INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE JUDICIARY.A SURVEY OF SELECTED COURT STATIONS IN NORTH RIFT REGION, KENYA

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Declaration by Student:

This research project report is my original work and has not been presented for a degree or any other award in any University or to any other examination body.

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DEDICATION

I would like to dedicate this work to the Lord Almighty and my family for their immense support, encouragement and patience during the entire period of my study and for their prayers and financial assistance towards the successful completion of this course.

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ABSTRACT

Strategic Human Resource Management creates coherent framework for employees and develop support systems for an organization's long term goals. It was developed to have a strategic outlook in which the employees are developed and maintained to ensure effective employee performance. The purpose of this study therefore was to investigate the influence of Strategic Human Resource Management Practices on employee performance in the Judiciary's court stations within North Rift Region. The specific objective of the study were ;to determine the influence of strategic training and development on employee performance , to determine the influence of Strategic recruitment and selection on employee performance, to determine the influence of strategic reward and compensation system on performance of employees and to determine the influence of strategic Welfare services on employee performance . The study was guided by three theories; Human Capital theory, Contingency theory and cybernetic theory. The study used both descriptive and inferential research designs. Stratified sampling technique was used and sample size of 247 was derived from a target population of 500 being 49% the research response rate was 89.06%. Secondary and primary were sources of data for the study. Data collection instrument was well-designed, reliable and validated questionnaires and interview schedules. The Cronbach Alpha coefficient was 0.893 which means internal consistency among the items in the instrument was reliable. The findings of the study were analyzed using descriptive and inferential statistics. Inferential statistics employed by the study included multiple and correlation analysis which was aimed at finding the magnitude and direction of the variables. The statistical analysis was measured at 0.05% significance level. Frequency distribution tables provided methods used to present processed data. Ethical issues were considered to protect the privacy and anonymity of the Respondents. R^2 was 0.626 which indicate that the strategic human resource management practices account for 62.6 % of the variation of the employee performance . In conclusion the study revealed that the four variables of strategic training, staff welfare services, reward system, and recruitment did highly influence employee performance. The outcome of the study intends to help Judiciary and other organizations to develop SHRM policies to enhance employee performance. The findings are beneficial to all staff managing in organizations especially judicial staff. The study recommends that management need to sensitize staff on SHRM and its application..

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LIST OF ABBREVIATIOS AND ACRONYMS

CT:	Cybernetic Theory
CT:	Contingency Theory
HC:	Human Capital
HR	Human Resource
HRM:	Human Resource Management
HRMP:	Human Resource Management Practices
KBL:	Kenya Literature Bureau
KMTC:	Kenya Medical Training college
NSE:	Nairobi Security Exchange
RBV:	Research Based View
SACCOs:	Saving and Credit Cooperative Societies
SHRMP:	Strategic Human Resource Management Practices
SPSS:	Statistical Package for Social Sciences
TSC:	Teachers Service Commission

DEFINITION OF SIGNIFICANT TERMS

Strategic Human Resource Management:	It is how the organizations goals will be achieved through people by means of HR strategies and integrated HR policies and practices.(Armstrong, 2009).
Management practices:	Strategic Human Resource Management Practices are those practices specifically developed implemented and executed based on a deliberate linkage to an organization's Strategy, (Huselid, 2007).
Employee Performance:	It is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization while efficiently and effectively utilizing available resources within a changing environment (Dessler, 2010).
Human Resource Practices:	They are strategic in nature they represent vital guidance and provide companies with optimal business performance regardless of which organization or industry the apply to, they include Compensation and reward, Training and development, performance management and recruitment and selection.
Compensation and Reward:	It is a motivation strategy which rewards employees through salaries, financial incentives and non-monetary benefits.
Strategic Recruitment :	Recruitment refers to the process where potential applicants are searched for and application for available vacancies.
Strategic Selection:	It is the process of hiring employees among the shortlisted candidates and proving them a job in an organization.

Strategic Training and Development:	It involves informal training, on-job training and seminars given to employees so as to improve skills and knowledge.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

During the 1990s, a forward looking and value guided approach was needed to manage human resources this resulted to a more and more important as strategic human resource management (SHRM) developed by Schuler (2007). Strategic Human Resource Management has become one of the tools that managerial units are utilize to compete in business and ensuring their respective organizations remain competitive. Aburumman, Salleh, Omar and Abadi (2020) claims that SHRM is another means in which organization intend to utilize the human resource effectively in ensuring that goals are achieved.

Strategic human resource management focuses approaches that utilize personnel management and competitive strategies in management. Nwali and Adekunle (2021) opine that SHRM focuses on employing a strategic approach to various staffing functions in the organizations. Dessler (2013) opines that Strategic Human Resource Management is a strategic fit that reconcile organization and employee performances in organizations. Oladipo (2011) asserts that the competitive global business field had an impact on stakeholders and organizations by facilitating the development of human capital that complied with organizational strategy requirements. SHRM emphasizes the importance of determining an organization's long-term goals, initiating courses of action, and allocating resources required to carry out these goals.

Armstrong and Baron (2008) claim that people have been able to increase both their own and the organization's overall performance because of their combined knowledge, abilities, and capacity to perform towards the organization vision and goals. The practices of SHRM, which included welfare services, reward and pay plans, training methods, and recruiting and selection, were focused on how people were hired and managed in businesses to help them achieve their goals.

Human resource management techniques, according to Huselid and Becker (2011), promote employee performance, which eventually influences organizational performance. Iravo (2011) and Mutembei (2014) noted recent work on the strategic

perspective of HRM, which organized the significance of the net influence of HRM on performance. Researchers hypothesised that external factors, in addition to internal organizational traits, had a major impact on worker performance. Strategic human resource practices have been heavily relied in solving most challenges in firm's performance. The employee individual performance through extensive research has been linked to contribute to the overall firm performance and productivity, Shaukat, Ashraf and Ghafoor (2015)

According to Showkat, Shajan and Pathak (2019) strategic human resource management practices links competitive approaches and staffing functions in the organization. Training, reward system, recruitment and planning were used as strategic human resource by Eneh and Awara (2016). The judiciary's mission is to "deliver justice fairly, impartially and expeditiously, to promote equal access to justice, and advance local jurisprudence by upholding the rule of law" (Republic of Kenya, 2010). This research will then seek to link the relationship between SHRM practices and employee performance since most research did in this area have used other drivers to establish on employee Performance and not necessarily the strategic human resource practices.

1.1.1 Strategic Human Resource Management Practices

Strategic human resource management practices are essentially derived from the organization planning and strategies on its manpower needs (Huselid, 2007). Strategic human resource management implies that an organization's people are strategic resources in the sense that human resources are taken care off, maintained and developed so that the organization achieves its end results.

When operationalized, SHRM procedures, according to Natule (2011), could be closely tied to traditional HRM processes such recruiting, selecting and maintaining a health work force in the organization. The goal of SHRM is to ensure that the organization is creating value from the services that its offering to its employees. By doing so the organization is expecting that the employees would reciprocate by enhancing productivity in their work stations. The current study would address SHRM based on the following dimensions; strategic training, strategic rewards & compensation, strategic welfare services and strategic, recruitment and selection.

1.1.2 Concept of Employee Performance.

The concept of employee performance has a huge backing for it ranges from results, attitude and behaviors that is desirable to the users. Individual variables such as personality, skills, knowledge, experience, and abilities could also be considered. Different metrics are used to measure success, according to Armstrong (2009). Employee performance in some other cases refers to the quality of work that is performed which users can reject or accept if its satisfying their needs. In service delivery, employee performance refers to the satisfaction that customers receive from the products or services. Last, of the description of the employee performance comes from the ability of the employees to deliver a given task within the required time, standard and cost.

