EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON EMPLOYEE PERFORMANCE. A CASE OF THE JUDICIAL SERVICE COMMISSION OF KENYA

BY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE IN MASTERS IN PUBLIC POLICY AND ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF KENYATTA UNIVERSITY

NOVEMBER, 2022
DECLARATION

This project is my own work, and it has not been submitted for consideration for a degree at any other institution.

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DEDICATION

I dedicate this project to my colleagues of Parliamentary Service Commission and my classmates who ensured that I went through my project writing successfully.
ACKNOWLEDGEMENT

First, I would like to express my appreciation to my lovely family, for their assistance.
Secondly, I wish to convey my gratitude to my supervisor, Dr. Jane Njoroge for her professional guidance during the time I worked on this project. I wish to extend my gratitude Kenyatta University and specifically School of Humanities and Social Sciences for giving me the opportunity to do Masters.
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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CEE</td>
<td>Central Eastern Europe</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>JSC</td>
<td>Judicial Service Commission</td>
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<tr>
<td>PSC</td>
<td>Public Service Commission</td>
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<tr>
<td>RRA</td>
<td>Rwanda Revenue Authority</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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DEFINITION OF OPERATIONAL TERMS

Recruitment  
Is all about figuring out who is the best fit for the job at hand, taking into consideration individual peculiarities, as well as their responsibilities and those of the organization as a whole (Swanepoel, et al, (2013)).

Training  
Is a method that uses learning concepts to modify an employee's behavior at work in order to improve their performance (Dessler, 2011).

Employee Performance  
Refers to an employee's ability to perform their job obligations, accomplish assigned tasks, and act appropriately in the workplace (Liu, Kwan, Fu & Mao, 2013).

Employee Selection  
Is the process of choosing competent employees who are capable of performing their duties and making a positive impact on the firm (Cole, 2009).
ABSTRACT

Human capital, according to many human resource authors, is a company's most valuable asset. Despite human beings' complexity, which includes their personality, character, and ability to achieve goals, each individual is unique in every manner. People are always in demand, yet unlike money, they cannot be replaced by technology or moved around. It's worth noting that the Human Resource Planning process reflects the government's goals of enhancing residents' lives and establishing strong, connected, and sustainable communities. Staff performance that is planned is supposed to improve operational efficiency, which leads to improved customer service. The overall goal of this study was to expound on the impact of Human Resource Planning on employee performance at Kenya's Judicial Service Commission. The specific objectives were to establish the effect of employee selection practices, recruitment practices, reward and compensation practices and employee training practices on employee performance of the judicial service commission of Kenya. Resource-based view theory, goal-setting theory, as well as the theory on human capital were all used to guide the research. Significantly, a descriptive research design was used in this research. The study's target populace included 528 personnel from the Judicial Service Commission at all three levels of management. Stratified proportionate random sampling was used to determine a sample size of 228 respondents. Data were acquired from both primary and secondary sources, with primary data coming from a semi-structured questionnaire and secondary data coming from official documents and judicial service commission reports. The content and construct validity of research instruments were evaluated, and the research instrument's reliability was evaluated using Cronbach's alpha 0.7. The descriptive and inferential statistics was used to analyze the data collected. Analyzed data will be presented via tables. The judicial service commission will benefit from the outcomes of this investigation. The findings can be used by researchers and academics to assist determine government policy.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

By maximizing human resource planning businesses have occasionally ensured that the appropriate person is doing the correct task at required juncture (HRP). When the environment was predictable and stable, HR planning was more concentrating on the short term and driven by concerns about line management. Instability in the environment, changing demographics upheavals, machinery developments, added to growing rivalry from other countries are all influencing human resource planning in leading firms. To build plans, line managers and planners are increasingly collaborating. It is becoming increasingly evident that in order to be effective, businesses must find both short- and long-term solutions to human resource concerns. Human resource planners are taking on more and more duties in order to better serve the needs of enterprises and even affect their future.

Managers must be aware of the factors that influence an employee's performance so that they can take the appropriate steps to initiate them. This is extremely important. "It is only through consistently high levels of employee performance that an organization can remain globally competitive. More than just financial results, an employee's performance is a multi-dimensional construct. How well an organization can meet the needs of its stakeholders and its own survival can be gauged by the performance of its employees. Employee performance can reflect an organization's mission and aspirations."
It's all about how well an employee does their work when it comes to their job performance. It refers to their output's quality, effectiveness, and efficiency. Another factor that is imperative in determining the value of a worker to the business is his or her performance. For a company to reap the benefits of a single employee, the return must be substantial. Employees are the force that propels a company forward so the everyday performance of the workforce tremendously determines the success or failure of a firm. To stay successful in today’s market, organizations must discover strategies to preserve and bring out the greatest performance from their staff (NawoseIng’ollan & Roussel, 2017).

Employee’s performance has repercussions for organization’s level of production. It can give a source of prolonged competitive advantage that is difficult for its competitors to imitate. Employees’ performance means behavior and results since it involves all factors which directly or indirectly connect to their work. Employee skills are influenced by human resource planning techniques that focus on the acquisition and development of a company's capital. HRP guarantees that workers of a firm have the expertise and proficiency it requires to thrive (Ghazala & Habib, 2012).

There could be a huge problem with how they recruit their staff, schemes they use to retain competent employees and not lose them to competitors, training programs to develop employees, and even ensuring that they have the right number of employees to avoid unnecessary labor costs. Employee performance, according to European and American scholars, is a company's excellent an unwavering emphasis on set goals over time. Performance can be judged considering pecuniary and non-pecuniary measures to determine an organization's long- and short-term viability and sustainability. To attain great employee performance, a company must work collaboratively to achieve
its objectives (O'Shanassy, 2016). Evidence from a number of research projects has shown that high levels of employee performance are critical to the success of Fortune 500 companies in countries like the US and UK, which have been heavily influenced by globalization.

The 1990s were a turning point for most African countries’ organizations in their attention to policy formulation as a means of increasing employee productivity. South African organizations, for the most part, had little choice but to reorganize their internal processes and structures. This was done in order to comply with the policies of multinational corporations setting up shop in these countries and vying for the same kind of customer base. Organizations with good performance are thought to have policies in place that are both efficient and necessary, according to Kawiti (2017). Due to the effects of the globalized business environment, developing country organizations needed to adopt policies consistent with sustainable performance and those that enhanced competitive advantage.

As a result of the competition, businesses are scrutinizing every facet of their operations and considering how each function and process contributes to the organization's overall strategic objectives. HRP practices help some companies keep and motivate their employees, which in turn helps the company grow and perform better as a whole. A number of these practices are aimed at creating a positive (safe and happy) working environment for employees, essentially providing them with security and demonstrating their value to the company, thus incentivizing them to stay. Managers who practice open management/management by objectives (MBO) foster a culture of trust and motivation in their teams by providing performance incentives for on-time completion of tasks, gathering performance feedback, and utilizing the constructive
criticism of coworkers to drive personal and team improvement. Finally, an evaluation system that measures employee performance is an effective means of connecting the two. According to Tataw (2012), Human Resource Planning is an administrative function and an evaluation and identification of human resources needed to achieve organizational goals.

In order for an organization to be successful, it must be able to analyze its changing human resource needs and develop the activities necessary to meet these needs. All of them: Albrecht, Bakker Gruman Macey & Saks. An organization's overall strategic plan should be linked to its human resources management strategy through human resources planning. Employees are adequately prepared for possible rationalization by HRP (Maia & Kwasira, 2015). A company's preparations for recruitment and strategic hiring can also be made more efficient by using this tool. Planning for human resources includes creating an employer brand and establishing retention and absence management strategies as well as a strategy for talent management. As a result, the long-term success of an organization is heavily influenced by these practices, so careful planning is required. In the healthcare industry, employees' skills and knowledge are critical to boosting productivity and performance. Why? Because hospitals are in the business of serving others; they provide services that go to employees and customers at the same time. You might think that an integrated strategy for workforce and business planning makes sense, but if business plans are unstable, vague, misleading, or non-existent it won't work out well. Both Boons and Lüdeke-Freund were involved noted that because the business environment is constantly shifting and companies are constantly revising their own strategies and practices, it is difficult to get an accurate picture of the demand for new employees and the situation only gets worse as time goes on.
The key performance indicators are a measure of performance that focuses on critical aspects of outputs (Oppong, Chan & Dansoh, 2017). The capacity maturity model helps an organization to identify PZ Cussons East Africa is a multinational firm in the Fast-moving consumer goods sector. The industry has had rapid changes mainly driven by changing consumer needs and preferences, changing business external and internal environment which has impacted on the organization’s performance.

Research done in Kenya indicates that employee performance is influenced by policy formulation (Awino, Machuki & Ogaga, 2017). Organizations should do research on these constructs because managers must be aware of the effect of policy development on the performance of respective employee in order to manage them effectively.

1.1.1 Employee Performance

How effectively or how badly an employee performs in their assigned activities and how quickly they accomplish their deadlines or obligations is an indication of their performance as an employee (Aguinis, 2019). Measurement of employee performance can help identify potential flaws in your employee training program and provide you with guidance on how to improve your program. However, it can be broadened to include other people who are directly affected by their performance, such as their coworkers, customers, or subordinates. This can be done in a variety of ways: (Creary, Caza & Roberts, 2015).

When an organization's employees perform well, it is a sign that it is succeeding in its goals and that it is operating in an efficient manner (Taouab & Issor, 2019). If there is a lack of clarity or understanding in how performance is defined, Accordingly, there will inevitably be a wide range of interpretations and inferences based on one’s own personal experiences if there is no operational definition of performance that most
relevant experts agree upon (Jenatabadi, 2015). Due in part to the lack of any theoretical or practical effort to account for and define the idea, there is a lot of controversy and disagreement. Since there are numerous issues with a widely agreed definition of the notion, it is still possible to arrive at the required meaning by deriving a set of norms and defining them (Alvesson, Gabriel & Paulsen, 2017).

Employee productivity is essential to a company's overall success, so business owners must hire people who can get the job done. In order for business executives to build objective and consistent systems for evaluating employees, they must grasp the key benefits of employee performance (Osabiya, 2015). This helps identify the company's strengths and weaknesses, as well as any management gaps that may exist. While no one enjoys doing performance reviews, they are an important tool for business owners and managers to use in assessing the abilities of their workforce. People who perform well get things done right the first time around, regardless of the circumstances (Bin, 2015).

1.1.2 Human Resource Planning

For a company to fulfill its targets, it has to have a strategy in place to identify its current and future human resource requirements. Ideally, HRP should serve as a bridge connecting HR management with the organization's overarching strategic plan (Macke & Genari, 2019). In order to maintain a steady supply of labor, human resource planning is essential. Human resource management is critical in light of the inevitable and even advantageous rise in the number of employees leaving an organization. Organizations use this method to locate the correct people who are capable of accomplishing the goals that will help them achieve their goals (Stone & Deadrick, 2003). (2015).
Emerging, fast-growing, and high-tech companies need to carefully consider their human resource needs. A mature company seeking new goods, services, markets, acquisitions, or divestitures must also devise a strategy for locating, attracting, or redistributing the personnel essential to maintain its vigor and remain competitive in the marketplace. (Apanasovich, Alcalde-Heras & Parrilli, 2017). Long-term planning and organizational growth are critical to meeting employees' training and career development needs as well as the organization's demands. For a company to find the greatest match, human resource planning is critical in making decisions and defining criteria for job candidates (Olson et al., 2018).

Among most important goals of human resource management, was to ensuring that a skilled workforce is available. HRP allows companies to retain a desirable human resource position while also anticipating future workforce requirements, ensuring that they have the right mix of personnel in terms of quantity and quality when they're needed (Arulrajah, Opatha & Nawaratne, 2015). Thus, HRP serves as an organizational strategy for acquiring and developing its workforce by analyzing existing human resource demands, anticipating future workforce needs, and making plans to replace any projected gaps in manpower supply. Employers can estimate their labor requirements using HRP, and then determine how many people and where they will get them (Haddock-Millar, Sanyal & Müller-Camen, 2016).

1.1.3 The Kenyan Judicial Service Commission

The Kenyan judiciary, which is led by the Hon. Chief Justice, is the third and final branch of the government. Administration of justice falls under the purview of the Judiciary. The National Council for Law Reporting, Supreme Court, Judicial Service Commission, Court of Appeal, Magistrates' Courts, Kadhis' Courts and High Court are
all involved in ensuring that justice is served in the country. Kenya's constitution stipulates that courts and tribunals established by or under it must have judicial authority derived from the people and used by the courts and tribunals. Currently, the Judiciary is in the process of implementing a Judiciary Transformation Framework (currently being validated).

The Judicial Service Commission (JSC) is in charge of appointing judicial officers in Kenya. These responsibilities, on the other hand, have remained constant since independence. There have been some notable changes: Rather than being appointed by the President, all commissioners are now appointed through a competitive process, and their functions are only limited by the Constitution rather than an individual.

