning, innovation and improvement	64
3.7.7. Principle 7: Partnership development	64
3.7.8. Principle 8: Social responsibility	64
3.8. The structure of the CAF model	64
3.8.1. The model's logic.....	64
3.8.2. The CAF model.....	66
3.8.2.1. Enablers Criteria.....	66
3.8.2.2. Results Criteria.....	74
3.9. The Scoring system of CAF	78
3.9.1. The role of the scoring	78
3.9.2. The methods of scoring.....	79
3.9.2.1. The Enablers Criteria	79
3.9.2.2. The Results Criteria.....	82
3.10. CAF External Feedback	83
3.10.1. The background and the demand for external feedback	83
3.10.2. The objectives of the CAF External Feedback Procedure	84
3.10.3. The principles of the CAF External Feedback Procedure	85
3.10.4. The implementation stages of the CAF External Feedback Procedure	85
3.10.5. The CAF External Feedback Procedure	86
3.10.5.1. Pillar 1: The process of self-assessment: Steps 1-6	86
3.10.5.2. Pillar 2: The process of improvement actions: Steps 7-10	88
3.10.5.3. Pillar 3: The TQM maturity of the organisation	92
3.10.6. The phases of CAF External Feedback Procedure	93
3.10.7. The CAF External Feedback Actors.....	95
3.10.7.1. The tasks	95
3.10.7.2. The competencies.....	95
3.10.7.3. Code of conduct for the CAF External Feedback Actors	95
3.11 Key challenges of the implementation of the CAF	95
3.12 Key Success Factors of CAF	96
3.13 Case study for applying the CAF in Tax Office in Plonsk	97
3.13.1. The state of Tax Office in Plonsk	97
3.13.2. Objectives of applying CAF in Tax Office in Plonsk.....	97
3.13.3. The CAF team.....	97
3.13.4. The implementation of CAF	98
3.13.5. The major results	98
3.13.6. Obstacles in project implementation.....	99
3.13.7. Effects of the implemented project.....	99
3.13.8. Conclusion	99
3.14 Summary	100

Chapter Four: The Theoretical Framework For Balanced Scorecard (BSC)

4.1. Overview	101
4.2. Definition	102
4.3. The objectives of the BSC	103
4.4. Benefits of BSC	104
4.4.1. Benefits of BSC to the organisation.....	104
4.4.2. Benefits of BSC to the managers	104
4.4.3. Benefits of BSC to the employees	105
4.5. The importance of using the BSC	106
4.6. History and context of BSC	107
4.6.1. The history of BSC	107
4.6.2. Evolution and typologies of BSC.....	109
4.6.2.1. The First Generation BSC: BSC as a Performance Evaluation System.....	112
4.6.2.2. The Second Generation BSC: BSC as a Strategic Management System.....	115
4.6.2.3. The Third Generation BSC: BSC as a framework for organisational change	118
4.6.3. Trends and indicators of BSC	119
4.6.3.1. Overview of the usage of BSC in the different countries	119
4.6.3.2. Overview of the usage of BSC in the public sector	120
4.6.3.3. Reasons for using the BSC.....	120
4.6.3.3.1.To help in changing the elements of performance measurements	120
4.6.3.3.2.To enhance the Processes of the organisation.....	121
4.6.3.4. The objectives of using Balanced Scorecard.....	121
4.6.3.5. The impact and links of BSC to other processes.....	122
4.6.3.6. The types of Balanced Scorecard	123
4.6.3.7. The responsibility of designing the Balanced Scorecard	124
4.6.3.8. The responsibility for managing the Balanced Scorecard.....	125
4.6.3.9. Balanced Scorecard Reporting Frequency	125
4.6.4. The position of BSC in the context of the evolution of quality thinking.....	126
4.6.4.1. The relation between Total Quality Management (TQM) and BSC.....	126
4.6.4.2. The role of PDCA cycle (Deming's circle) in BSC.....	130
4.7. The Principles of the BSC.....	131
4.7.1. Translate the strategy into operational terms	132
4.7.2. Align the organisation to the strategy	133
4.7.3. Make strategy everyone's everyday job.....	133
4.7.4. Govern to make strategy a continual process.....	134
4.7.5. Mobilise change through executive leadership.....	136
4.8. The structure of the BSC Model	137
4.8.1. The Balanced Scorecard's logic	137
4.8.2. Assumptions of the BSC model.....	138
4.8.2.1. The BSC model complements financial measures	138
4.8.2.2. The BSC model is conceptualised on four business perspectives.....	139
4.8.2.3. The BSC model's perspectives are linked to time horizons.....	139
4.8.2.4. The BSC model suggests cause-and-effect relationships within perspectives	140
4.8.2.5. The BSC model can be used as a strategic management tool	141
4.8.2.6. Translating the vision	142
4.8.2.7. Communicating and linking	142
4.8.2.8. Business planning.....	142
4.8.2.9. Feedback and learning.....	142
4.8.2.10. The BSC model works in a top-down hierarchical manner	142