More on employee performance description, Kenney et al., (2003) defines it as achievement of a particular task in respect to performance standards. Some of these standards are customer based while others are institutional. For example, meeting customer needs through employee provision of services and products is a standard. On the other hand, meeting product specifications such as quality, cost and effectiveness is as well quality. Stoner (2006) asserts that performance appraisal of employees is guided by the standards that they are required to achieve. Armstrong (2009) agrees that quality defines whatever the customer as achieved in the long run.

In the sum up, Dessler (2013) defines employee performance as those quantifiable indicators of an individual employee that is linked to organization objectives. These indicators are either changes in behavior or measurable results. Evaluations and appraisals of the employees are usually done in a periodic manner to aid in identifying gaps in training for future development. The employee performance is a complex task that requires other dimensions to come in place. In other cases evaluation of employee performance can be on the basis of work knowledge, quality, quantity and dependability.

Cole (2008) claims that the organization's performance standards were used to gauge an employee's performance. According to Al-Khaled and Chung (2019), performance of the employee is highly attributed to effectiveness and proficiency of the task undertaken. Effectiveness and adeptness, in addition to productivity and competition,

are the gold standards of performance. Strategic training initiatives are one method of raising employee performance (Simiyu, 2015). Workers also had expectations for their performance; employee performance was defined as how they behaved and carried themselves within a specific organization. Performance was also defined as the efficient management and presentation of employees' tasks in a way that represented the standard that the organization sought. Job performance evaluations are used to evaluate an employee's performance (Apiah et al., 2010).

When an employee's performance is acknowledged by others in the company, they are frequently rewarded with money and other advantages. Merit of performance is considered in career progression in the work place (Sabwami, 2014). On the other hand, Fuller (2016) argues that employee performance is usually measured according to the outputs visa vie inputs or efforts put in place. This is a classical view of employee performance where employee is viewed as a machine to produce output or results.

Hence the study According to judiciary report 2015, judiciary had to introduce performance management measures so as to improve the performance based on a large number of pending cases, there exist need to increase judicial officers and staff to help improve the Performance of courts as well as other necessary human resource practices within the judiciary. According to Okumu, Kiflemariam and Mang'unyi (2018) training of employees has been considered to affect the performance of judiciary as an arm together with its employees.

1.1.3 Judicial Court Stations in North Rift Region.

The third arm of the government of Kenya is the Judiciary in which it was established under chapter 10, article 159 of the 2010 constitution. It is the only independent entity given the mandate to promote and be the custodian of justice in the country. This mandate is through the various courts in the country that offer judgements of cases. The courts are divided into two; superior and inferior courts with some limited to particular areas. Courts are found in several regions and counties across the country. The North of the former Rift Valley is currently known as North Rift Region in Kenya.

Presently, it comprises the counties of Elgeyo-Marakwet, Uasin Gishu, Nandi, Trans Nzoia West Pokot and Turkana. This region has a total of six (6) judicial court stations, namely Iten Law Courts, Eldoret Law Courts, Kapsabet Law Courts, Kitale Law Courts, Kapenguria Law Courts and Lodwar Law Courts.

1.2 Statement of the Problem

Strategic Human Resource Management has been widely embraced by many organizations globally, regionally and even locally with a view of enhancing employee performance. From the Global perspective it mirrors competition which in turn results to sustainable competitive advantage, (Dessler, 2013), further notes that it is an avenue of improving organization performance by ensuring employee performance is enhanced through strategic human resources practices. The judiciary in Kenya in recent times as faced the wrath of the civil societies and the citizens due to the service delivery of their staff. This is a big problem especially when everyone has the confidence of obtaining justice from the judiciary. Service delivery among the staff is a key component that needs to be considered and this can be achieved by having skilled and motivated staff (Gataka, 2013). The judiciary is blamed on slow cases determination, backlogs, and delay in execution of cases, Jepkemboi (2014) argues that this is due to a few number of judges who are not motivated. It is evident, that strategic trainings, compensation, rewards and welfare services is needed to mitigate these problems. Many researches have heavily dwelled on the concept of SHRM in the other sectors of the economy without giving a thought in finding out how SHRM has contributed to efficiency and effectiveness of employee performance within Judiciary. It is therefore against this backdrop that this study seeks to unfold the influence of SHRM Practices on employee performance in the judiciary employees in North Rift court stations in ion, and Kenya.

1.3 Objectives of the Study

The section provides the generalized and specified objectives to the study.

1.3.1 General Objective

To investigate the influence of strategic human resource Management practices on employee performance in the Judiciary North Rift Region of Kenya.

1.3.2 Specific Objectives

The specific objectives were provided as follows;

i. To determine the influence of strategic training and development on performance of employees in the Judiciary in selected court stations in North Rift Region.
ii. To determine the influence of Strategic recruitment and selection on employee performance in Judiciary in selected court stations within North Rift Region
iii. To determine the influence of strategic reward and compensation system on performance of employees in the Judiciary in selected court stations in North Rift Region.
iv. To determine the influence of strategic Welfare services on employee performance in Judiciary in selected court stations within North Rift Region

1.5 Research Hypotheses

The study hypotheses were;

H_{01}: Strategic Training and Development has no significant influence on performance of employees in the Judiciary within selected court stations in North Rift Region.

H_{02}: Strategic recruitment and selection has no significant influence on performance of employees in the Judiciary within selected court stations in North Rift Region.

H_{03}: Strategic reward and compensation system has no significant influence on performance of employees in the Judiciary within selected court stations in North Rift Region.

H_{04}: Employee welfare services have no significant influence on employee performance in the Judiciary within selected court stations in North Rift Region**.**

1.6 Significance of the Study

The study would be significant in the following areas;

1.6.1 To the Judiciary.

The study provided judiciary with more information on how to best handle problems and the challenges facing the Judiciary in Kenya.

The judiciary would further be able to adopt the strategic human resource management practices for the improvement of employee performance. These practices will be useful in developing viable policies that judicial staff will view as appropriate work environment conditions and motivators.

1.6.2 Human Resource Professional Bodies.

The study will benefit the human resource bodies that manage human capital. The changing dynamics in organizations require strategic choices that would ensure the employees feel wanted and appreciated in the workplace. It will provide viable information for development in human resource policies, process and regulations.

1.6.3 Policy Makers.

The research will help the policy makers to develop appropriate policies that will help in handling employee performance effectively. Human resource policy makers will employ these policies to ensure that workers are appreciated and cared for in the process.

1.6.4 Scholars and Researchers.

The study is beneficial for both academic research works and researcher as source of literature. This will enrich the literature review as well as provide areas for further studies and also the same can be used for further studies to fill in the research gaps. The scientific data obtained would be suitable in covering studies in strategic human resource management, and motivation.

1.7 Scope of the Study

The study focused on Judiciary employees within court stations in North Rift Region. The Questionnaires were administered as well as the interview schedules to the head of sections.

Participants included in the study were; judicial staff, judges, magistrates, legal researchers, and other supporting staff in judiciary offices.

The unit of analysis was judges, magistrates and other judicial staff including the legal researchers, librarians, court clerks, secretarial staff, accountants and executive officers, among others. These employees are directly affected with human resource practices in the workplace.

The Research focused on determining the influence of strategic training and development, strategic recruitment and selection, strategic employee welfare and strategic reward system and compensation have made on the performance of employees in the Judiciary.

1.8 **Limitations of the study**

The sample size of this study is considered as a large sample size; hence it was difficult to reach to all these respondents and would be costly. However, with a larger sample size, the more reliable results would be. This also was important in ensuring that every respondent were given equal opportunity and representation in the study. Conducting the research across various stations would increase the credibility and acceptability of the findings.