In 2010, the JSC was given a new lease on life with the enactment of a new Constitution that promised reforms and judicial independence in particular. In Article 171 of the Constitution, the JSC is established as an independent, open, and transparent institution. Other than the appointment, promotion, and discipline of judicial officers, the JSC will also receive complaints and implement programs to improve the judiciary's operational efficiency. Human rights violations are difficult to challenge because the JSC has a wide-ranging mandate. Furthermore, a judicial fund has been established that is billed directly to the consolidated fund in an effort to give the judiciary financial independence. Despite this, the judiciary's budgetary allocations have been reduced in the 2013/2014 and recently in the 2019/2020 periods.

Resource allocation is a major issue, as is a lack of a well-thought-out strategy and shoddy selection and recruitment practices. The Plan's execution was hindered by a lack of proper mechanisms, relevant concerns related to performance evaluation, low personnel levels, and significant staff turnover among other things.
1.2 Statement of the Problem

When describing human resources, several authors have referred to human capital as the most important asset of a company. It is impossible to generalize about people's differences in personality, character, and ability to attain goals, despite the fact that they are all complex. People are always in demand, yet they can't be replaced by a machine or shifted around like money. The Human Resource Planning is based on the government's aims to improve services to citizens and to establish strong, linked and sustainable communities. For the public sector to provide high-quality, cost-effective services in conjunction with communities, a systematic approach to human resource planning is needed.

Organizations in Kenya, including the Judicial Service Commission, face impending challenges in attracting and maintaining qualified and valuable professionals in order to satisfy shifting service delivery requirements, as is the case around the world. There is a shortage of the right number of workers to perform the vital functions. When it comes to service delivery and capacity utilization, the commission is understaffed, which has notable impacts on its performance when it comes to service delivery plus customer satisfaction. Due to a lack of human resources, this commission has been unable to accomplish its goals, which has resulted in sloppy work, increased workload, exhaustion, and high levels of stress (Mwangi, 2013).

Opwoko (2012), a Ghanaian researcher who studied the impact of human resource planning and employee effectiveness on the information services department in Accra, explored this topic. According to a study by (Eucharia, 2014) effective management of human resource has been demonstrated and hence boost employee achievement in Nigerian telecoms companies. Kiangoi (2015) investigated the effect of management
of human resource strategies on employee achievement using Tata Chemicals Magadi Limited as an example of research area in Kenya. There has been no research into the impact of Kenya's Judicial Service Commission on management of human resources methodologies.

Management of human resources is a topic which raises several issues. In the Judicial Service Commission, for example, how efficient are Human Resource Planning practices? At the Judicial Service Commission, what kind of leadership do they have, and how productive are their HR planning methods, such as hiring and training? As a result, the goal of this research was to investigate the outcomes of management of human resources planning techniques to Judicial Service Commission's employee performance in Kenya.

1.3 General Objective of the Study

The general objective was to investigate the effect of human resource planning practices on employee performance of the Judicial Service Commission in Kenya.

1.3.1 Specific Objectives of the Study

i. To establish the effect of employee selection practices on employee performance of the Judicial Service Commission of Kenya.

ii. To determine the effect of recruitment practices on employee performance of the judicial service commission of Kenya,

iii. To establish the effect of reward and compensation practices on employee performance of the judicial service commission of Kenya.

iv. To determine the effect of Employee training practices on employee performance of the judicial service commission of Kenya.
1.4 Research Questions

i. What is the effect of employee selection practices on employee performance of the Judicial Service Commission of Kenya?

ii. What is the effect of employee recruitment practices on employee performance of the judicial service commission of Kenya?

iii. What is the effect of reward and compensation practices on employee performance of the judicial service commission of Kenya?

iv. What is the effect of employee training practices on employee performance of the judicial service commission of Kenya?

1.5 Justification and Significance of the Study

The study anticipates to benefit the following:

1.5.1 Government

The government and policymakers will profit from the study because they will gain insight into the elements that determine performance in Kenya's judicial system, and they will be able to design policies based on the researcher's recommendations to improve the Judiciary's performance and growth. The study will also help the government achieve the vision 2030 since it might create a conducive environment for working and citizen representation.

1.5.2 Management of Judicial Service Commission

The conclusions of this research will have a significant impact on the judicial service commission's administration, including the domains in human resource management theory and practice.
1.5.3 Academicians

The findings will assist academicians generate new ideas and extend the existing theory in addition to helping them apply the results to different sets of jobs. Furthermore, it will contribute to the field of human resource management's body of knowledge. The results would be a welcome relief particularly to the management and human resource planning of the Kenyan judiciary since they will use them to aid in making informed decisions, in forecasting of labor, in the use of information technology and in its leadership style.

1.6 Scope and Limitation of the Study

How the Judicial Service Commission's performance is affected by human resource planning techniques will be examined into in this study. The research will be limited to human resource planning methods such as personnel selection, recruiting, performance review, and training. The study will be carried out at the Judicial Service commission Nairobi City County. The choice of Nairobi is due the fact that most of the commission offices and departments are stationed at the headquarters. Nairobi is also the capital of Kenya and hence headquarter to most of the government departments.

1.7 Organization of the Study

The introduction, background, research problem, aims, significance, scope, constraints, and organisation of the study are all included in the first chapter. The second chapter contains a literature review, a theoretical review, an overview of the literature review, and a list of gaps. The third chapter is concerned with the study's methodology, which comprises the research design, target population, sampling techniques and sample size, validity and reliability,
data collection instruments and processes, data analysis and presentation, and ultimately data analysis and presentation.
CHAPTER TWO

LITARATURE REVIEW

2.1 Introduction
This chapter concentrates on a review of pertinent scholarly literature. An overview of the study's theoretical framework, theories that underpin it, an empirical review of the study's variables, and research gaps.

2.2 Empirical Review

2.2.1 Recruitment Practices and Employees Performance
According to Mokaya, Mukhweso, and Njuguna (2015), recruitment methods in Kenya's cooperative sector have an impact on employee performance. They used KUSCCO Limited as a case study. A case study approach was used to conduct the research. All three independent variables (recruitment resources, recruitment policies, and recruiting message) had a weak positive connection with employee performance. The Adjusted R2 is 0.662, showing that (r) recruiting sources, recruitment policies, and recruitment message all had an impact on employee performance, according to the regression summary. The results show that increasing recruitment sources leads to an increase in employee performance of 0.911; increasing recruitment policies leads to an increase in employee performance of 0.478; and increasing recruitment message leads to an increase in employee performance of 0.721 when all other independent variables are held constant. Unlike the current study, which looks at Kenya's legal system, this one looks at KUSCCO.

In Uganda's Kampala Central district, a study was conducted to investigate the link between recruitment and selection processes and employee performance, according to (Kimaite,2016). The introduction of defined performance targets and measurements for measuring employee growth, as well as recruitment and selection processes, were
shown to be incredibly effective, all of which led to the null hypothesis being rejected. As the research also indicated, recruitment and selection processes must be free of biases such as tribalism or regional or national character. Workers' performance and productivity are linked with an R-value of 0.443%. Conventional Recruitment/Selection Theory is also taken into account in the study. The modern and competency-based paradigm of recruitment and selection developed by Binning and Barrett. In contrast to the present study, which is being conducted in Kenya, this one was conducted in Uganda's capital city of Kampala.

Anyango et al., (2018) conducted research on the effects of recruiting and selection on organizational effectiveness on Kisii University's main campus. It was intended for 226 educators and seven administrators. The sample size for teaching staff was set at 144 using Slovin's technique for establishing sample size. The company's top seven executives were all put to the test. Educators from various learning institutions as well as faculties were chosen for the study using stratified random selection, while members of management were chosen using purposive sampling. Teachers and supervisors were surveyed using interviews and questionnaires, respectively. Qualitative and quantitative data were presented by use of Tables, graphs, and narratives. Organizational effectiveness was found to be linked to the quality of recruiting and selection criteria. As opposed to the present research, this study focuses on organizational performance, rather than employee performance.

E-recruitment in Nigeria's banking sector was studied by Ogohi, (2018), who found that it had a negative impact on staff performance. Using qualitative research methods, a single survey was conducted at two selected Nigerian commercial banks. Through merging e-recruitment software and the existing recruiting efforts, managers of human
resources and line managers can benefit from more competent, cost-effective methods. Despite the fact that the study was conducted in Nigeria rather than Kenya, the outcomes are the same. The previous study focused on e-recruitment as well, but the present study covers all types of recruitment.

Oaya, Ogbru, and Remilekun (2017) employed a descriptive survey approach to study the effect of recruiting and selection techniques on employee performance in the real sector. The one-sample T-test is a statistical inference used to examine the strength of the link between employee performance and the recruitment/selection strategy. According to the findings of the study, recruiting committed and productive individuals through the influence of the host community is unproductive. Instead, in the recruitment/selection process, companies that use recruitment agencies or internal employee referrals have a higher success rate. As a result, the researchers advise businesses to use employment agencies for recruiting and selection, but to share job descriptions and duties with them. It was also suggested that employees with a high level of devotion and participation in their work be permitted to recommend people for jobs. Employees should be hired and selected based on their ability to perform their jobs rather than their social position in the host community. Collapse. As a result of this study's focus, the study's recommendations were mostly ignored, contrasting the current study's focus on employee performance.

At the Islamic University of Gaza (IUG) in Palestine, Long, Perumal, and Ajagbe (2017) investigated the impact of HRMPs on employee performance. 115 IUG professors and non-faculty members were chosen at random to take part in the primary data collection via regular questionnaires. According to the findings of this study, HRMPs have a good relationship with employee performance. The initial focus is on
Human Resource Management Programs (HRMPs) and employee performance. However, unlike the current study, which is being conducted in Kenya, the previous study was conducted in Palestine.

2.2.2 Selection Practices and Employee Performance

Employee performance is influenced by human resource practices connected to selection, and Bakhashwain and Javed (2020) discovered that poor recruitment and selection criteria might lead to underperformance or discontent. In Jeddah, Saudi Arabia, twenty people were asked about the influence of the organization's recruitment and selection procedure on their performance. The findings of the study show a correlation between hiring procedures and employee performance. Small and medium-sized firms should concentrate on attempting to define the recruiting and selection process in detail so that the right candidate may be selected for the right job, at the right location, based on the findings. As a result, this employee is more motivated to perform at a high level and helps the company gain a competitive advantage in the industry.

Makhamara, Waiganjo, and Kwasira (2016) did a study to better understand the impact of strategic selection procedures on employee performance in Kenya's health sector. To collect data, the researchers employed a descriptive research survey and a cross-sectional survey methodology. Using questionnaires and interview schedules, researchers gathered information. The study used SPSS 22 to analyze the data, which was then represented graphically in tables and pie charts. The study found that Kenya's health sector relied heavily on strategic recruitment and selection of employees. Researchers recommend implementing and sensitizing strategic recruiting and selection in the health sector so that the performance of employees increases, based on the study's
findings. The study used a combination of descriptive and cross-sectional research designs.

According to a study by Conkovic (2015), employee selection techniques have an impact on employee performance. Findings from a study of 250 Bosnian businesses show a correlation between employee performance and selection process outcomes. Results showed that companies with fair and objective selection processes performed better overall, while those that were not subjected to interference in the selection process had higher annual sales growth. Successful selection leads to improved organizational productivity, and the method used in the selection process is not as significant as avoiding the effects of others making the ultimate hiring decision, according to this study. Instead, then looking at Kenya's Judicial service commission as an example, this study looked at business companies.

Ooko (2017) investigated human resource management approaches and employee performance in a study of real estate firms in Nairobi, Kenya. The study findings revealed that strategic human resource management strategies have been found to improve employee performance in higher education institutions, with a specific focus on USIU-Africa (2017). The researcher can use this strategy to look into the factors that influence employee performance in USIU-Africa. Employees who completed the organization's aptitude assessments did not feel more connected to the company, according to the study. Neither USIU-HR Africa's department nor its employees have access to information on job development. Employees at USIU-Africa were not given the option to choose their own path in terms of career advancement by the HR department. Employees with more organisational expertise did not coach those with less experience. Due to the HR department's compensation and rewards system not
being a prominent policy area, the study discovered that USIU-incentives Africa's system of compensation and rewards had minimal effect on the quality of employee service. Further, study discovered that the bonuses employees got from the company had no impact on their behaviour in attaining their stated goals because the company did not award allowances and bonuses based on substantial deliveries.

2.2.3 Reward and Compensation and Employee Performance

Employee performance, retention, and productivity were all factors considered by Nwokocha (2016) in his study on the effectiveness of reward strategies in firms. To a large extent, the research consisted of trips to the library. Financial and non-financial rewards were found to be the most common types of organizational rewards in the study. According to the study, rewards have a positive impact on employee performance, retention, and productivity in a firm. The current study's focus on employee performance is less effective when an organization's rewards program is perceived as unfair and biased, according to the findings.