4.8.3. What is “balance”?	143
4.8.3.1. The balance between financial and nonfinancial indicators of success	143
4.8.3.2. The balance between internal and external elements of the organisation	143
4.8.3.3. The balance between lag and lead indicators of performance	143
4.8.3.4. Balance between Organizational Silos and the Overall Corporation	144
4.8.3.5. The balance of Finance with Operational Priorities	144
4.8.3.6. Steps of implementing BSC: 9 steps	145
4.8.3.6.1. Phase I: Designing a BSC	146
4.8.3.6.2. Phase II: implementing a BSC	147
4.9. The Third Generation Balanced Scorecard	148
4.9.1. The evolution stages of the 3 rd Generation BSC	149
4.9.2. The Components of the 3 rd Generation BSC Design	150
4.9.2.1. Destination Statement	150
4.9.2.2. Strategic Linkage Model with ‘Activity’ and ‘Outcome’ Perspectives	150
4.9.2.3. Measures and Targets	151
4.9.2.4. Initiatives	151
4.9.3. The application steps of the 3 rd Generation BSC	151
4.9.4. Advantages of the 3 rd Generation BSC	152
4.10. Key challenges of the implementation of the BSC	153
4.10.1. The general Obstacles and pitfall of both public and private sector	153
4.10.1.1. Too few measures per perspective	153
4.10.1.2. The organisation adopts too many indicators	153
4.10.1.3. Selected measures do not reflect the organisation’s strategy	153
4.10.1.4. Lack of senior management commitment	153
4.10.1.5. Too few individuals are involved	153
4.10.1.6. Keeping the scorecard at the top	153
4.10.1.7. The development process takes too long	153
4.10.1.8. Introducing the Balanced Scorecard only for compensation	154
4.10.1.9. Treating the Balanced Scorecard as a system project	154
4.10.1.10. Resourcing problems	154
4.10.1.11. Lack of time	154
4.10.2. Problems with adopting the BSC to suit public sector organisations	154
4.10.2.1. Problems in adopting the BSC structure	154
4.10.2.2. Problems with mapping causality: is how to detect and integrate causal relationships within a public sector BSC	154
4.11. Key Success Factors of BSC	155
4.11.1. The Success Factors of BSC for both public and private sector	155
4.11.1.1. Understand self	155
4.11.1.2. Understand the BSC learning cycle	155
4.11.1.3. Know the roadmap for implementation	155
4.11.1.4. Treat BSC as a Project	155
4.11.1.5. Use technology as an enabler	155
4.11.1.6. Cascade the Scorecard	156
4.11.2. The Success Factors of BSC to suit public sector organisations	156
4.11.2.1. Changing the BSC to fit the organisation’s needs	156
4.11.2.2. Appropriate learning	156
4.12. Case study for applying the 3 rd Generation BSC in public sector	158
4.12.1. The state of the UK Environment Agency	158
4.12.2. Objectives of applying the 3 rd Generation of BSC	158
4.12.3. The BSC team	159
4.12.4. The implementation of BSC	159
4.12.4.1. The first phase, April 2002	159