Another constraint discovered was that some respondents were fearful to consent to the study due to the nature of information they were given to respond too. The researcher eliminated this limitation by ensuring that the respondents are informed on the purpose of the study and that their responses were treated with confidentiality that is required.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

An overview of the related studies under investigation, as provided by different researchers, academics, analysts, and writers is presented in this chapter. The study's concept and objectives are directly tied to the materials that the researcher has gathered from a variety of sources. Additionally, this part offers information on theory and empirical data that are used to create conceptual frameworks and knowledge gaps. This comprises the conceptual framework, an overview of earlier research, knowledge gaps, and the scientific and theoretical literature sources defining variable relationships and reviews.

2.2 Theoretical Literature

Ulrich (2005) and Sabwani (2014) both make the case that better people management invariably results in higher performance.The three theories that were the focus of the i nvestigation were cybernetic theory, contingency theory, and human capital theory.Th ese theories addressed the practice of human resource management, which offers a fo undation for understanding how well workers and companies function.

2.1.1 Human Capital Theory

According to this theory, human capital is defines technical and general understanding of work procedures and practices among employees. It further denotes on emphasis on luring, keeping, and developing human capital. Armstrong (2010) asserts that people produce, hold onto, and apply information that constitutes intellectual capital, and that knowledge is improved through interpersonal interactions. According to the human capital hypothesis, firms that invest in their employees experience an improvement in their performance, which ultimately benefits the organization as a whole (Armstrong, 2010). According to the human capital idea, an organization's soft capital its knowledge, competence, and skills is what gives it a competitive edge. Aburumman, Salleh, Omar and Abadi (2020) opine that the development of human resources, hiring practices, and compensation are crucial components of organizational human capital theory.

According to Odhong, Were, and Omolo (2014), instruction forms a critical role in the improvement of the human capital theory, which enables human resources to

advance in terms of competence, capability, and skills for the socioeconomic benefit of businesses. But according to Block (1990), the Human Capital Theory is a flawed notion since it only uses a quantitative definition of capital and cannot explain human activity beyond the exchange of commodities. For this reason, he referred to human capital as an abstract kind of labor rather than capital.

An additional critique posits that education enhances production, which might account for increased pay. The transfer of learning was not considered by these theorists. Does productivity improve the years spent in education? Indeed, increasing production does not translate into higher pay. However, a wide range of other factors might also affect output. The industry may have an impact on remuneration. The hypothesis takes into account elements found in the current study, like competency development and strategic training. The development of human resources through capacity, subsequent planning, and employee creativity within an organization is aided by the use of human capital theory. The human resource for health (HRH) is critical to the welfare of the staff; this it presents the benefit of creating value by tapping the abilities, skills and knowledge of the employees.

2.1.2 Cybernetic Theory

The cybernetic theory places a strong emphasis on training workers to fulfill the rations of their employments, which eventually leads to an improvement in worker performance. McMahan and Wright (2006) the two main tasks of cybernetic theory are behavior management and competence management. The model can be used to create new programs that manage and lower employee turnover in businesses when it is implemented to HR procedures. By ensuring that the organization has the required competencies through recruitment, training, and selection, competency management strategies enable the organization to retain a variety of competencies and use the skills that are advantageous to the organization's strategy. Although the goal of behavioral management is to attain behavioral control and coordination so that each employee within the organization. Connecting cybernetic theory to the judiciary, it was observed that employee training was an important area that the industry needed to pay attention to. Employees with training were more productive, efficient, and provided superior customer service. Thus, the Kenyan judiciary could benefit from this theory.

2.1.3 Best Fit Model (Contingency Model)

According to this model, HRM practices and/or policies are dependent on the context, business strategy, and culture of an organization rather than being universal or distinct (Storey & Sisson, 2000). This theory's proponents contend that when HR procedures are appropriately integrated with a particular organizational or environmental setting, they are more effective. It places a strong emphasis on best fit including its culture, external and internal environments, and operational procedures, to the point where, when implementing HR practices, consideration should be given to focus on the benefits accruing the organization and individual's targeted. Best fit theory's central premise is an investigation of the relationship between HRM and strategic management via a review of the vertical integration (Ulrich & Brockbank, 2005).

According to Schuler et al. (2007), in human capital management, there is need to employ a vertical integration that ensures that processes, procedures and policies are used effectively in making strategic choices or decisions. As a result, best fit makes it easier to connect the dots between internal HRM practices and policies and external business market strategies. As per Guest (2007), it is imperative to prioritize comprehending the significance of employee capabilities and talents in propelling an organization's competitive edge, and to acknowledge the pivotal role HRM practices play in enhancing employee performance. Mintzberg and Zsolt (2012) claim that this approach's shortcomings stem from its incapacity to classify and identify variables, as well as to emphasize how they are related to one another and affect the whole, overly trivializing reality. By making a connection between contingency theory and the judiciary, the researcher observed that each court system chosen for the study had a unique approach to employee management, as well as unique facilities, structures, and locations. As a result, the workers in the stations were dependent on their organizational structures, management techniques, physical infrastructure, and available resources. The ideas of this theory can also be used to manage change in employee development and training programs, design organizational structures, and determine how central and decentralized to resolve conflicts.

2.3 Concept of Employee Performance.

On the employee performance, Cole (2008) state that the organization's performance standards were used to gauge performance, the author further notes that performance is delivering a task within the specifications of speed, quality, completeness, accuracy and cost. According to Armstrong (2009), there have been differing opinions expressed about the performance indicators used in the field of human resource management. These included timeliness, which was gauged by how quickly an employee completed a task when assigned, quality, which was determined by making a comparison between the amount of work planned and the amount of actual work performed. Employee performance, according to Dessler (2011), was a measurable individual behavior that was important for achieving organizational goals. The work environment, motivation, and rewards were examples of external factors that influenced employee performance in addition to individual factors. Four criteria were used to evaluate their performance: quantity, quality, dependability, and work knowledge. Sabwami (2014) opine that in many cases employees are regarded as failures after they fail to meet the intended objectives or goals. Within an organization, high performers were more likely to be promoted and had greater career opportunities than those with lower performance. Therefore, employee performance refers to how a member or employee of an organization carries out the tasks assigned to them in addition to finishing the necessary ones.

2.4 Concept of Strategic Human Resource Management Practices.

The practice of drawing in, nurturing, rewarding, and keeping workers for the mutual benefit of each individual worker and the company as a whole is known as strategic human resource management. Hamadamin and Atan (2019) claims that it entails a forward-thinking approach to creating and executing HR programs that tackle and resolve business issues and directly support significant long-term business goals. Every now and then, human resource management concentrates on finding and hiring the top candidates and giving them the pay, benefits, and opportunities for growth and development that they require to succeed in a company.

In the past, human resource management was primarily an administrative task with an emphasis on day-to-day duties like hiring, selection, and staff developments. Human resource business strategies, which include hiring and keeping the right people as well

as training and development in addition to other HR practices, are necessary due to the evolving labor market and new business paradigms. Hamadamin and Atan (2019) opine that these strategies must be tailored as strategic HRM practices. Rivaldo and Nabella (2023) agrees that the triumph of any group is centered on its ability to develop strategic programmes for recruiting, selecting, training and developing, remunerating employees according to the policies of the organization.

2.4.1 Strategic Training and Employee Performance

A key component of developing highly skilled human capital is strategic training. According to Tzafrir (2005), if an organization makes significant training investments, its staff members will begin to feel obligated to the company. Elsafty and Oraby (2022) conducted a study that included a sample of a few chosen Egyptian private sectors. The study set out to determine how training affected employee retention. A small number of carefully chosen workers from the private companies in the main town were given questionnaires by the study. Descriptive and inferential statistics were applied to the collected data. Once trained, employees feel motivated, according to descriptive findings. The trainings being offered form a significant predictive effect on the number of employee being retained in the organization. The study's conclusions demonstrated that employee training significantly predicts employee retention at the 95% significance level.