Employee awards in a Sri Lankan public sector organization were the subject of research by Waruni (2016). Extrinsic and intrinsic rewards may influence employee performance at ElectriCo in a variety of ways. The quantitative research design was employed to accomplish the research objectives under the deductive method. A sample of 100 employees was chosen using stratified random selection, and main data was collected using a self-designed questionnaire. The data was analyzed using descriptive and inferential statistics. Hypotheses were developed and evaluated using the conceptual framework. Employee performance, extrinsic reward, and intrinsic reward were found to have a positive relationship. According to the study, pay and recognition are the most important and influential factors of employee success.
Haile, Gualu, Zeleke, and Dessalegn investigated employee performance in private and public hospitals in Tigray, Ethiopia (2017). A basic cross-sectional survey of 379 human resource employees of public and commercial hospitals in Tigray was undertaken from January to March 2019. As an add-on to the survey, a structured questionnaire based on literature studies was included, and survey participants were chosen using simple random sampling (SRS) from each private and public general and primary hospital. We used SPSS 25.0 to clean and analyze the information we had gathered. Analysis of variance, multiple linear regression, and cross-tabulation with Chi-Square were all employed in this study. The data were summarized using 95 percent confidence intervals and crude and adjusted odds ratios. The study found that compensation for employees at public and commercial health facilities in Ethiopia's Tigray area had an effect.

Using data from public secondary schools in Kenya's Machakos County, Mohamud (2016) found a link between pay and performance. Researchers used a descriptive survey to gather data for the study. The responders were asked to fill out a questionnaire. To present the collected data, tables were used. We were able to establish a relationship between remuneration and performance using regression analysis. According to the findings, there was insufficient recompense for the labor done. The school's management and TSC should be informed and sensitized on the advantages of performance-based reward systems and the importance of involving employees in reward decision-making, according to the researchers. It is important for education stakeholders to recognize and reward employees based on the rewards they value. Although this study focused on Kenya's Judicial Services Commission, this study focused on secondary schools.
Ginbar (2020) investigated the impact of a reward management system on staff performance at IE Network Solution PLC in Addis Ababa. This study was conducted using descriptive and explanatory research methodologies, resulting in a mixed-methods approach. According to the correlation research, employees' performance is favorably and modestly linked to their advancement and recognition. However, the relationship between salary and employee performance is favorable, although weak. Multiple regression study found that promotion, recognition, work conditions, and remuneration all have an impact on employee productivity. However, employees' performance is unaffected by perk packages. There are 579.9% differences in employee performance that can be explained by changes in reward system variables, according to a regression analysis (p<0.05). In general, this study found a good correlation between IE Network Solution PLC's entire incentive management system and the performance of its employees.

2.2.4 Training Practices and Employee Performance

Mohamud (2016) looked at the NHIF Machakos County case to investigate how training affects employee performance in Kenyan public sector enterprises. Descriptive statistics included the use of fractions, averages, and standard deviations. This study is built on the findings of the survey and the scheduled interviews. Despite management's hurdles, such as low motivation, a lack of training, unavailability of policies upholding motivation, unfavorable working conditions, and a lack of monetary resources to facilitate training, the study found that training increased organizational productivity. This study was done by NHIF agencies, as opposed to the current study, which is being conducted by the Kenyan Judicial Services Commission.
Githinji (2016) looked into the effect of training on the performance of foreign civil servants. A survey methodology was used in this investigation. Training has a favorable effect on employee participation in change processes in general, according to the study. Those in the upper and lower tiers of management were more likely than those in the middle tiers to accept new duties after training. Employee motivation was found to be enhanced by training because it allows employees to be recognized by their employer. This is also the case at UNSOA, where training aligns employees to the organization's objectives. On the other side, training helps develop the organization's leaders' good leadership attributes. Finally, training helps motivate employees to perform at their best. International civil servants were the focus of the previous study, whereas the current study is focused solely on Kenya's judicial service commissions.

Employees tend to become rigid, according to Nda and Fard (2018), who did a literature review on the relevance of training and development in relation to employee productivity. This necessitates keeping up with organizational, technological, and social dynamics. As a result, if companies want to see a return on their investment, they must successfully manage training and development programs. Human capital, on the other hand, is the most valuable asset for any organization in a competitive economy. Education and training can assist human capital enhance their dexterity. This is why an organization's personnel require so much training and growth. The prior study, in contrast to the current one, which will gather primary data through interviews and observations, relied on a literature review.

Ahmadi (2019) researched and measured the impacts that training programs had on employee performance using Afghanistan's telecommunications sector as a case study. As a result of this research, four major telecommunications providers in Afghanistan
have been examined. As a result, we were able to identify telecom company decision makers who had HR managers who were both resourceful and proactive. When it comes to maximizing the use of a company's resources for training and development, this is the way to go. Expenses can be avoided because there is no waste of resources. Workers are also less likely to suffer from accidents. Reduced costs are achieved by using all machines and resources in an efficient manner. The study however focused on telecommunication unlike the current study which focuses on Judicial service commission in Kenya.

2.3 Theoretical Review

The researcher focused on three theories that have been disputed by numerous scholars in an attempt to explain the effect of planning techniques on employee performance: Goal-setting theory, resource-based perspective, and Human Capital Theory.

2.3.1 Resource Based View Theory

Penrose (1959) was the first to put forth the Resource Based View, which states that firms perform better when they have control over their resources. Resource-based theory of HRM emphasizes the importance of workforce strategic value as well as workplace learning challenges. Consequently, it looks to have a soft view of human resource management (HRM). A collection of productive resources was conceptualized by Penrose. In their book, Boxall Penrose (1987), they make a distinction between physical and human resources and emphasize the need of learning, including the management team's expertise and experience. Resources are critical to any company's ability to plan for the future, according to Armstrong (2009), a resource-based theory that emphasizes the importance of human resources. The human or human beings are a primary source of energy.
Complex packages of skills, expertise, aptitude, and experience that enable the company to manage the firm's activities and employ resources to achieve performance by coordinating and putting resources into proper production use are referred to as "capability" by Davidson and colleagues (2009). Companies can get an advantage over their rivals by growing their people resources through a learning organization and learning and practicing before their rivals, according to Hamel and Prahalad (2008).

Competitive advantage, according to Heery and Noon (2007), is a circumstance in which a business implements a strategy that its existing or potential competitors have not yet adopted. In contrast, competitive advantage is a fleeting phenomenon while sustained competitive advantage is a permanent phenomenon. According to Purcell et al. (2003), the view of resources-based strategy results in sustained competitive advantage for any business that develops outstanding, non-imitable strategies, values, policies, and practices.

As a result, a long-term competitive advantage can only be achieved if any strategy is always focused on maximizing internal resources, notably the human resource. Underlying this thesis is that human resources and managers are the primary factors in HRM, and this is more of essence considering the escalating trends in knowledge, education, and training in the workplace. According to resource-based theory, in order to achieve both organizational and individual goals with great success, it is necessary to cultivate and make use of high-quality human resources.

Resources and capabilities that are unique and meet the requirements of uniqueness, rarity, inimitability and non-substitutability are necessary for a company's competitive advantage (CA) to be realized (VRIN). The firm's performance benefits from the addition of valuable resources. Rareness creates ideal competition since fewer
enterprises have access to scarce resources. There are no substitutes for inimitable resources since they are expensive to copy and non-substitutable (Arend & Levesque, 2010, & Barney, 2011). VRIO, according to Barney and Hesterly (2010), is a competitive advantage since it is evaluable and scarce while also being inimitable. For an organization to use VRIN resources, bureaucracies and steps are put in place to make it easier. The Resources Based View hypothesis is relevant to this study because it benefits the Ministry by stressing variables that lead to improved performance (Locket, et al, 2009). Executives at the commission will be able to select from a list of possible strategic factors the most significant strategic factors to invest in using Resource Based View. Selection, instruction, and evaluation are all supported by the theory.

2.3.2 Goal Setting Theory

Initially, this study relied on the goal-setting theory, which claims that the definition of explicit, measurable goals and performance are inextricably linked. Managers are more likely to exert more effort if they have a clear goal in mind (Locke & Latham, 2002). Latham & Locke, (2002) developed the theory, which emphasizes the need of defining goals and allowing employees to make their own decisions as a basis for employee performance. An organization's members must be given the ability to affect their own results positively and the flexibility to take action in order to assume responsibility for results, says De Waal (2007a). Individuals must have the authority from their bosses to take action on problems without first requesting permission.

Employees with decision-making authority have a high tendency of them being engaged in work-related decisions (Locke & Latham, 2002). To put it another way, workers are given the chance to define the proper KPIs and the authority to create CSFs that are relevant to their job responsibilities. According to Armstrong (2006), workers
who have the ability to make pronouncements on their own and solve issues that affect
the outcomes for which they are responsible are more likely to meet or surpass
performance targets.

2.3.3 Human Capital Theory

People are born with inherent talents, behaviors, and personal energy that they bring to
the workplace as part of their human capital, according to this view (Davenport 1999).
Individuals' knowledge, skills, and abilities, according to the theory, are what make a
product valuable. Human capital development and retention are therefore top priorities.
Individuals generate, retain, and apply knowledge and intellectual capital, according to
Armstrong (2010). Because of their contacts with one other (i.e. social capital),
individuals' knowledge is enriched and becomes the institutionalized knowledge that
organizations hold. In Armstrong's (2010) theory of human capital, firms that invest in
their employees increase their performance, which has a favorable impact on the
company.

According to Block (1990, as quoted and cited by Muchomb, 2016), the Human Capital
Theory is a bad way to think about the value of capital. Human activity can only be
understood in terms of commodity trade, and the concept of capital employed is only
quantitative. This ignores the fact that capital is a social force that creates value through
capital accumulation, not the other way around. If this is the case, human capital can be
thought of as a commodity rather than capital. There is also the argument that education
increases productivity and, as a result, greater pay could be explained. There was no
consideration of the transfer of knowledge by these theorists. Is there a link between
the length of education and training and productivity? It is true that a rise in productivity
does not lead to an increase in pay. However, there are other other circumstances that
could have an impact. The compensation may vary based on the industry, the location of the employer, and the regulations of the labor unions.

Individuals' knowledge, skills, and abilities, according to the theory, are what make a product valuable. Consequently, the commission's performance will increase if it can attract, retain, and grow its human resource. Because their abilities and skills could benefit the entire judiciary, officers, general commission employees, and administrators must acquire further training and education. This theory supports variables in the study i.e., training and compensation
2.4 Summary of Literature Reviewed and Research gaps

Table 2.1: Summary of research gaps

<table>
<thead>
<tr>
<th>Researcher / Author</th>
<th>Area of focus</th>
<th>Methodology &amp; Key findings</th>
<th>Research gaps</th>
<th>Focus of current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mokaya, Mukhweso and Njuguna (2015)</td>
<td>The impact of hiring methods on employee performance in Kenya's cooperative sector; utilizing the Kenya Union of Savings and Credit Cooperatives as a case study (KUSCCO).</td>
<td>A case study research design was used in this investigation. All three independent factors (recruitment sources, recruitment policies, and recruiting messaging) were found to have a positive association with the dependent variable (employee performance), however the relationship was weaker. According to the regression summary, the Adjusted $R^2$ is 0.662, indicating that ($r$) recruiting sources, recruitment policies, and recruitment messaging had an impact on employee performance.</td>
<td>The study however focuses on KUSCCO.</td>
<td>The study is focuses on Kenya commission services of Kenya.</td>
</tr>
<tr>
<td>Kimaite (2016)</td>
<td>In Uganda's Kampala Central District, the relationship between recruiting and selection and employee performance in selected commercial banks was investigated.</td>
<td>The results demonstrated a high level of recruitment and selection process, a high level of employee performance targets and measurement metrics, and a substantial positive close link between selection and recruitment exercise and employee performance, rejecting the Null hypothesis.</td>
<td>The study however was done in Kampala in Uganda.</td>
<td>The current study is done in Kenya.</td>
</tr>
<tr>
<td>Authors</td>
<td>Location and Study Context</td>
<td>Methodology</td>
<td>Findings</td>
<td>Study Focus</td>
</tr>
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</tr>
<tr>
<td>Anyango, et al., (2018)</td>
<td>At Kisii University's main campus, the impact of recruiting and selection on organizational performance was studied.</td>
<td>The method of purposive sampling was employed to pick members of management, whereas stratified random selection was utilized to select teaching personnel from various faculties and schools to get involved in the study. The outcomes reveal that, there is a link between recruiting and method of choosing and organizational performance.</td>
<td>The study focused on organizational performance</td>
<td>The current study is on Employee performance</td>
</tr>
<tr>
<td>Ogoji, (2018)</td>
<td>In the Nigerian banking sector, e-recruitment and its effects on employee performance</td>
<td>A one-time survey was conducted utilizing qualitative research methods at two Nigerian commercial banks. According to the findings, recruitment is an important part of human resource management and thus a foundation for an employee's performance and success.</td>
<td>The study however was done in Nigeria the study also was specific on e-recruitment.</td>
<td>The current study is done in Kenya and also focused generally on recruitment practices</td>
</tr>
<tr>
<td>Long, Perumal and Ajagbe (2017)</td>
<td>At the Islamic University of Gaza (IUG) in Palestine, the impact of human resource management practices (HRMPs) on employee performance.</td>
<td>Primary data was acquired from a randomly selected sample of 115 IUG personnel (faculty and non-academic members) using standard questionnaires. HRMPs (recruitment and selection, training and development, remuneration and incentives, and performance appraisal) are favorably associated</td>
<td>The study was done in Palestine</td>
<td>The current study focuses on Kenya</td>
</tr>
</tbody>
</table>
Selection practices on Employee performance