A quantitative study on the impact of human resource practices on the performance of law organizations in the United Kingdom was conducted by Anwar and Abdullah (2021). Job training affects the performance of the organization was the focus of the study. During the study the selected employs were provided with different trainings to establish the performance. The study sampled 240 employees of the law firm, and questionnaires were provided to them. Quantitative techniques were used to analyze the data. The findings showed that the hypothesis was rejected and the alternative, which stated that on job training, did significantly influence performance of the organization.

A qualitative study conducted in Asia by Mihardjo, Jermsittiparsert, Ahmed, Chankoson, and Iqbal Hussain (2020) sought to establish how human resource practices such as training influence the service and commitment of the employees working in legal institutions. A sample of 345 employees from Malaysia and

Indonesia were selected purposefully and interviewed. According to the qualitative findings, employees increased their loyalty and commitment if they were provided with periodic training. Training was found to have a positive influence on employee loyalty and commitment. Employees who were exposed to off job trainings were highly motivated in the workplace and their output improved significantly.

The study by Sowa (2020) was focused on establishing a significant effect of training on employee performance. The study sampled 145 employees from legal firms in Japan and given survey tools. The employees included court clerks, lawyers and judges representing different levels of judiciary. According to the descriptive findings, training was found to be significant in enhancing the service delivered by the employees. Furthermore, the study established that training should be conducted at all levels of management. The organizations should further establish skill areas that will enable training and development within the organizations. The study further recommended that a skills gap is need to ensure that trainings are conducted to specific needs of the employees.

On the aspect of training, Mbugua (2015) claims that when the organization focuses on training their employees strategically to the benefit in a bigger way this is because they reduce costs associated with recruitment, selection and orientation. The study made a presumption that costs would reduce in cases where the employees are given the right technical and operative trainings. There are ways in which the organizations can decide to train their employees; they can do on job or off the job trainings. Wright (2006) stipulate that strategic training is primary important in motivating employees and ensuring that they are effective in the workplace. The author notes further that employees have benefited by increasing their productivity while working in the job place through such trainings.

Strategic training according to Denby (2010) is a primary tool that enables businesses to implement ways in which they can expand and grow. Employees can source emerging skills and knowledge that can aid them complete their tasks effectively and efficiency. According to the study the employees increase their knowledge, skills and capabilities in cases they are provided with new work practices trainings. This means that the employees expand and grow professionally and knowledge wise. The

strategic decision enables the organization to evolve strategically and focus on the needs of the society and that of their workforce leadership.

Those in management are provided with a strategic choice this is according to Ivancevic et al. (2007) who opines that they are expected to put enough budgets for staffing needs of the organization. It is a necessity for strategic training is planned for as a good means of motivating employees. A well curriculum that is planned and developed documenting training needs would enable the employees to make their own choices to adopt trainings according to their needs. Profits in organizations are only achievable in cases where management focuses on the needs of their employees. This enables them to improve on their jobs and roles as they are given the opportunity to employ skills and knowledge into practice.

A study conducted by Waiganjo et al (2013) stipulates that extensive training enables the employees to improve on their skills and knowledge in the workplace. This study area was America assessing the impact of human capital investments via training and development programmes. Black and Lynch (2001) citing Bartel, (1989) established that 16-19% employee productivity had increased through the programme. The study noted that training and development was the best ingredient in motivating and enhancing employee skills and knowledge in the workplace. The public sectors benefited with the study in that they were able to put the findings to be part of their policies and ensured that it is a tradition to occasionally train their civil servants. This strategic training as had an impact in improving the service delivery in public institutions.

2.4.2 Strategic welfare services and employee performance

The term strategic welfare services have been described by Stratton (2009 to represent financial and non-financial incentives that are provided to a target group with an objective to be achieved. On the other hand, employee services cover large number intrinsic and extrinsic benefits either monetary or not offered to the employee to keep them comfortable in the workplace. In their study, Davidescu, Apostu, Paul, and Casuneanu (2020) justify the need to have employee welfare in the workplace to improve productivity. Employees from Romanian law firms were selected randomly and issued questionnaires. According to the study, welfare facilities were important in

improving the productivity of the employees. Employees were found to have high job satisfaction and improved performance.

A quantitative study was conducted by Paais and Pattiruhu (2020), seeking to establish the forms of welfare services that would enhance employee performance working in law firms in Australia. The employees were issued questionnaires that defined the objectives. According to the descriptive findings, the study established that the provision of transport, housing, and health facilities are some of the welfare services that enhance employee performance. The study further noted that welfare services concur with the hierarchy of needs that was documented by theorists such Maslow.

Different approaches have been used to describe welfare services, according to Lagat (2014) it represents services offered which can be categorized in monetary or non-monetary terms. Some of these include; housing, transport, meals, health insurance, education and welfare programmes to the employees. Others that are under policy include; leaves, sick off, child care initiatives and career development initiatives. The author states that the main goal of this staff welfare services is to ensure that their employees remain motivated and productive. This prompts the management of organizations to focus on welfare services that are competitive, economic and measurable to their vision.

The study conducted by Kuria (2012) showed that employee welfare is paramount to the organization performance. It is the responsibility of the management to provide viable strategies that will ensure employee welfare is take care. The welfare documented by the organization should possess the characteristics of a good sound motivation mechanism. The programs should ensure that employees are able to achieve the intended goals and remain competitive. Okumbe (2010) on the other hand, states that the welfare of the employees is critical in ensuring that they become part and parcel of the organization Through this the employee's productivity improves significantly through such programs. The author further notes that provision that medical health welfare is associated with good employee performance. Organizations need to put medical schemes as part of the welfare services to ensure that employee's productivity improves drastically.

A comparative study linking social welfare services and employee motivation was conducted by Masinde (2011). This study was conducted in two local industries of Mumias Sugar and Pan African Paper Mills companies. The study sampled employees from the two companies and gave them questionnaires answering the objectives of the study. According to the study, the respondents stated that they are only being offered transport and housing welfare services as part of the welfare services. The two welfare services were positively significant to employee performance. Many employees of the two companies were satisfied and the management was able to increase output and avoid costs associated with employee turnover.

Another local study was conducted by Kuria (2012), the study sought to establish the effect that employee welfare programmes have on job satisfaction in selected flower industries in Kenya. The study did find that some of welfare services such as leave, maternity and insurance do positively contribute to performance of the employees. The study did recommend that welfare services form part of the work conditions that is appropriate for the workers. According to the study many of the flower firms in Kenya have high employee turnover because their management are not concerned with the welfare services or better working conditions.

2.4.3 Strategic rewards system and compensation on employee performance

Strategic reward system according to Armstrong (2010) is defined as incentives that are offered to the employees to change or influence their behavior towards desired results. Rewards can be monetary or non-monetary incentives with the focus of motivating the employees to achieve the set objectives. If organizations employ these strategies in their work place it improves work environment and thus employee productivity.

Ali and Anwar (2021) conducted a descriptive study in several known firms offering consultancy law services in South Africa. The study revealed that many of the consulting firms have been able to motivate their staff by offering those rewards and compensation. Reward mechanisms have been competitive that firms are developing dynamic schemes that would attract the best of the employees. Additionally, the firms are ensuring that compensation schemes are globally developed to ensure that foreign

and local employees are attracted to these organizations. According to the findings, employees' productivity has improved significantly.

A study was conducted in a specific Counties Government in North Carolina by Sowa et al., (2012). The study conducted an interview of HR directors from the two counties of North Carolina and New York. Is SHRM being implemented? And whether the welfare services offered to the employees translate to higher performance? Results from the study showed that SHRM is part of the organization plans, and reward systems have contributed positively to the employee productivity and satisfaction in the selected counties.

A qualitative study performed by Anwar and Abdullah (2021) focused on finding out the effect of staffing functions on employee performance. One of its specific objectives was to establish the effect of reward schemes on employee productivity. A total of 347 employees representing different sections of public entities were sampled. Findings revealed that reward systems have a significant positive effect on employee productivity. According to the study rewards linked to productivity would be either monetary or non-monetary depending on the periodic conditions or health of the organization.

A global study was conducted by Alam et al. (2013) focusing on establishing the extent to which SHRM practices impacts performance of the employees. A few employees 160 in number of a cement company in Bangladesh were selected to participate in the study. According to the study on of its objective was to establish the extent to which reward mechanisms influence productivity of the employees. Regression findings showed a positive predictive existing between employee compensation and performance. Since the cement company introduced the work-life balance the productivity of the employees and organizations has improved significantly.

Another local study was conducted in Kenyatta National Hospital by Atambo (2012). The aim of the study was to find out how employee recognition does influence the employee personal performance in the work place. The study utilized cross sectional survey where 40 staff of the institution were selected purposively and provided with survey instruments. Results showed that recognition is key in ensuring that employees

are motivated and ready to work. A positive link between recognition schemes through certificates and praises and job productivity was established by the study.

Locally, another study was conducted by Waiganjo et al. (2013) that selected 12 industrial sub sectors under the manufacturing sector. The goal was to establish the extent to which employee rewards systems have influenced the performance of the organization. The regression findings showed that rewards contributed to 67.1% unit contribution of employee performance. On the other hand, incentive showed that manufacturing firms should implement rewards such as allowances and extensive training among corporate organizations in the country. Benardian (2008) did a study that sought to establish how organization pattern and policies on reward systems influence performance of the employees. The study established that once the employees are rewarded they feel wanted and their work productivity increases drastically in the workplace. Organizations are provided with recommendations to institute reward schemes that are progressive enough to enhance employee performance in the organization.

Another empirical study drafted by Zakaria (2011) found that employing reward strategy is a strategic decision that organizations need to make or institute. This is because it enhances employee's participation and engagement in the organization. The employees feel committed valued and appreciated thus increasing retention levels in the organization. Supplementing the study contribution, other studies have concurred that a mutual positive relationship between employers –employee leads to higher productivity and performance. Armstrong (2009), stipulates that reward changed the behavior of the employees productivity. Dessler (2013) asserted that productivity in the work place is depended on the work conditions whether appropriate or inappropriate, this can be described with the relevant reward motivators present in the work place.

Another study on reward systems and employee performance was conducted by Goel (2008), which was cited by Ngui (2014). The study sought to establish the effect of communication on employee productivity. The focus was to find out whether strong communication can influence productivity of the employee in the work place. Proper communication especially if it is positive to the work done aids in motivating the

employees by recognizing their efforts, building their moral, interest and loyalty in the organization. A well-structured communication is an effective tool in increasing employee morale in the work place (Snelgar et al., 2013).

A study in the health sector was conducted by Duberg and Mollen (2010) that sought to establish how the reward system influence performance of nurses in selected hospitals. Furthermore, establishing how quality of service delivery is enhanced in the health sector through reward policies. The study revealed that service delivery in the health sector did improve significantly in health care when reward systems are implemented in the organization. The study recommends intrinsic types of reward systems implemented in the health sector to enhance performance of the employees in the workplace. .

2.4.4 Strategic Recruitment and Selection and Employee Performance

Recruitment and section are part of the ley practices conducted in staffing function. According to Cole (2008) it represents the process of motivating potential employees to apply for vacant positions and thereafter selecting the best fit for the job. Strategic recruitment and selection focuses on more parameters such as values, culture, attributes and attitudes before settling to a specific employee. According to the author, organization that conducts strategic recruitment and selection face few risks resulting from wrong employees at wrong jobs or increased job turnovers. Those employed strategically find the organization fitting their needs and are more likely to get satisfied with everything that goes on in the organization. Sabwani (2014) empirically found that strategic recruitment and selection have an influence on the profit levels of the organization.

The qualitative study done by Klepić (2019) focused on establishing the correlative effect of recruitment and selection on employee performance in small and medium enterprises (Tele Viv Israel). A total of 456 employees of small and medium enterprises were selected randomly and provided with questionnaires. Findings that were analyzed quantitatively showed that small and medium enterprises are not concerned with the recruitment and selection of employees because it does not influence performance. Correlation findings showed a low relationship existing between recruitment and selection and employee performance.

The study conducted by Waiganjo et al (2013) found that it is important for the employees to be recruited and selected professionally this because it aids the organization to have the right staff working and as well reducing costs of training a raw skilled staff. In corporate organizations and manufacturing sectors in Kenya, the aspect of strategic recruitment and selection is particular necessary to avoid failures due to redundant staff or low productivity among the employee. A targeted recruitment and selection procedure, according to Paul and Anantharaman (2003), guaranteed that the proper candidates were found and chosen. As a result, the workers produced high-quality goods.

The study conducted by Mutembei et al (2014) established that strategic recruitment and selection forms an essential part of selecting the right fit for the organizations. The findings of their study established that a positive correlation exists between staff recruitment & selection and employee performance. This is because abilities, talent and knowledge of the employee are fitting with the vision and culture of the organization thus reducing costs in the long run. On the other hand, Chand and Katou (2007) did found a positive association existing between employee recruitment & selection with the profitability levels in the organization. The authors suggested that it is critical for organizations to devised methods that they who adapt in recruiting and selecting their own staff.

A study was conducted in state governments by Gray and Shasky (20017) that sought to establish the influence of strategic selection on performance of employees in these entities. The findings showed some of these public entities in United Kindom have implemented effective strategies that aid in recruiting and selecting employees such as structured amplitude and employment test. Since implementing these strategies the organization has been able to improve its productivity and those of their staff. The number of employee turnover had reduced by 5% within a period of 5 years. Furthermore, the organization competitiveness had improved as more potential employees are sending more job applications for hire.

2.5 Summary of Previous Studies and Knowledge Gaps

The previous studies and knowledge gaps were enumerated as follows; Elsafty and Oraby (2022) conducted a study that included a sample of a few chosen Egyptian

private sectors. The descriptive and inferential statistics were applied to the collected data. The findings demonstrated that employee training significantly predicts employee retention. The current study did utilize employee performance as the dependent variable and also focuses on strategic human resource management.

The study conducted by Paais and Pattiruhu (2020) which focused on the objective to establish whether job training affects the performance of the organization. The study sampled 240 employees of the law firm, and questionnaires were provided to them. Quantitative techniques were used to analyze the data. The study did employ a wider scope of strategic human resource management rather than focusing on job training only. Paais and Pattiruhu (2020), establish the forms of welfare services that would enhance employee performance working in law firms in Australia. The study did fill the gap by utilizing welfare services as the variable of the study.

Ali and Anwar (2021) conducted a descriptive study in several known firms offering consultancy law services in South Africa. The study revealed that many of the consulting firms have been able to motivate their staff by offering those rewards and compensation. The study utilized descriptive design while the current study did utilized correlational design and sampled firms in Kenya.

Klepić (2019) focused on establishing the correlative effect of recruitment and selection on employee performance in small and medium enterprises. Correlation findings showed a low relationship existing between recruitment and selection and employee performance. The study focused on one variable recruitment and selection on the other hand the current study did focus on a wider scope of human resource management practices.

2.6 Conceptual Framework

Conceptual framework provides an illustrative scheme defining the association between the study variables (Robson, 2011). Independent variable will be given by strategic training, strategic employee welfare practices, strategic reward and compensation and strategic recruitment and selection. Dependent variable of the study is the employee performance in judiciary in selected courts North Rift Region, Kenya. Figure 2.1 shows the conceptual framework.