<table>
<thead>
<tr>
<th>Study Details</th>
<th>Objective</th>
<th>Findings</th>
<th>Study Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakhashwain and Javed (2020)</td>
<td>The impact of human resource practices related to selection on employee performance is demonstrated, demonstrating that underperformance or dissatisfaction can be caused by poor recruiting and selection criteria.</td>
<td>The study's findings reveal a link between selection processes and their impact on employee performance.</td>
<td>This study is based on Jeddah, Saudi Arabia</td>
</tr>
<tr>
<td>Makhamara, Waiganjo and Kwasira (2016)</td>
<td>In Kenya's health sector, the impact of strategic selection procedures on staff performance.</td>
<td>Employee performance in Kenya's health sector was influenced by strategic recruiting and selection, according to the study's findings.</td>
<td>Both descriptive and cross-sectional research designs were used in this study.</td>
</tr>
<tr>
<td>Conkovic, (2015)</td>
<td>Impact of employee selection practices on employee performance.</td>
<td>The most important findings were that corporations that conducted a fair and objective selection process outperformed their peers in terms of overall financial success, while organizations that were not subject to selection interventions.</td>
<td>The current study was focused on Business companies.</td>
</tr>
<tr>
<td>Study (Year)</td>
<td>Description</td>
<td>Findings</td>
<td>Study Focus</td>
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<tr>
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<tr>
<td>Nyambu (2017)</td>
<td>Employee performance at higher education institutions: the impact of strategic human resource management approaches, with a special focus on USIU-Africa.</td>
<td>According to the study, passing the firm's aptitude assessments did not provide employees a stronger sense of belonging to the organisation.</td>
<td>This study focused on USIU-Africa.</td>
</tr>
<tr>
<td>Nwokocha, (2016)</td>
<td>The application of reward strategy in organizations with a view to ascertaining its efficacy on employees' performance, retention and productivity.</td>
<td>The paper verified the positive correlation between rewards and employees 'performance, retention and productivity in the organization employees.</td>
<td>The study focused on organizational performance</td>
</tr>
<tr>
<td>Waruni (2016)</td>
<td>Employee awards have an impact on employee performance in a Sri Lankan public sector organization.</td>
<td>The deductive technique was used to develop the quantitative investigation. Extrinsic reward, intrinsic reward, and employee performance all have a favorable association, according to the findings.</td>
<td>Study was done in Sri Lanka. Quantitative Was used. It dealt with intrinsic and extrinsic rewards</td>
</tr>
<tr>
<td>Mohamud (2016)</td>
<td>In Machakos County, Kenya, there is a link between awards and staff performance in public secondary schools.</td>
<td>A descriptive survey research design was used in this study. According to the findings, the respondents were not appropriately compensated for their efforts.</td>
<td>The study however focused on secondary schools</td>
</tr>
</tbody>
</table>

### Reward and Compensation and Employee Performance

- **Nwokocha, (2016)**
  - Study focused on organizational performance

### Training practices on employee performance

- **Mohamud (2016)**
  - The study found out that training had an impact on organizational productivity despite
<table>
<thead>
<tr>
<th>Sector: The Case of NHIF Machakos County</th>
<th>the challenges from the management which included.</th>
<th>commission of Kenya.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nda and Fard (2018)</td>
<td>The impact of staff training and development practices on organizational performance of Rwanda Revenue Authority</td>
<td>Human capital can benefit from training and development to further their dexterity. As a result, training and development are critical to an organization's employee productivity.</td>
</tr>
<tr>
<td>Ahmadi (2019)</td>
<td>As a case study, the effects of training programs on employee performance in Afghanistan's telecommunication companies.</td>
<td>This research is based on four case studies of the largest telecommunications firms operating in Afghanistan at the moment. As a result, the resourceful and engaged Human Resource Managers with respect to Telecom company decision makers were discovered.</td>
</tr>
</tbody>
</table>

### 2.5 Conceptual Framework

A conceptual framework is a graphic that depicts a network of variables and a schematic depiction of a research problem (Hislop, et al., 2018). The dependent variable was employee performance, which was measured based on the level of, effectiveness, quality of work, and efficiency of the organization. The independent variable was human resource planning practices, with variables employee selection practices, recruitment practices, reward and compensation practices, and employee training practices.
Independent Variable

Human Resource Planning

Employee Selection Practices
1. Methods of selection
2. Selection criteria

Recruitment Practices
1. Methods of recruitment
2. Policies on recruitment

Reward and Compensation
1. Financial
2. Non-financial

Employee Training Practices
1. On the job training
2. Off the job training

Employee Performance
1. Level of execution
2. Quality of work
3. Level of creativity
4. Amount of consistent improvement
5. Customer and peer feedback

Figure 2.1 Conceptual Framework

Source: Researcher (2021)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter focused on the methods of data collection and analysis. It entails the research design, empirical model, study population, data collection, validity and reliability of data collection instrument, and data analysis and presentation.

3.2 Research Design
The study adopted the descriptive research design. Accordingly, the design of the research lays out the technique for collecting and analyzing data, the methods used, and how all of these answered the research question Gray (Grey, 2014). Orodho (2012) defines research design as the processes that a researcher uses to explore a certain set of questions or hypotheses, as well as a framework for collecting and analyzing data. There are several types of descriptive research designs that can be employed when gathering information about people or organizations or environments or phenomena in general (Cresswell, 2013). A bias-protection system and high levels of dependability are also built into the architecture. The study tries to explain and portray the characteristics of a scenario and a group of individuals, community or population, according to Orodho (2012), who believes that a descriptive research design is appropriate in this context.

3.3 Target Population
The study's target populace is the total number of people or objects it aims to investigate (Berenson & Levine, 2014). The target population of the study consisted of employees working in Judiciary service commission in Nairobi City County. The population size
comprised of 528 workers from all the departments and management levels of the Judicial Service Commission. The population is distributed as shown in Table 3.1

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Levels of Management</th>
<th>Population Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management level</td>
<td>82</td>
</tr>
<tr>
<td>Middle management level</td>
<td>191</td>
</tr>
<tr>
<td>Lower-level managers</td>
<td>255</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>528</strong></td>
</tr>
</tbody>
</table>

Source: Judicial Service Commission, Nairobi City County (2021)

3.4 Sampling Procedures and Sample Size

3.4.1 Sampling Procedure

The stratified random sample approach was used in this investigation, and the strata were allocated proportionately. The population is divided into subgroups with shared features, and systematic samples are computed from each subgroup (Westfall, 2012). The stratum in this study were the various levels of management, as all employees operate in the same environment and under the same circumstances. Participants from each population were randomly selected using simple random sampling methods. The participants were drawn from three different levels of participation. Level one was the top echelon of management, level two is the middle echelon, and level three is the lowest echelon. The target population's many ethnic and racial groupings was adequately represented as a result of this strategy.

3.4.2 Sample Size

An adequate sample size must be selected by the researcher in order to obtain sufficient information about the population and to be analyzed easily (Kothari's, 2004). When doing research, it is important to choose a sample that is representative of the general
population (Latham, 2007). To determine the sample size of the study, the Yamani Taro (1967) formula was used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it is expressed mathematically thus:

\[ n = \frac{N}{1 + Ne^2} \]

Where:

- \( n \) = sample size
- \( N \) = target population
- \( e \) = maximum acceptable margin of error (5%).

Thus, from the population of 528 employees working in Judiciary service commission in Nairobi City County, the number of sample \( n \), was found to be:

\[ \text{Sample, } n = \frac{528}{1 + 528(0.05)^2} \]

\[ n = 228 \]

From the population of 528 respondents, a sample size of 228 respondents were selected for the study. Table 3.2 showed how the selections were allocated.

<table>
<thead>
<tr>
<th>Levels of Management</th>
<th>Population Size</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management level</td>
<td>82/528*228</td>
<td>35</td>
</tr>
<tr>
<td>Middle management level</td>
<td>191/528*228</td>
<td>82</td>
</tr>
<tr>
<td>Lower-level managers</td>
<td>255/528*228</td>
<td>110</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>528/528*228</strong></td>
<td><strong>228</strong></td>
</tr>
</tbody>
</table>

**Source: Researcher (2021)**
3.5 Data Collection Instrument

Primary and secondary data was used in the research. There were secondary data collected from Judicial Service Commission records. A systematic questionnaire was used to obtain primary data. As a research tool, a questionnaire is described as a set of questions used to gather information from participants (Mugenda & Mugenda, 2003). By using a drop and pick method, respondents had enough time to read and fill out the questionnaire. The approval for onward investigation was obtained from Kenyatta University after which permission was obtained from the National Council of Science, Technology and Innovation (NACOSTI) in approaching the targeted study audience.

Sections A through F was included in the questionnaires. The demographic data were included in Section A. The Judicial Service Commission in Nairobi City County, Kenya, would conduct a questionnaire to examine how selection processes affect employee performance, according to the study's principal goal. Employee performance in Nairobi City County, Kenya's judicial service commission were examined in Section C, while Section D focused on the effect of reward and remuneration on Employee performance in Nairobi City County, Kenya. After that, in Section F, discussed how the performance of the judicial service commission in Nairobi City County Kenya's employees is affected by training procedures, and in Section E, looked at how those practices affect the performance of those employees. The variables in sections B through F were measured using a five-point Liker scale rating scale ranging from "strongly agree" to "strongly disagree".

3.6 Pilot Study

A pilot study is a way to see if the study can be carried out and if the data it produces is correct (Cargun, 2017). It is common for researchers to do pilot studies prior to
conducting full-scale research (Gumbo, 2014). In order to eliminate some of the issues that are predicted to arise during the final study, a pilot survey is conducted (Cooper & Schindler, 2006). The Pilot was conducted with a 10% sample size of 10 respondents to ensure the questionnaire's validity and reliability. This research stared with a pilot survey at the Ethics and Anti-Corruption Commission in Kenya. We'll choose the participants at randomly. The final study's sample did not contain any of the experimental participants. The purpose of the pilot study was to determine the validity as well as the reliability of the instrument used to gather the research's data. Prior to undertaking a full-scale research, a pilot test helps to discover the defects and limits of the data gathering device or design, according to Kombo and Tromp (2009).

3.7 Validity and Reliability of the Research Instruments

Validity testing and reliability testing was conducted using various statistical tools.

3.7.1 Validity of Research Instruments

Validity is when an instrument does what it was designed to do (Kumar et al, 2012). For one thing, validating any result or conclusion derived from data is founded on the assertion that what is being examined can be measured or collected. As a result, it showed that the conclusions drawn are reliable and that procedures used to get them are valid.

The research instruments was tested in a pilot study to ensure their validity. The pilot study's goal was to evaluate the questionnaire's construct and content validity. In order to amend questionnaire items and ensure that the measurements cover the theoretical purview and conceptual constructs of the variables that were researched, the data acquired were utilized. Content validity was used in the study. It is important to ensure that a research instrument covers the subject matter adequately. With the help of
specialists, the questionnaire's construct validity was also ensured. This includes the university supervisors, as well as other business administration professionals.

3.7.2 Reliability of Research Instruments

As stated by Mugenda and Mugenda (2008) Cronbach's Alpha coefficient on SPSS is used to assess reliability, and consistency is a measure of how reliable a study instrument is after repeated trials. Measurement reliability refers to an instrument's capacity to perform the same way of measurement every time it is employed in the same context with the same subject matter (Bryman, 2015). Cronbach's alpha was used to measure the questionnaire's dependability's internal consistency. Cronbach alpha was used to assess the measurement apparatus' internal dependability. Lee Cronbach invented Cronbach's alpha in 1951 as a measure of a test's or scale's internal consistency. As a general guideline, a dependability coefficient of 0.7 or above is considered to be suitable.

3.8 Data Analysis and Presentation

Data was processed for statistical analysis by the researcher. Data cleansing was performed to guarantee that questionnaires have been filled out correctly, clearly, and accurately. Quantitative data were entered into SPSS version 26 for analysis, and qualitative data were coded to make this process more efficient. Descriptive and inferential statistics was used to analyze the acquired data. There were descriptive statistics such as mean, standard deviation, frequency and percentages used. Correlation and a multiple regression model were employed as inferential statistics. The relationship between the dependent and independent variables were analyzed using a multiple regression model. Tables and charts was used to present the data. The multiple regression model to be used in this study were as follows:
\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \] 

Equation 3.1

Where:

- \( Y \) represents the dependent variable (employee performance)
- \( \alpha \) is the intercept which represents the bare minimum effect on the dependent variable in assumption that the other variables have zero effect
- \( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 \) represent coefficients of various independent variables showing the proportionate effect of the independent variable on the dependent variable.
- \( \varepsilon \) represents error term.