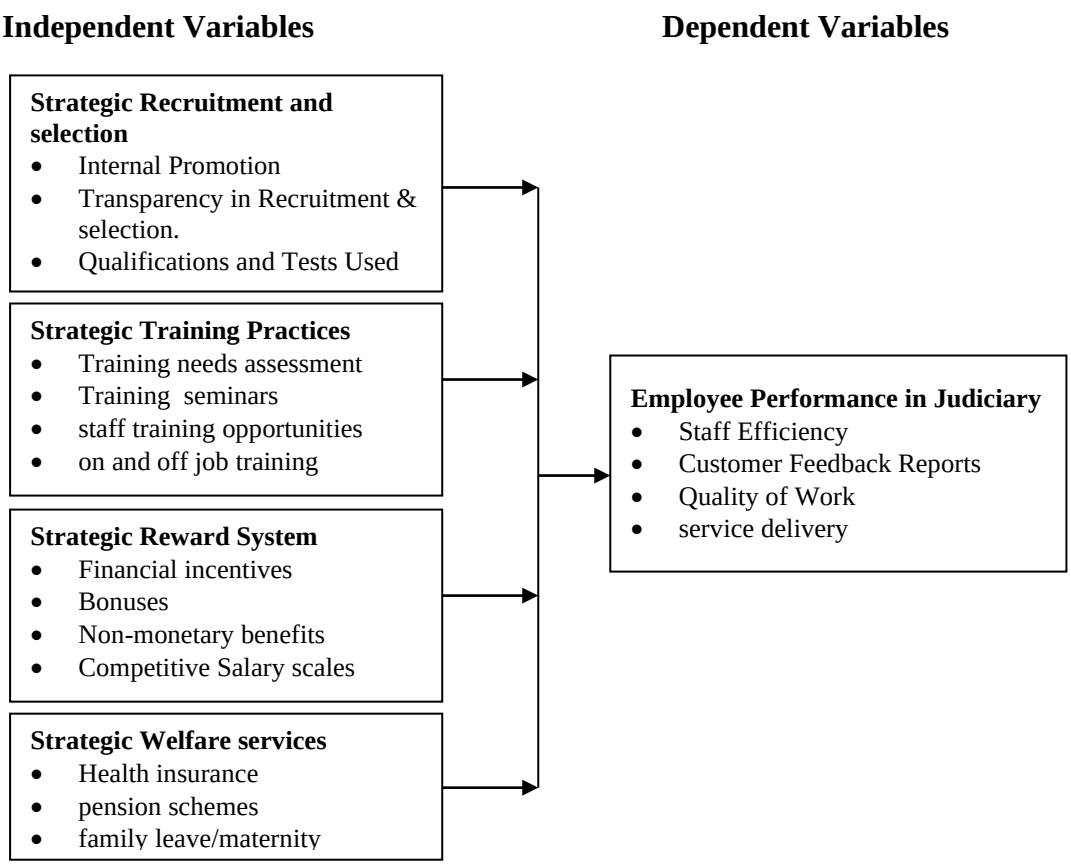


Figure 2.1: Conceptual framework

Source: Researcher (2023)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The methodology of the study is outlined in this chapter, it describes the systematic procedure that the research followed to achieve the research objectives. Kothari (2009) defines research methodology as a scientific procedure conducted to obtain verifiable results from credible sources. The items presented in the chapter included; the choice of the research design, definition of the target group, choice of data collection instruments and analysis procedures. Lastly, methods used to ensure ethics are maintained in the study.

3.2. Research Design

Research design constitutes a blue print within which research is conducted (Kothari, 2009). The study did adopt the cross-sectional survey research design and explanatory research design. The cross sectional survey research design enables a researcher to administer a survey obtaining descriptive of ideas, opinions and behavior of the target groups. The study adopted explanatory research design. The design was chosen because it allows the research to collect volume of data within specifics of time. Kerlinger (1993) opine that the surveys provide a good background in which the researcher would gather information more easily and accurately within a specified criterion.

3.4 Target Population

The study population is key target groups or objects that the research utilizes to obtain answers or responses to the objectives of the study. According to Cooper and Schindler, (2009) they represents elements that inferences would be obtained from. The 500 employees of the six courts within North Rift Region being Kapsabet law Courts, Iten Law Courts, Kapenguria Law Courts, Kitale Law Courts, Lodwar Law Courts and Eldoret Law Courts are the target population. The Respondents would consist of Judicial Officers, Senior Management and the Court assistants that form the general members of the staff. Table 3.1 presents the target population.

Table 3.1: Target Population

Court Station	Target Population
Kapsabet Law Courts	61
Kitale Law Courts	117
Eldoret Law courts	153
Kapenguria Law Courts	63
Iten Law Courts	57
Lodwar Law Courts	49
Total	**500**

Source: Survey Data, 2023

3.5 Sampling Techniques and Sample Size

According to Saunders et al, (2007), sampling represents a scheme that the research would employ to obtain samples from a chosen population. For this study, stratified sampling technique was adopted. Stratified sampling can ensure that all important sub-population is represented in the sample. The population contained six groups. According to Gay (1983), suggested that for explanatory research design, 10% and above of the accessible population is enough depending on factors such as number of variables, types of research design and the size of accessible population. Mugenda(1999), asserts that 10-50% of the total population forms a representative sample. For this study, sampling from the six(Kapsabet law Courts, Iten Law Courts, Kapenguria Law Courts, Kitale Law Courts Lodwar Law Courts and Eldoret Law Courts.) group of courts was performed in a way that from each, nearly 50% was chosen as a sample. This was so because, a large sample size will give more reflective perception of target population i.e. the larger the sample size the lower the likely error in generalizing the population, it also helps in minimizing the sampling error, so that the results of the study can be reflect the target population as precisely needed. Table 3.2 shows that sampling frame of the study.

Table 3.2 Sampling frame

Strata	Target population	Percentage	Sample size
Kapsabet Law courts	61	50%	30
Kitale Law Courts	117	50%	58
Eldoret Law courts	153	50%	76

Kapenguria Law courts	63	50%	31
Iten Law Courts	57	50%	28
Lodwar Law Courts	48	50%	25

Source: Survey Data, 2023

3.6 Data Collection Instruments and Procedure

The study did collect primary data using interview schedule and questionnaires. A series of questions issued to a target group covering specific objectives represents a questionnaire (Mugenda & Mugenda, 2008). The questionnaire had closed ended questions that assisted in obtaining relevant information that was used for generalization. The questionnaire was segmented into sections that provided relevant information as per objectives of the study. Interview schedules were will also administered to judicial officers to have crucial information relevant to the study. Mukherji (2010) prefers the use of interviews due to the openness or wider scope in collecting information from the respondents.

3.7 Pilot Study

A smaller preliminary study is usually conducted before the actual study is conducted with a smaller sample. Mugenda and Mugenda (2003) opines that pilot study is critical in the research process because it enables corrections and testing of the instruments be done. 15 questionnaires were issued to the employees of the Kakamega Law courts this formed those that were engaged in the pilot study. These small numbers were finally exempted in the final study population. The findings during this pilot study were used to correct the truthfulness of the instrument to answer the intended objectives. During the pilot study the following were looked at; whether the instruments had correct words and spellings, whether there is logical sequence when answering questions, whether all indicators were measured, removal of redundancies of words, measurability of responses and acceptability of the responses.

3.8 Validity and Reliability of the research instruments.

The research instruments need to be constructed and developed to ensure that the study objectives are attainable through responses of the target group. According to Saunders (2007) researchers conduct different tests to ensure that the instruments provide reliable and valid answers to the aim of the study. Therefore, scientific studies

are mandated to have an activity in which the instruments are tested for reliability and validity. These tests can take place during the pilot study.