\( X_1 \) represents employee selection practices
\( X_2 \) represents recruitment practices
\( X_3 \) represents reward and compensation practices
\( X_4 \) represents employee training practices

**3.8.1 Assumptions of Regression Model**

In mathematics, a regression model illustrates the connection between two parameters that are not directly related to one another. In all regression models, there are certain assumptions that must be met in order to get trustworthy findings. Assumptions that underlie the multiple regression model of analysis are examined: Normality assumes that a continuous variable's scores are distributed in a normal fashion around the mean (Tharenon et al., 2007). Mathematical approaches was used to examine the normality of the independent variables. The Kolmogorov-Smirnov test was used to verify the distribution's normality. Comparing your data to an already known distribution, the K-S test tells if they share the same distribution. There are no assumptions about underlying distributions in the test.

You can use this test to determine whether or not your data is regularly distributed. To ensure that the assumption of normality in Analysis of Variance is correct, it is also
utilized. The linearity assumption test examines how closely the change in the dependent variable correlates with the change in the independent variables' (Hair et al., 2010). There are two variables, "x" and "y," which Shlens (2014) claims are linked by the mathematical equation "y = cx," where "c" is a constant number. Pearson Product Moment Correlation was used to examine linearity between the dependent variable and each independent variable. SPSS's capabilities was used to conduct a linearity test using scatterplot testing methods.

The results of the investigation were examined for linearity. The data points were organized in an oval form to show linearity. If the data has a different shape, it is most likely that the population from which the data is drawn is not linear in terms of the variables being studied. Because the oval form indicates linearity, if we don't see it, we might conclude that the data does not meet the test of linearity. Strong correlations between independent variables are referred to as multi-collinearity (Wasiams et al., 2013). Using Tolerance and Variance Inflation Factor (VIF) values, multi-collinearity was evaluated in this study.

Tolerance values below 0.010 or VIF values greater than 10 indicate a major problem with multi-Collinearity. Multicollinearity can be detected by examining all of the predictor variables simultaneously. A Principal Components Analysis (PCA) can be used to compute condition indices statistics. Because they do not overlap, these components are useful in that they each represent distinct information. The condition indices were calculated as the ratios of the variances between two components after the components were created.

Greater than 30 condition indices suggest the possibility of multicollinearity, as one component may reflect little or no unique data. That example, if the information has
already been "used up" by other components, one component may have very little information to represent. SPSS was used to calculate condition indices during a regression study. An initial linear regression analysis is used to compute tolerance, which investigates the influence of a single independent variable on all other independent variables. Tolerance is specified as $T = 1 - R^2$ for these first-step regression analysis. There is a probability of multicollinearity in the data with $T \geq 0.1$, and there is a certainty with $T \leq 0.01$. Hair and colleagues (2010).

**3.9 Ethical Consideration**

Ethical consideration in any research paper involves a certain issue being researched on which requires careful treatment of those involved and the information they share (Arifin 2018). Individuals are impacted by the behavior of others, such as sharing the information that an individual gives up to an interviewer, therefore these issues may be addressed both at a personal and community level. The risk of psychological harm becomes an essential ethical consideration when it comes to deciding what a person discloses or chooses not to disclose. When conducting such sensitive research using quantitative and qualitative methods together with face-to-face interview it is important for the researcher to apply ethical principles.

Principles such as informed consent and voluntary participation should be the best way to start. This is because the participants should understand well what the research is all about and what is being required from them before they decide if they are willing to participate or not. The confidentiality and anonymity of the information provided by the participants were guaranteed. Finally, approval was requested to conduct the research from the proper educational authorities, that is Kenyatta University, Judicial Service Commission office where the study was carried out. The approval for onward
investigation was obtained from Kenyatta University after which permission was obtained from the National Council of Science, Technology and Innovation (NACOSTI) in approaching the targeted study audience.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study and makes reference to relevant research to support the findings of the study. The findings include demographic information about the sample, results obtained from the descriptive statistics, correlations between the dependent and independent variables. In general, analysis was conducted using regression model.

4.2 Response Rate

In the survey carried out 228 questionnaires were supplied to the respondents, 168 questionnaires were correctly filled and surrendered back. This converted to a return value of 73.2 percent. This was well thought-out to be a very consistent rate for generalization of the study discoveries from the time when conferring to Zikmund et al., (2010), who had an opinion that having at least seventy percent of the research instruments being returned is good enough and stands the test for empirical statistics.

Table 4.1: Response rate Response rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned questionnaires</td>
<td>168</td>
<td>73.2</td>
</tr>
<tr>
<td>Un-returned questionnaires</td>
<td>60</td>
<td>26.8</td>
</tr>
<tr>
<td>Total</td>
<td>228</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Pilot Study Results

Pilot study was carried out to determine the validity and reliability of the research instruments on the study. The researcher administered 22 research instruments to respondents representing 10% of the sample size (Burton & Mazerolle, 2011). The results of the piloted research instruments enabled the researcher to determine the
consistency of responses to be made by respondents and adjust the items accordingly by revising the research instrument.

Cronbach’s alpha $\alpha$ coefficient was used by the researcher to measure internal consistency of the study, in the survey instruments, to gauge their reliability. This was done by calculating the Cronbach’s alpha coefficient for all the sections of the questionnaire from the results of the pilot study. Cronbach’s Alpha of more than 0.7 was taken as the cut off value for being acceptable Bonett and Wright (2015), which enhanced the identification of the dispensable variables and deleted variables. The findings of the reliability test are presented in Table 4.2.

### Table 4.2: Reliability Test Results

<table>
<thead>
<tr>
<th>Variables</th>
<th>N of Items</th>
<th>Cronbach's Alpha</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>5</td>
<td>.874</td>
<td>Accepted</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>5</td>
<td>.829</td>
<td>Accepted</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>5</td>
<td>.827</td>
<td>Accepted</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>5</td>
<td>.862</td>
<td>Accepted</td>
</tr>
<tr>
<td>Employee performance</td>
<td>5</td>
<td>.859</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

The findings indicated that employee selection practices had a Cronbach Alpha coefficient of 0.874. Recruitment practices had a Cronbach Alpha coefficient of 0.829. Reward and compensation practice had a Cronbach Alpha coefficient of 0.827. Employee training practices had a Cronbach Alpha coefficient of 0.862 and Employee performance had a Cronbach Alpha coefficient of 0.859. All variables depicted that the value of Cronbach's Alpha is above value of 0.7 thus the study was reliable (Ghazali, 2016). This indicates that scales used in this study are reliable enough to capture the variables.
4.4 Demographic Information

The study had several questions regarding the background information from the respondents namely; gender, time of life bracket, maximum education level and years of service.

4.3.1 Gender of the Respondents

The study sought the gender of the respondents and results are presented in Table 4.3.

Table 4.3: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>113</td>
<td>67.3</td>
</tr>
<tr>
<td>Female</td>
<td>55</td>
<td>32.7</td>
</tr>
<tr>
<td>Total</td>
<td>168</td>
<td>100</td>
</tr>
</tbody>
</table>

The study findings revealed that 113(67.3%) of respondents were male whereas 55(32.7%) of research participants were female. From Table 4.3, the research finding depicted a good representation of both gender at schools with each gender having at least 30% representation which is in line with the new Constitution of Kenya.

4.4.2 Age Bracket of the Respondents

The study sought to determine the age bracket of the respondents and the results are presented in Table 4.4.
Table 4.4: Age Bracket of the Respondents

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td>22</td>
<td>13.1</td>
</tr>
<tr>
<td>25-35 years</td>
<td>53</td>
<td>31.5</td>
</tr>
<tr>
<td>36-46 years</td>
<td>63</td>
<td>37.5</td>
</tr>
<tr>
<td>47 years and above</td>
<td>30</td>
<td>17.9</td>
</tr>
<tr>
<td>Total</td>
<td>168</td>
<td>100</td>
</tr>
</tbody>
</table>

The study findings revealed that 22(13.1%) of the research participants were between ages 18-25 years, 53(31.5%) were between 25-35 years. Moreover, 63(37.5%) of the respondents were aged between age 36-46 years while 30(17.9%) of research participants were aged 47 and over years of age. From Table 4.4, there is a clear indication that majority of the respondent were between age 36-46 years as shown.

4.4.3 Highest Level of Education

Summary of results on level of education was summarized in Table 4.5.

Table 4.5: Highest Level of Education of Respondents

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate level</td>
<td>21</td>
<td>12.5</td>
</tr>
<tr>
<td>Diploma level</td>
<td>66</td>
<td>39.3</td>
</tr>
<tr>
<td>Undergraduate level</td>
<td>56</td>
<td>33.3</td>
</tr>
<tr>
<td>Post graduate level</td>
<td>25</td>
<td>14.9</td>
</tr>
<tr>
<td>Total</td>
<td>168</td>
<td>100</td>
</tr>
</tbody>
</table>

From the results, 66(39.3%) of respondents had diploma, 33.3 percent had degree and the remaining 14.9 percent had masters’ degree. None of the research participant had PhD education status.
4.4.4 Respondent’s experience

The outcome of the research on experience of research participants was summarized in Table 4.6.

Table 4.6: Work Experience of Respondents

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 4 years</td>
<td>44</td>
<td>26.2</td>
</tr>
<tr>
<td>Between 4 and 6 years</td>
<td>72</td>
<td>42.9</td>
</tr>
<tr>
<td>7 years and above</td>
<td>52</td>
<td>30.9</td>
</tr>
<tr>
<td>Total</td>
<td>168</td>
<td>100</td>
</tr>
</tbody>
</table>

From the findings, 44 research participants had involvement of below 4 years, 72 had worked for 4 to 6 years and 52 respondents had worked for more than 7 years.

4.5 Descriptive Analysis

In this study descriptive statistics for independent variables and the dependent variable were analyzed through use of mean, frequencies, percentage and standard deviation as shown below.

4.5.1 Recruitment Practices and Employee Performance

The first specific objective of the study was to examine the effect of recruitment practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to Recruitment practices and employee performance. A 5 point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.7.
Table 4.7: Recruitment Practices and Employee Performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recruitment practices do not affect quality of service offered</td>
<td>F</td>
<td>83</td>
<td>60</td>
<td>19</td>
<td>1</td>
<td>5</td>
<td>4.27</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>49</td>
<td>35</td>
<td>11</td>
<td>0.5</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>2. My organisation has a rigid recruitment procedure that is strictly followed</td>
<td>F</td>
<td>53</td>
<td>32</td>
<td>5</td>
<td>23</td>
<td>5</td>
<td>3.63</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>31</td>
<td>19</td>
<td>2.9</td>
<td>13</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>3. Hiring the proper people leads to the achievement of the organization's goals</td>
<td>F</td>
<td>71</td>
<td>66</td>
<td>20</td>
<td>6</td>
<td>5</td>
<td>4.14</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>42</td>
<td>39</td>
<td>11</td>
<td>3.5</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>4. Recruitment in my organization follows the laid down criteria</td>
<td>F</td>
<td>70</td>
<td>27</td>
<td>42</td>
<td>24</td>
<td>5</td>
<td>3.79</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>41</td>
<td>16</td>
<td>25</td>
<td>14</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>5. Recruitment of right staff leads to efficiency and effectiveness in my organization</td>
<td>F</td>
<td>79</td>
<td>26</td>
<td>39</td>
<td>19</td>
<td>5</td>
<td>3.92</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>47</td>
<td>15</td>
<td>23</td>
<td>11</td>
<td>2.9</td>
<td></td>
</tr>
</tbody>
</table>

Valid N | 168 | 3.95 |

Table 4.7 showed that 143(85.1%) of the respondents agreed with the statement that recruitment practices do not affect quality of service offered. However, 6(3.6%) of the respondents disagreed with the statement that recruitment practices do not affect quality of service offered. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that recruitment practices do not affect quality of service offered(Mean, =4.27, Std. dev=0.92).

Based on their feedback, 85(50.6%) of the respondents agreed with the statement that their organisation has a rigid recruitment procedure that is strictly followed. This is a cumulative number of those who strongly agreed and those that agreed. However, 28(16.7%) of the respondents disagreed with the statement that their organisation has a rigid recruitment procedure that is strictly followed which was cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the
statement that their organisation has a rigid recruitment procedure that is strictly followed (Mean =3.63, Std. dev=1.15).

On whether hiring the proper people leads to the achievement of the organization's goals 137(81.5%) of the respondents agreed and strongly agreed with the statement. This however was not the feeling of 11(6.5%) of the respondents who strongly disagreed and disagreed with the statement that hiring the proper people leads to the achievement of the organization's goals. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that hiring the proper people leads to the achievement of the organization's goals (Mean =4.14, Std. dev=0.97).

Also, 97(57.8%) of the respondents agreed with the statement that recruitment in their organization follows the laid down criteria. This is a cumulative number of those who strongly agreed and those that agreed. On contrary, 29(17.3%) of the respondents disagreed with the statement that recruitment in my organization follows the laid down criteria. This is a cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that recruitment in my organization follows the laid down criteria (Mean, =3.79, Std. dev=1.21).

Lastly, 105(62.5%) of the respondents agreed with the statement that recruitment of right staff leads to efficiency and effectiveness in my organization. On the other hand 24(14.3%) of the respondents disagreed and strongly disagreed with the statement that recruitment of right staff leads to efficiency and effectiveness in my organization. Further the study findings showed in terms of means and standard deviation that the
respondents agreed with the statement that recruitment of right staff leads to efficiency and effectiveness in my organization (Mean=3.92, Std. dev=1.119).

The study also reveal that recruitment practices has a positive influence on employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a rigid recruitment procedure that is strictly followed. Recruitment of right staff and following the right laid down criteria automatically leads to the achievement of the organization's goals.

The study results concur with According to Mokaya, Mukhweso, and Njuguna (2015), whose results show that increasing recruitment sources leads to an increase in employee performance of 0.911; increasing recruitment policies leads to an increase in employee performance of 0.478; and increasing recruitment message leads to an increase in employee performance of 0.721 when all other independent variables are held constant.

The study results concede with (Kimaite,2016). who found out that recruitment and selection processes, were shown to be incredibly effective, all of which the introduction of defined performance targets and measurements for measuring employee growth led to the null hypothesis being rejected.

4.5.2 Selection Practices and Employee Performance

The second specific objective of the study was to examine the effect of selection practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to selection practices and employee performance. A 5 point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.8.
Table 4.8: Selection Practices and Employee Performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Sd</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. My organization subjects incoming employees to employee selection methods</td>
<td>F</td>
<td>64</td>
<td>76</td>
<td>20</td>
<td>4</td>
<td>4</td>
<td>4.14</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>38</td>
<td>45</td>
<td>11</td>
<td>2.4</td>
<td>2.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. A laid down criteria is following by my organization during selection</td>
<td>F</td>
<td>63</td>
<td>30</td>
<td>57</td>
<td>14</td>
<td>4</td>
<td>3.79</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>37</td>
<td>17</td>
<td>33</td>
<td>8.3</td>
<td>2.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>9</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Proper staff selection and placement methods guarantee that the business gets the most out of its employees</td>
<td>F</td>
<td>70</td>
<td>60</td>
<td>25</td>
<td>1</td>
<td>12</td>
<td>4.04</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>41</td>
<td>35</td>
<td>14</td>
<td>0.5</td>
<td>7.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>7</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. For selection purpose my organization uses several methods</td>
<td>F</td>
<td>45</td>
<td>78</td>
<td>18</td>
<td>19</td>
<td>8</td>
<td>3.79</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>26</td>
<td>46</td>
<td>10</td>
<td>11</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>8</td>
<td>4</td>
<td>7</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. My organization has a selection policy in place</td>
<td>F</td>
<td>69</td>
<td>29</td>
<td>54</td>
<td>14</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>41</td>
<td>17</td>
<td>32</td>
<td>8.3</td>
<td>1.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Valid N 168 3.93

Table 4.8 showed that 140 (83.3%) of the respondents agreed with the statement that their organization subjects incoming employees to employee selection methods. This is a cumulative number of those who strongly agreed and those that agreed. However, 8 (4.7%) of the respondents disagreed with the statement that their organization subjects incoming employees to employee selection methods. This is a cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that their organization subjects incoming employees to employee selection methods (Mean=4.14, Std. dev=0.89).

Based on their feedback, 93 (55.4%) of the respondents agreed with the statement that a laid down criteria is following by my organization during selection. This is a cumulative number of those who strongly agreed and those that agreed. However, 18 (10.7%) of the respondents disagreed with the statement that a laid down criteria is
following by my organization during selection. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that a laid down criteria is following by my organization during selection (Mean =3.79, Std. dev=1.11).

On whether proper staff selection and placement methods guarantee that the business gets the most out of its employees brought out positive response was identified by 77.4% of the students who both strongly agreed and agreed. On contrary, 13(77.3%) of the respondents disagreed with the statement that proper staff selection and placement methods guarantee that the business gets the most out of its employees. This is a cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that proper staff selection and placement methods guarantee that the business gets the most out of its employees (Mean, =4.04, Std. dev=1.11).

Another, 123(73.2%) of the respondents agreed with the statement that for selection purpose my organization uses several methods. At most 16.1% of the respondents disagreed with the statement that for selection purpose my organization uses several methods. This is a cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that for selection purpose my organization uses several methods(Mean, =3.79, Std. dev=1.08).

Lastly, 108(64.2%) of the respondents was in agreement with the statement that their organization has a selection policy in place while the least 9.5% of the respondents disagreed with the statement that My organization has a selection policy in place. Further the study findings showed in terms of means and standard deviation that the
respondents agreed with the statement that their organization has a selection policy in place (Mean =3.89, Std. dev=1.08).

The study results also reveals that selection practices has a positive influence on employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization subjects incoming employees to employee selection methods which guarantee that the business gets the most out of its employees and a selection policy which ensures that there's performance of the organization.

The study results concur with Bakhashwain and Javed (2020) who discovered that poor recruitment and selection criteria might lead to underperformance or discontent. In Jeddah, Saudi Arabia, twenty people were asked about the influence of the organization's recruitment and selection procedure on their performance. The findings of the study show a correlation between hiring procedures and employee performance. Small and medium-sized firms should concentrate on attempting to define the recruiting and selection process in detail so that the right candidate may be selected for the right job, at the right location, based on the findings.

The study results concede with Makhamara, Waiganjo, and Kwasira (2016) who found out that Kenya's health sector relied heavily on strategic recruitment and selection of employees. Researchers recommend implementing and sensitizing strategic recruiting and selection in the health sector so that the performance of employees increases, based on the study's findings.

**4.5.3 Reward and Compensation Practices And Organization Performance**

The third specific objective of the study was to examine the effect of reward and compensation practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents were requested to indicate their level of
agreement on various statements relating to reward and compensation practices and employee performance. A 5 point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.9.

Table 4.9: Reward and Compensation Practices And Organization Performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Sd</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. The organization has a well-established bonus award plan for high-performing personnel</td>
<td>F</td>
<td>88</td>
<td>68</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>4.41</td>
</tr>
<tr>
<td>%</td>
<td>52</td>
<td>40</td>
<td>4.2</td>
<td>1.8</td>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Promotions are given to high-performing personnel at my organisation as a matter of policy</td>
<td>F</td>
<td>85</td>
<td>44</td>
<td>34</td>
<td>3</td>
<td>2</td>
<td>4.23</td>
</tr>
<tr>
<td>%</td>
<td>50</td>
<td>26</td>
<td>20</td>
<td>1.8</td>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Employees who do well are rewarded with a higher position in the work hierarchy</td>
<td>F</td>
<td>67</td>
<td>89</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td>4.25</td>
</tr>
<tr>
<td>%</td>
<td>39</td>
<td>52</td>
<td>0.5</td>
<td>5.4</td>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Employee that performs well are given more responsibility and autonomy in their professions</td>
<td>F</td>
<td>52</td>
<td>50</td>
<td>47</td>
<td>17</td>
<td>2</td>
<td>3.79</td>
</tr>
<tr>
<td>%</td>
<td>30</td>
<td>29</td>
<td>27</td>
<td>10</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. The institution provides medical care as a way of rewarding and motivating employees</td>
<td>F</td>
<td>90</td>
<td>42</td>
<td>33</td>
<td>2</td>
<td>1</td>
<td>4.30</td>
</tr>
<tr>
<td>%</td>
<td>53</td>
<td>25</td>
<td>19</td>
<td>1.1</td>
<td>0.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Valid N: 168

Mean: 4.2

Based on their feedback on Table 4.9 showed that 156(92.9%) of the respondents agreed with the statement that the organization has a well-established bonus award plan for high-performing personnel. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 5(2.9%) of the respondents disagreed with the statement that the organization has a well-established bonus award plan for high-performing personnel. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the
organization has a well-established bonus award plan for high-performing personnel (Mean, =4.41, Std. dev=0.76).

On whether promotions are given to high-performing personnel at my organisation as a matter of policy 76.8% of the respondents agreed and strongly agreed with the statement. On contrary, 2.9% of the respondents disagreed with the statement that promotions are given to high-performing personnel at my organisation as a matter of policy. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that promotions are given to high-performing personnel at my organization as a matter of policy (Mean, =4.23, Std. dev=0.915)

Also, 156(92.9%) of the respondents agreed with the statement that employees who do well are rewarded with a higher position in the work hierarchy. At most 6.5% of the respondents disagreed with the statement that employees who do well are rewarded with a higher position in the work hierarchy. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that employees who do well are rewarded with a higher position in the work hierarchy (Mean, =4.25, Std. dev=0.817).

Lastly, 102(60.7%) of the respondents agreed with the statement that employee that performs well are given more responsibility and autonomy in their professions. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 19(11.3%) of the respondents disagreed with the statement that employee that performs well are given more responsibility and autonomy in their professions. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that employee that performs
well are given more responsibility and autonomy in their professions (Mean, =3.79, Std. dev=1.03).

Lastly, 132(78.6%) of the respondents agreed and strongly disagree with the statement that the institution provides medical care as a way of rewarding and motivating employees. At most 3(1.8%) of the respondents disagreed with the statement that the institution provides medical care as a way of rewarding and motivating employees. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the institution provides medical care as a way of rewarding and motivating employees (Mean, =4.30, Std. dev=0.87).

The study also reveals that reward and compensation practices has a positive Employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a well-established bonus award plan for high-performing personnel. Also, promotions are given to high-performing personnel as a matter of policy are rewarded with a higher position in the work hierarchy. Further, employee that performs well are given more responsibility and autonomy in their professions. Finally, the institution provides medical care as a way of rewarding and motivating employees.

The study results concur with Nwokocha (2016) who found out that Financial and non-financial rewards were found to be the most common types of organizational rewards in the study. According to the study, rewards have a positive impact on employee performance, retention, and productivity in a firm. The study results concede with Waruni (2016) who found Employee performance, extrinsic reward, and intrinsic reward were found to have a positive relationship.
4.5.4 Employee Training Practices And Employee Performance

The last specific objective of the study was to examine the effect of training practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to training practices and employee performance. A 5 point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.10.

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Sd</th>
</tr>
</thead>
<tbody>
<tr>
<td>16. The organisation provides possibilities for self-development to high-performing personnel</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.51</td>
<td>1.4</td>
</tr>
<tr>
<td>%</td>
<td>55</td>
<td>41</td>
<td>34</td>
<td>12</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Employees that do well are given resources to help them grow in their professions</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.76</td>
<td>1.2</td>
</tr>
<tr>
<td>%</td>
<td>59</td>
<td>57</td>
<td>19</td>
<td>20</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. The organisation has a distinct career progression ladder that leads from entry level to executive level positions</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.74</td>
<td>1.2</td>
</tr>
<tr>
<td>%</td>
<td>55</td>
<td>59</td>
<td>23</td>
<td>18</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. The organisation values their employees' own goals and assists and motivates higher-performing employees to attain them</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.21</td>
<td>1.3</td>
</tr>
<tr>
<td>%</td>
<td>31</td>
<td>57</td>
<td>27</td>
<td>22</td>
<td>31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. The organisation provides possibilities for self-development to high-performing personnel</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.98</td>
<td>1.1</td>
</tr>
<tr>
<td>%</td>
<td>68</td>
<td>61</td>
<td>16</td>
<td>14</td>
<td>9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Valid N 168 3.64

Based on the respondents feedback in Table 4.10 57.1% of the respondents agreed with the statement that the organisation provides possibilities for self-development to high-
performing personnel. This was a cumulative of those who agreed and those who strongly agreed. At most 22.6% of the respondents disagreed with the statement that the organisation provides possibilities for self-development to high-performing personnel. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the organisation provides possibilities for self-development to high-performing personnel (Mean, $=3.52$, Std. dev=$1.41$).

On whether employees that do well are given resources to help them grow in their professions the respondents seem to agree with the statements as shown by 116(69.1%). On contrary 33(19.6%) of the respondents disagreed with the statement that employees that do well are given resources to help them grow in their professions. This was a cumulative of those who disagreed and those who strongly disagreed with the statement. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that employees that do well are given resources to help them grow in their professions (Mean, $=3.77$, Std. dev=$1.26$).

Also, 114(67.9%) of the respondents agreed with the statement that the organisation has a distinct career progression ladder that leads from entry level to executive level positions. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 18.5% of the respondents disagreed with the statement that the organisation has a distinct career progression ladder that leads from entry level to executive level positions. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the organisation has a distinct career progression ladder that leads from entry level to executive level positions (Mean, $=3.74$, Std. dev=$1.24$).
Also, 88(52.4%) of the respondents agreed with the statement that the organisation values their employees' own goals and assists and motivates higher-performing employees to attain them. At most 30.4% of the respondents disagreed with the statement that the organisation values their employees' own goals and assists and motivates higher-performing employees to attain them. This is a cumulative number of those who strongly disagreed and those that disagreed. On the contrary to that, further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the organisation values their employees' own goals and assists and motivates higher-performing employees to attain them (Mean, =3.20, Std. dev=1.38).