3.8.1 Validity of the Research Instrument

Validity defines accuracy and preciseness of the data collection tool (Porter, 2010). The success of the study in assessing its intended outcomes is what is meant by validity. With the help of the overseeing Supervisor, piloting was carried out to verify logical contextualization in order to get accuracy of the instrument. This study qualified for the application of three forms of validity: face, construct, and content validity. According to Bless (2006), the researcher needs to make sure that data is given on all the many components in order to accurately measure the complex subjects that social science research presents. An innovative instrument's content validity can be attained by making use of literary theory. The degree of confidence in the content validity of the instrument increases with its ability to measure all of the variable's constituent parts. Among the methods employed to ensure that the instrument produced validity data were expert judgments. Expert advice from experts in the field and the supervisors of the researcher's thesis was sought in order to improve the content validity. Their suggestions were taken into account to make the instrument better. The instruments review improved the face validity. Face validity, according to Bless et al. (2006), is concerned with how the participant perceives the instrument, which could be very repetitive, extremely tough, or insultingly simple. The respondent's willingness to finish the questionnaire is impacted by these errors. Construct validity was assessed using a five-point Likert scale.

3.8.2 Reliability of the Research Instrument

Reliability of the instrument, according to Kothari (2014), is its capacity to yield the same results on subsequent tests. According to Pandey and Pandey (2021), it will make it possible for the instrument to generate consistent results. For the pilot study, ten questionnaires will be employed. The Cronbach alpha coefficient will be obtained using a statistical software for social science and checked against a threshold of 0.7. Nunnally & Bernstein (1994) state that a cut off value of 0.7 and above will be utilized to determine the reliability of the instrument.

3.9 Data Collection Procedure

A questionnaire developed was administered to the Respondents after relevant permits have been obtained. After the said Questionnaires was administered, the same would be collected back from the respondents to confirm if all questions as indicated in the Questionnaires would have been filled. The questionnaires were then be ready for coding, analysis and production of results.

3.10 Data Analysis and Presentation

The quantitative data was analyzed using both inferential and descriptive statistical approaches. Content analysis was used to analyze data from interview schedules. Kombo and Tromp (2006) states that use of both quantitative and qualitative analysis approaches increases the under stability of the study. Qualitative data from the interview schedule were arranged according to themes and later analyzed. Using logical statements paragraphs were formed to present the findings. Qualitative data presents logical transcriptions of the opinion of the respondnets (Mugenda & Mugenda, 2003). The tool of analysis for analyzing descriptive and inferential statistics was Statistical Package for Social Sciences (SPSS version 21).

Correlation and factor analysis were used as the inferential tools of analysis. They were both used to establish the magnitude and the direction of the relationship between independent and dependent variable. The hypotheses were tested after deriving the regression model where the p values were to reject or accept them. Data The multiple regression model is as be given as follows

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e}$$

Where

Y = Employee Performance

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4,$ = Beta coefficients

X_1 = Strategic Training and Development

X_2 = Strategic welfare services

X_3 = Strategic Compensation and Reward

X_4 = Strategic Recruitment and Selection

e = Error Term

β2 regression coefficient of variable X1

β2 = regression coefficient of variable X2

β3 = regression coefficient of variable X3

β4 = regression coefficient of variable X4 i=1, 2, 3, 4,5.

The study tested the four study hypotheses at p-value at 96% significant level ($p<0.05$). Regression models, according to Zikmund (2009), make it easier to grasp how changes in any one of the independent variables, while keeping the other independent variables fixed or constant, affect the dependent variable's usual value. The error term has a constant variance and a mean of 0. It is normally distributed. According to Kothari (2004), justifies the use of partial correlation analysis that is used to lock down control variables in the study, and provide relationship between study variables. Therefore, correlation coefficient was used to identify the existence or nonexistence of association between the study variables this was also tested at 95% significance level ($p<0.05$).

3.11 Ethical Consideration

This study sought permits for data collection from NACOSTI, ministry of education and county commissioners. It also ensured that the questionnaires were anonymous to reduce subjectivism when collecting data. The researcher also sought permission and consent in the institution and employees respectively and ensured that they were well informed. Respondents were assured of confidentiality since the results were to be used for academic purposes only.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction.

The chapter presents a sequence in which data was analyzed, presented and interpreted. Data analyzed in the chapter is in form of descriptive and inferential statistics. Qualitative data is analyzed and presented qualitatively. The sub titles are arranged according to the four study objectives. Discussions and interpretations were done after presentation and interpretation of each finding. Other sub titles presented in the chapter include; questionnaire response rate and demographic information.

4.2. Response Rate

The study sampled 247 employees stratified according to the various court stations. During the data collection only 220 responses were received and accepted for their completeness. These represented a response rate of 89.06% which is sufficient for the study to be conducted. Pandey and Pandey (2021) justifies that a response rate more than 75% is suitable for the study to continue.

4.3. Test of Reliability

The reliability test describes the ability of the instrument to give similar information if the same respondents are given at different intervals. The research is depended on the instruments to provide answers to the purpose of the study; therefore this test is equally necessary. Cronbach's alpha was used to test the reliability instrument. Cronbach's alpha is a single correlation coefficient that is an estimate of the average of all the correlation coefficient of the items within a test. If alpha is high (0.80) or higher, then this suggests that all of the items are reliable and the entire test is internally consistent (Robert, 2006).

Table 4.1 Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.889	5

Source: Survey, 2023.

From the above table 4.1, the Cronbach's alpha is 0.893, which indicates, high overall internal consistency among the items. The corrected item-Total Correlation shows the correlation (consistency) between each item and the sum of the remaining items.

4.4 Factor Analysis

Factor analysis was shepherded to produce variable composites from the new attributes and to categorize a less important set of factors that explain most of the variances between attributes. The resultant factors scores were then applied in subsequent correlation and regression analysis. The factor analysis was done on the following; Strategic employee Training, strategic recruitment and selection, social welfare, compensation and reward. Table 4.2 shows the strategic Training and Development Total Variance Explained from Judiciary.

Table 4.2 Total Variance Explained Strategic Training and Development

Total Variance Explained Strategic Training and Development

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.703	45.052	45.052	2.703	45.052	45.052
2	1.234	20.569	65.621	1.234	20.569	65.621
3	1.005	16.744	82.365	1.005	16.744	82.365
4	.480	7.998	90.364			
5	.378	6.307	96.671			
6	.200	3.329	100.000			

Extraction Method: Principal Component Analysis. Survey Data,2023

The Kaiser Criterion was used to determine the number of factors to extract for analysis. According to Kaiser Criterion, only factors with eigenvalues that are greater than one could be retained for the analysis. This implies that, unless a factor extracts as much as the equivalent of one original variable, it is dropped. Therefore, 1 component was extracted in the analysis. The Table 4.2 above shows the eigenvalues associated with each linear factor before extraction, after extraction and after rotation.

Rotations converged in 1 iteration and one component with eigenvalues accounting for 82.365% of the variance. The eigenvalues were above the appropriate value of 50% and this shows that the 1 factor model derived was suitable for the data. The component analysis revealed the presence of 1 component (factor) with the eigenvalues exceeding 1, explaining 82.365 % (Strategic Training) of the variance. Table 4.3 shows strategic Employee Welfare Total Variance Explained from Judiciary

Table 4.3 Total Variance Explained of Strategic Employee welfare Services

Total Variance Explained of Strategic Employee welfare Services

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.535	63.385	63.385	2.535	63.385	63.385
2	.653	16.316	79.702			
3	.444	11.095	90.797			
4	.368	9.203	100.000			

Extraction Method: Principal Component Analysis. Source Survey Data, 2023.