Lastly, 129(76.8%) of the respondents agreed with the statement that the organisation provides possibilities for self-development to high-performing personnel. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 13.7% of the respondents disagreed with the statement that the organisation provides possibilities for self-development to high-performing personnel. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that the organisation provides possibilities for self-development to high-performing personnel (Mean, =3.98, Std. dev=1.15).

The study results also reveals that training practices has a positive influence on employee performance in Judicial Service Commission in Nairobi City County. This implies that the organisation provides possibilities for self-development to high-performing personnel, distinct career progression ladder that leads from entry level to executive level positions and valuing of employees goals and assists and motivates higher-performing employees to attain them.
The study results agree with Githinji (2016) found out that employee motivation was found to be enhanced by training because it allows employees to be recognized by their employer. This is also the case at UNSOA, where training aligns employees to the organization's objectives. On the other side, training helps develop the organization's leaders' good leadership attributes. Finally, training helps motivate employees to perform at their best.

The study results concur with Nda and Fard (2018), who found out that companies want to see a return on their investment, they must successfully manage training and development programs. Human capital, on the other hand, is the most valuable asset for any organization in a competitive economy. Education and training can assist human capital enhance their dexterity. This is why an organization's personnel require so much training and growth.

**4.5.5 Employee Performance**

The general objective of the study was to examine the effect of human resource management techniques on Judicial Service Commission employee performance in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to human resource management techniques and employee performance. A 5 point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.11.
Table 4.11 showed that 161(95.8%) of the respondents agreed with departmental effectiveness. This is a cumulative number of those who strongly agreed and those that agreed. On the contrary to that, 4.2% of the respondents disagreed with departmental effectiveness. This is a cumulative number of those who strongly disagreed and those that disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with departmental effectiveness (Mean, =4.41, Std. dev=0.84).

Based on their feedback on Table 4.11, 91% of the respondents agreed and strongly agreed that human resource management techniques has increased employee satisfaction in Judicial Service Commission employee performance in Nairobi City County, Kenya. This is a cumulative number of those who strongly disagreed and those that disagreed. However, 14(8.3%) of the respondents disagreed with employee satisfaction. Further the study findings showed in terms of means and standard deviation that the respondents agreed with employee satisfaction (Mean, =4.23, Std. dev=0.95).
On whether human resource management techniques has increased quality services in satisfaction in Judicial Service Commission employee performance in Nairobi City County, Kenya majority 92.2% of the respondents agreed with quality of service. This is a cumulative number of those who strongly agreed and those that agreed. However, 7(4.2%) of the respondents disagreed with quality of service. Further the study findings showed in terms of means and standard deviation that the respondents agreed with quality of service (Mean, =4.33, Std. dev=0.87).

Lastly, 114(67.9%) of the respondents agreed with human resource management techniques has increased customer efficiency in Judicial Service Commission employee performance in Nairobi City County, Kenya customer efficiency. At most 12.5% of the respondents disagreed that human resource management techniques has increased customer efficiency in Judicial Service Commission employee performance in Nairobi City County, Kenya customer efficiency. Further the study findings showed in terms of means and standard deviation that the respondents agreed with customer efficiency (Mean, =3.97, Std. dev=1.16).

### 4.6 Assumptions of Regression Model Test

The study tested for normality, homoscedasticity, autocorrelation, multicollinearity and linearity assumptions. They are discussed in the following subsections.

#### 4.6.1 Normality Assumption Test

This study used Shapiro-wilkTest to test for normality assumption. The threshold notes that when the value of Shapiro-wilk test is greater than 0.05, the data is normally distributed and if it is below 0.05, the data significantly deviate from a normal distribution. Normality assumptions test results are presented in in Table 4.12.
Table 4.12 Normality Assumption Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Statistic</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>.297</td>
<td>.190</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>.618</td>
<td>.159</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>.529</td>
<td>.280</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>.789</td>
<td>.198</td>
</tr>
</tbody>
</table>

Normality assumption test results in Table 4.12 established that the data were normally distributed since the significance values for Shapiro-wilk Test were all greater than 0.05. The study findings indicated that employee selection practices had Shapiro-wilk Test significance value of p=.190>0.05. Recruitment practices had Shapiro-wilk Test significance value of p=.618>0.05. Reward and compensation practice had Shapiro-wilk Test significance value of p=.529>0.05. Employee training practices had Shapiro-wilk Test significance value of p=.789>0.05. Since the p-values were greater than the significance level (0.05), this implies that the data were normally distributed.

4.6.2 Homoscedasticity Assumptions Test

Levene's test of equality of error variances was used to test the homoscedasticity assumption. The assumption test results are presented in Table 4.13.

Table 4.13 Heteroscedasticity Assumption Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>F</th>
<th>DF1</th>
<th>DF2</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>7.481</td>
<td>11</td>
<td>156</td>
<td>.273</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>2.136</td>
<td>8</td>
<td>159</td>
<td>.354</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>2.487</td>
<td>5</td>
<td>162</td>
<td>.335</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>8.878</td>
<td>6</td>
<td>161</td>
<td>.277</td>
</tr>
</tbody>
</table>

The study findings in Table 4.13 revealed that the p-value for Employee selection practices was (p=0.273>0.05). The p-value for recruitment practices was (p=0.354>0.05). The p-value for reward and compensation practice was
(p=0.335>0.05) and finally the p-value for employee training practices was (p=0.277>0.05). Therefore, the study concluded that there is no significant difference among the study variable variances. The study failed to reject the null hypothesis that error variance of the independent variables is equal across groups since the p values was greater than 0.05.

4.6.3 Multicollinearity Assumption Test

The Multicollinearity assumption was tested using the tolerance and variance inflation factors (VIF). The study result is presented in Table 4.14.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>.868</td>
<td>1.152</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>.138</td>
<td>4.272</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>.130</td>
<td>7.694</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>.159</td>
<td>6.299</td>
</tr>
</tbody>
</table>

The results in Table 4.14 present values tolerance and variance inflation factor value for employee selection practices (tolerance=0.868 and VIF=1.152), for recruitment practices (tolerance=0.138 and VIF=4.272), for reward and compensation practice (tolerance=0.130 and VIF=7.694) and for employee training practices (tolerance=0.159 and VIF=6.299). The study results imply that all tolerance values for the four variables under study were all above 0.10 and VIF values for all study variables were less than 10 which were accordance to Field (2009). This gave an implication that data used had no multicollinearity.

4.6.4 Autocorrelation Assumption Test

The study used Durbin Watson statistic to test for autocorrelation assumption. The autocorrelation assumption test results are presented in Table 4.15.
Table 4.15 Autocorrelation Assumption Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>1.797</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>1.883</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>1.749</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>1.962</td>
</tr>
</tbody>
</table>

The results as indicated in Table 4.15 revealed that Durbin-Watson statistic value of employee selection practices was 1.797. Also, the Durbin-Watson statistic value for recruitment practices was 1.883. Further, the results indicated that Durbin-Watson statistic value for reward and compensation practice was 1.749 and for employee training practices was 1.962. This implies that the study variables had independence of errors because it meets the threshold of Durbin-Watson between 0-4. The Durbin Watson test reports a test statistic, with a value from 0 to 4, where: 2 denotes no autocorrelation; 0 to 2<2 denotes a positive autocorrelation; while >2 denotes a negative autocorrelation. The decision rule is that test statistic values in the range of 1.5 to 2.5 are relatively normal. Values outside this range could be cause for concern (Field, 2009).

4.6.5 Linearity Assumption Test

Linearity means that the amount of change or rate of change between scores on two sets of variables is constant for the entire range of scores for the variables (Bai & Perron, 2008). The study used correlation to test the assumption that there was a linear relationship between dependent variable as presented in Table 4.16.
Table 4.16 Linearity Assumption Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee selection practices</td>
<td>.397**</td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>.879**</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>.863**</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>.897**</td>
</tr>
</tbody>
</table>

Table 4.16 showed that correlation coefficients were all different from zero and therefore the data used in this study were linear. Employee selection practices had a correlation value of 0.397. Recruitment practices had a correlation value of 0.879. Reward and compensation practice had a correlation value of 0.863. Employee training practices had a correlation value of 0.897. Correlation test assumes that there’s a linear relationship if correlation coefficient is different from zero.

4.7 Correlation Results of Study Variables

Pearson correlation analysis was carried out to determine the strength and direction of the association between independent and dependent variables. Table 4.17 presents the results.
The study findings in Table 4.17 indicated that employee selection practice and employee performance had a positive moderate and statistically significant correlation (r= 0.397; p<0.01). The findings of the study indicated a strong, positive and statistically significant correlation between recruitment practices and employee performance (r=0.879; p<0.01). The study established that there exist a strong, positive
and statistically correlation between reward and compensation practice and employee performance \((r=0.863; \ p<0.01)\). The study established that there exist a strong, positive and statistically correlation between employee training practices and employee performance \((r=0.897; \ p<0.01)\). According Orodho (2003) a strong correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related.

4.8 Regression Analysis

Multiple regression analysis for the four specific objectives were performed and the results are as presented in the following sub sections.

4.8.1 Model Summary

Model summary provides the coefficient of determination \((R^2)\) which shows proportion of the variance in the dependent variable that is predictable from the independent variable and correlation coefficient \((R)\) shows the degree of association between the dependent and independent variables. The results presented in Table 4.18 present the fitness of model used of the regression model in explaining the study phenomena.

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>(R)</td>
</tr>
<tr>
<td>.922*</td>
</tr>
</tbody>
</table>

Employee selection practices, recruitment practices, reward and compensation practices and employee training practices were found to be satisfactory variables in influencing the employee performance of the judicial service commission of Kenya. This is supported by coefficient of determination also known as the R square of 85.0%. This means that the independent variables explained 85.0% of the variations in the dependent variable (employee performance). The results further implied that the model
applied to link the relationship of the variables was satisfactory. Adjusted R$^2$ is a modified version of R$^2$ that has been adjusted for the number of predictors in the model by less than chance. The adjusted R$^2$ of 0.846 which was slightly lower than the R$^2$ value was exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R$^2$ indicates that 84.6% of the changes in employees performance are explained by the model.

4.8.2 Model Fitness

Table 4.19 provides the results on the analysis of the variance (ANOVA).

Table 4.19 Regression Model Fitness Results

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>160.417</td>
<td>4</td>
<td>40.104</td>
<td>230.235</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>28.393</td>
<td>163</td>
<td>.174</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>188.809</td>
<td>167</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study results in Table 4.19 indicated that the overall model was statistically significant as supported by a p value of 0.000 which is lesser than the critical p value of 0.05. Further, the results imply that the independent variables are good predictors of employees performance. This was supported by an F statistic of 230.23 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

4.8.3 Regression Coefficient

The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable can be predicted from the independent variable. The summary is as displayed in Table 4.20:
Table 4.20 Regression Analysis Coefficient

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.275</td>
<td>.130</td>
<td></td>
<td>2.118</td>
</tr>
<tr>
<td>Employee selection</td>
<td>.114</td>
<td>.027</td>
<td>.137</td>
<td>4.192</td>
</tr>
<tr>
<td>practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment practices</td>
<td>.188</td>
<td>.093</td>
<td>.188</td>
<td>2.030</td>
</tr>
<tr>
<td>Reward and compensation practice</td>
<td>.240</td>
<td>.081</td>
<td>.249</td>
<td>2.952</td>
</tr>
<tr>
<td>Employee training practices</td>
<td>.437</td>
<td>.072</td>
<td>.463</td>
<td>6.078</td>
</tr>
</tbody>
</table>

The study results in Table 4.20 revealed that there was positive linear effect of employee selection practices on employee performance ($\beta_1=.114$, $p=0.000$). This revealed that an increase in employee selection practices leads to increase in employee performance by 0.114 units. It was further established that recruitment practices has a positive and significant effect on employee performance ($\beta_2=.188$, $p=0.044$). This implies that an increase in recruitment practices leads to increase in employee performance by 0.188 units.

It was further established that reward and compensation practice has a positive and significant effect on employee performance ($\beta_3=.240$, $p=0.004$). This implies that an increase in reward and compensation practice leads to increase in employee performance by 0.240 units. Finally, employee training practices was found to have a positive and significant effect on employee performance ($\beta_4=.437$, $p=0.000$). This gave an implication that an increase in employee training practices leads to increase in employee performance by 0.437 units. Thus, the regression equation becomes;

\[
Y = .275 + .114X_1 + .188X_2 + .240X_3 + .437X_4 \cdots \cdots \cdots \text{Equation 4.1}
\]
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction
This chapter gives a summary of the findings, conclusions and implications of the study. It also presents the recommendations and areas of further research.

5.2. Summary of the Findings

5.2.1 Recruitment Practices
The study first sought to examine the effect of recruitment practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents agreed with all the statements. They agreed that; recruitment practices do not affect quality of service offered, their organization has a rigid recruitment procedure that is strictly followed, hiring the proper people leads to the achievement of the organization's goals, recruitment in my organization follows the laid down criteria and that recruitment of right staff leads to efficiency and effectiveness in my organization.

The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between recruitment practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. Regression results revealed that recruitment practices positively and significantly affect employee performance in Judicial Service Commission in Nairobi City County, Kenya. This gave an implication that an increase in recruitment practices increases employee performance in Judicial Service Commission in Nairobi City County, Kenya.

5.2.2 Selection Practices
The second study objective sought to examine the effect of selection practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya.
The respondents agreed with all the statements. They agreed that; their organization subjects incoming employees to employee selection methods, a laid down criteria is following by my organization during selection gets the most out of its employees, proper staff selection and placement methods guarantee that the business, For selection purpose my organization uses several methods and that their organization has a selection policy in place.

The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between selection practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. Regression results revealed that selection practices positively and significantly affect employee performance in Judicial Service Commission in Nairobi City County, Kenya. This gave an implication that an increase in selection practices increases employee performance in Judicial Service Commission in Nairobi City County, Kenya.

5.2.3 Reward and Compensation Practices

The third study objective sought to examine the effect of reward and compensation practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents agreed with all the statements. They agreed that; the organization has a well-established bonus award plan for high-performing personnel, promotions are given to high-performing personnel at my organisation as a matter of policy, employees who do well are rewarded with a higher position in the work hierarchy, employee that performs well are given more responsibility and autonomy in their professions and that the institution provides medical care as a way of rewarding and motivating employees.
The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between reward and compensation practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. Regression results revealed that reward and compensation practices positively and significantly affect employee performance in Judicial Service Commission in Nairobi City County, Kenya. This gave an implication that an increase in reward and compensation practices increases employee performance in Judicial Service Commission in Nairobi City County, Kenya.

5.2.4 Training practices

The last study objectives sought to examine the effect of training practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya. The respondents agreed with all the statements. They agreed that; the organisation provides possibilities for self-development to high-performing personnel, employees that do well are given resources to help them grow in their professions, the organisation has a distinct career progression ladder that leads from entry level to executive level positions, the organisation values their employees' own goals and assists and motivates higher-performing employees to attain them and that the organisation provides possibilities for self-development to high-performing personnel.

The study findings further revealed in terms of correlation that there exists a strong, positive and statistically correlation between training practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. Regression results revealed that training practices positively and significantly affect employee performance in Judicial Service Commission in Nairobi City County, Kenya.
This gave an implication that an increase in training practices increases employee performance in Judicial Service Commission in Nairobi City County, Kenya.

5.3 Conclusions

The study concluded that there exists a strong, positive and statistically correlation between recruitment practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a rigid recruitment procedure that is strictly followed. Recruitment of right staff and following the right laid down criteria automatically leads to the achievement of the organization's goals.

The study concluded that there exists a strong, positive and statistically correlation between selection practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization subjects incoming employees to employee selection methods which guarantee that the business gets the most out of its employees and a selection policy which ensures that there's performance of the organization.

The study concluded that there exists a strong, positive and statistically correlation between reward and compensation and employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organization has a well-established bonus award plan for high-performing personnel. Also, Promotions are given to high-performing personnel as a matter of policy are rewarded with a higher position in the work hierarchy. Further, employee that performs well are given more responsibility and autonomy in their professions. Finally, the institution provides medical care as a way of rewarding and motivating employees.
The study concluded that there exists a strong, positive and statistically correlation between communication training practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya. This implies that the organisation provides possibilities for self-development to high-performing personnel, distinct career progression ladder that leads from entry level to executive level positions and valuing of employees goals and assists and motivates higher-performing employees to attain them.

5.4 Recommendations

The study recommends that;

The management should offer regular training and capacity building to increase employees’ occupation development of competencies and their perception towards proficiency and efficacy in carrying their tasks for this will cause employees to demonstration higher feelings of satisfaction, inspiration and as a result increase in production.

The management should provide flexible work atmosphere regularly and encourage teamwork to heighten good performance in the institution. Employees who are trained will work well and in return accomplish the goals of their organization. They will have a feeling that the firm appreciate their being around the organization. The researcher postulates that motivated employees will aim at achieving their optimal productivity. In the process of developing employees through training, they appreciate and come in contact with dynamisms of business emerging changes. They will compete favorably with other players in different organizations within the industry. Properly trained employees will come in terms with changes in technology, restructuring and reengineering changes within the organization and in the end; it increases their chances
of accomplishing what the organization wants to achieve. Through training, employees will experience cohesiveness and bonding will be increased at the work place.

Management is expected to be in direct control of the day to day operation of the business. This includes taking steps to ensure that the investment is done in informed risks that will not expose the entire organization. Through training, employees feel a sense of belonging since they see themselves as being inseparable part the entire organization and hence it enhances organizational performance. Training of employees on the other hand will ensure that the workforce has the required skills. Through training, employees feel a sense of belonging since they see themselves as being inseparable part the entire organization and hence it enhances organizational performance.

5.5 Suggestions for Further Research

Empirically, the study aimed at analyzing the effect of human resource management techniques on Judicial Service Commission employee performance in Nairobi City County, Kenya. This research recommends that another study should be done to augment findings in this study; it therefore suggests another study be done on assessing the effect of leadership style on worker productivity. Furthermore, conducting replication of another research in another region is necessary so that there are sufficient and conclusive results in relation to the topic. Also a similar study can be conducted by incorporating a moderating or intervening variable.
REFERENCE


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Gideon Kipkogei Kipkoech

Mobile No: 0729601448

Email: kipkogeigideon@gmail.com

Dear Sir/Madam

RE: REQUEST TO PARTICIPATE IN A RESEARCH STUDY

I am Gideon Kipkogei Kipkoech, a post graduate student at Kenyatta University. I am carrying out survey entitled: “EFFECT OF HUMAN RESOURCE PLANNING PRACTICES ON EMPLOYEE PERFORMANCE. A CASE OF THE JUDICIAL SERVICE COMMISSION OF KENYA. Please help me conclude the study by providing me with the necessary information. As a result, I am seeking your permission to collect and use your personal information, which will be gathered via the accompanying survey. For your own peace of mind, please know that any information you provide with us is strictly secret and will only be used to further this research project. We are grateful for your help in this matter.

Yours sincerely,

Gideon Kipkogei Kipkoech
APPENDIX II: QUESTIONNAIRE TO JUDICIAL SERVICE COMMISSION EMPLOYEES

This survey would not be possible without your participation, so thank you very much for that. It intends to examine the impact of Judicial Service Commission employee performance on human resource management techniques. You may rest assured that any information you share with us will be kept private and anonymous. It will take about 10 minutes to complete this survey. To make sure you have selected the correct option from the list, please click the checkbox next to the appropriate value.

SECTION A: DEMOGRAPHIC DATA OF THE RESPONDENTS

1. What gender are you?
   Male ( )
   Female ( )

2. What is the most appropriate age group for you?
   18- 25 years ( )
   25 - 35 years ( )
   36 - 46 years ( )
   47 years and above ( )

3. What is your level of education?
   Certificate level ( )
   Diploma level ( )
   Undergraduate level ( )
   Post graduate ( )
   Others ( )
4. You have been working in your present position for how long?
1 year ()
1 year ()
Between the ages of 4 and 6 years ()
Between the ages of 4 and 6 years ()
Above 7 years
5. What is your current position within the organization?
Personnel at the bottom of the organizational hierarchy ( )
Personnel in the middle of the organizational hierarchy ( )
Personnel in charge ( )

SECTION B: RECRUITMENT PRACTICES AND EMPLOYEE PERFORMANCE

Effect of Recruitment practices and Employee performance in Judicial Service Commission in Nairobi City County, Kenya

6. To what extent do you believe that the following features of hiring methods assist your company? (In which 5=strongly agree, 4=agree, 3=neutral, 2=disagree, and 1=strongly disagree)

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment practices do not affect quality of service offered</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organisation has a rigid recruitment procedure that is strictly followed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hiring the proper people leads to the achievement of the organization's goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment in my organization follows the laid down criteria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment of right staff leads to efficiency and effectiveness in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION C: SELECTION PRACTICES AND EMPLOYEE PERFORMANCE

Effect of Selection practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya

12. How much do you agree with the following parts of the advantages of selection processes in your organization, and how much do you disagree with them? (In which 5 represents strong agreement, 4 represents agreement, 3 represents neutrality, 2 represents disagreement, and 1 represents severely disagreement)

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>.13 My organization subjects incoming employees to employee selection methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 A laid down criteria is following by my organization during selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Proper staff selection and placement methods guarantee that the business gets the most out of its employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 For selection purpose my organization uses several methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 My organization has a selection policy in place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION D: REWARD AND COMPENSATION PRACTICES AND ORGANIZATION PERFORMANCE

Effect of Reward and Compensation practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya

18. How much do you agree with the following features of reward and compensation procedures in your organization? (Where 5 means highly agree, 4 means agree, 3 means neutral, 2 means disapprove, and 1 means strongly disagree).

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 The organization has a well-established bonus award plan for high-performing personnel.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
20. Promotions are given to high-performing personnel at my organisation as a matter of policy

21. Employees who do well are rewarded with a higher position in the work hierarchy

22. Employee that performs well are given more responsibility and autonomy in their professions.

23. The institution provides medical care as a way of rewarding and motivating employees.

SECTION E: EMPLOYEE TRAINING PRACTICES AND EMPLOYEE PERFORMANCE

Effect of Training practices and employee performance in Judicial Service Commission in Nairobi City County, Kenya

24. To what extent do you agree with the following aspects of the benefits of employee training procedures in your organisation? (Where 5 means strongly agree, 4 means agree, 3 means neutral, 2 means disagree, and 1 means severely disagree.)

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>25. The organisation provides possibilities for self-development to high-performing personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Employees that do well are given resources to help them grow in their professions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. The organisation has a distinct career progression ladder that leads from entry level to executive level positions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. The organisation values their employees' own goals and assists and motivates higher-performing employees to attain them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. The organisation provides possibilities for self-development to high-performing personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

86
SECTION F: EMPLOYEE PERFORMANCE

30. Please rate the performance of your organization in the last 3 years in terms of the following aspects.

<table>
<thead>
<tr>
<th>Performance measures</th>
<th>Below average</th>
<th>Average</th>
<th>Slightly above average</th>
<th>Above average</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>31. Departmental</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>effectiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. Employee satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33. Quality of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34. Customer efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

35. Please give any additional information you believe is important to the study that was not collected in the space provided.

........................................................................................................................................
### APPENDIX III: ESTIMATED RESEARCH BUDGET

<table>
<thead>
<tr>
<th>NO</th>
<th>ITEM</th>
<th>QUANTITY</th>
<th>UNIT COST</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Type setting</td>
<td>2</td>
<td>20000</td>
<td>40000</td>
</tr>
<tr>
<td>2</td>
<td>Airtime</td>
<td>4</td>
<td>1000</td>
<td>4000</td>
</tr>
<tr>
<td>3</td>
<td>Internet Access</td>
<td>1</td>
<td>10000</td>
<td>10000</td>
</tr>
<tr>
<td>4</td>
<td>Stationary</td>
<td>20</td>
<td>50</td>
<td>2000</td>
</tr>
<tr>
<td>5</td>
<td>Binding</td>
<td>20</td>
<td>50</td>
<td>1000</td>
</tr>
<tr>
<td>6</td>
<td>Travelling expenses</td>
<td>1</td>
<td>30000</td>
<td>30000</td>
</tr>
<tr>
<td>7</td>
<td>Lunch allowance</td>
<td>10</td>
<td>500</td>
<td>5000</td>
</tr>
<tr>
<td>8</td>
<td>Printing Project</td>
<td>15</td>
<td>2000</td>
<td>30000</td>
</tr>
<tr>
<td>9</td>
<td>Printing Project</td>
<td>5</td>
<td>2000</td>
<td>10000</td>
</tr>
<tr>
<td>10</td>
<td>Printing Questionnaire</td>
<td>200</td>
<td>50</td>
<td>10000</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL COST</strong></td>
<td></td>
<td></td>
<td><strong>132,000</strong></td>
</tr>
</tbody>
</table>
### APPENDIX IV: RESEARCH WORK PLAN

<table>
<thead>
<tr>
<th>2021</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td></td>
</tr>
<tr>
<td>Project Writing</td>
<td>Sept 2021, Oct 2021, Nov 2021, April 2022, May 2022, June 2022, August 2022</td>
</tr>
<tr>
<td>Submission of Project</td>
<td></td>
</tr>
<tr>
<td>Project Defense</td>
<td>Aug 2022</td>
</tr>
<tr>
<td>Correction and Submission</td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
</tr>
<tr>
<td>Report writing</td>
<td></td>
</tr>
<tr>
<td>Final Project Submission</td>
<td>Aug 2022</td>
</tr>
</tbody>
</table>