Kaiser Criterion was used to determine the number of factors to extract for analysis. According to Kaiser Criterion, only factors with eigenvalues that are greater than one and could be retained for the analysis. In essence, this implies that, unless a factor extracts as much as equivalent of one original variable, it is dropped. Therefore, 2 components were extracted in the analysis. Rotations converged in two iterations and two components with eigenvalues accounting for 63.85 of the variance. The eigenvalues were above the appropriate value of 50% and shows that the two components factor model derived suitable for the data. Principal component analysis revealed the presence of 2 components with the eigenvalues exceeding 1, explaining 63.85% (strategic employee welfare services) of the variance respectively. The proportion of each variables variance explained by the principal component indicated that each variable could be explained by the principal component extracted further

multi-collinearity. Table 4.4 shows the strategic Compensation and Reward Total Variance Explained from Judiciary

Table 4.4 Total Variance Explained of strategic compensation and Reward

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.650	52.992	52.992	2.650	52.992	52.992
2	.810	16.199	69.191			
3	.681	13.617	82.807			
4	.479	9.575	92.382			
5	.381	7.618	100.000			

Extraction Method: Principal Component Analysis. Survey data,2023

According to Kaiser Criterion, only factors with eigenvalues that are greater than one and could be retained for the analysis. In essence, this implies that, unless a factor extracts as much as equivalent of one original variable, it is dropped. Therefore, 2 components were extracted in the analysis. Rotations converged in two iterations and two components with eigenvalues accounting for 52.992% of the variance. The eigenvalues were above the appropriate value of 50% and shows that the two components factor model derived suitable for the data. Principal component analysis revealed the presence of 2 components with the eigenvalues exceeding 1, explaining 52.992% (strategic compensation and reward) of the variance respectively. The proportion of each variables variance explained by the principal component indicated that each variable could be explained by the principal component extracted further multi-collinearity.

4.5. Demographic characteristics of the respondents

Demographic presents information regarding education, age, gender and number of years working in the judiciary. Demographic information is useful in explaining the economic and social attitudes and behavior of the respondents. Furthermore, the information is useful in ensuring that participants are included in the study.

4.5.1. Gender of respondents

The findings shows that the males (54.1% were the more than the female (45.9%). Although, not significant to the outcome of the study, it indicated representation of both gender type in the study. Findings were shown in Table 4.5

Table 4.5 Gender of the Respondents

Gender:		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	119	54.1	54.1	54.1
	Female	101	45.9	45.9	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Survey Data, 2023

4.5.2. Age of the Respondents

The results reveal that 11.4% of the respondents were aged between 18 and 24 years, 22.7% were aged between 25-34 years, 29.5% represented age between 35 and 39 years, 23.2% represented ages between 40 and 44 years while the remaining 13.2% represents ages above 44 years. The results revealed that majority of the respondents were ages between 35 and 39 years and while the least were ages between 18 and 24 years. Lopez et al, (2006) found out that age of employees has significant effect on organizational capabilities and performance. The results were as shown below in Table 4.6.

Table 4.6 Age of Respondents

Age Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years	25	11.4	11.4	11.4
	25-34 years	50	22.7	22.7	34.1
	35-39	65	29.5	29.5	63.6
	40-44 years	51	23.2	23.2	86.8
	Above 44 years	29	13.2	13.2	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Survey Data, 2023

4.5.3. Education Level of the Respondents

The other Information was on the education level of the respondents. The results showed that 7.3% of the respondents had Secondary level education, 17.3% had

certificate level, and 21.8% had diploma level education while the remaining 53.6% had postgraduate level of education. Majority of the respondents had postgraduate level of education. Kotur and Anbazhagan (2014) revealed that the level of education of the workforce has significant impact on employee performance. He further found out that, workers in the medium range on educational qualification perform better compared those in the extreme. The result is as shown in the table 4.7 below,

Table 4.7 level of education for Respondents

Education Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary Level	16	7.3	7.3	7.3
	Certificate Level	38	17.3	17.3	24.5
	Diploma Level	48	21.8	21.8	46.4
	Postgraduate Level	118	53.6	53.6	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Survey Data, 2023

4.5.4. Years of Experience

The findings showed that 30% of the respondents have been in the court for a period less than a year, while 6.8% have been there for a period between 2-4 years. The findings further showing that 10% and 18.2% have been working between 5-7 years and 8-10 years respectively. A higher number of respondents 35% have worked for 10 years & above. Belal and Bahaudin (2010) justifies that experience and knowledge at work is based on the period in which the employee has been working. Based on the law of diminishing returns, a new employed work is excited and motivated to work but this wears off as the years progress as explained by Quinn et al. (2011). The results of the period in the judiciary are shown in table 4.8 below

Table 4.8 Period worked in the Judiciary

Age Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	66	30.0	30.0	30.0
	2-4 years	15	6.8	6.8	36.8
	5-7 years	22	10.0	10.0	46.8
	8-10 years	40	18.2	18.2	65.0
	Above 10 years	77	35.0	35.0	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Survey Data, 2023

4.6. Descriptive Statistics

The section presents analysis using descriptive statistics categorized according to the objectives of the study.

4.6.1 Influence of Strategic Training on Employee Performance in Judiciary

Items related to strategic employee training on employee performance in both strongly disagree, disagree, neutral, agree, strongly agree eventually arranged in four categories; (1). a needs assessment training, (2). Arranged seminars and workshops, (3). Training Improves work performance (4). Employees trained on use of technology for efficiency (5). Staff development program put in place (6). Availability of on boarding program helps employee achieve objectives

Table 4.9 Employee Response on Strategic Training on Employee Performance in Judiciary

Strategic Training	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Need Assessment conducted	7(2.8%)	98(39.7%)	101(40.9%)	21(8.5%)	20(8.1%)	2.47	0.938
Judiciary arranges seminars, workshops	5(2.0%)	24(9.7%)	67(27.1%)	80(32.4%)	71(28.7%)	3.76	1.038
Training Improves performance	9(3.6%)	34(13.8%)	55(22.3%)	74(30.0%)	74(30.4%)	3.70	1.148
Trained in use of technology	10(4.0%)	43(17.4%)	100(40.5%)	71(28.7%)	23(9.3%)	3.22	0.976
Judiciary has staff development	24(9.7%)	23(9.3%)	69(27.9%)	109(44.1%)	22(8.9%)	3.33	1.083
Existence of on boarding Program	21(8.5%)	35(14.2%)	89(36.0%)	100(40.5%)	2(0.8%)	3.11	0.954

Source: Survey Data, 2023

From the Table 4.9 above, 2.8% of the respondents strongly disagree with the view that need assessment is conducted in the Judiciary, 39.7% disagree that need assessment is conducted in the Judiciary. On the contrary, 8.1% strongly agree that need assessment is conducted in the Judiciary. On arrangement of seminars and workshop, 2.0%strongly disagree with the view that seminars and workshops are arranged in the judiciary, 27.1% are neutral meaning they neither agree with nor disagree with the views while 32.4% agree that judiciary arranges for seminars and workshops for its employees.

On trained in the use of technology, 17.4%disagree that it happens in the Judiciary, while 28.7% agree that workshops and seminars are organized by the judiciary for its employees. Close to 10%, precisely 9.7% strongly disagree that the judiciary has a staff development program for its employees; while in the contrary 44.1% agree that there is staff development program in the Judiciary. Regarding existence of onboarding program, the result indicated that 14.2% do not agree that it is available in the judiciary while 40.5% agreed that onboarding program is made available in the Judiciary for its employees.

The qualitative findings from the key informants were presented and summarized as follows:

> *'The judicial relevant authorities are concerned with the skills development of the judicial staff and therefore periodically conduct workshops, conferences and seminars. It is worth to note that employees are provided opportunities to fill their skills gaps. Recently they were trained on using technology in prosecuting their work. The judicial service commission strategic plan provides for staff development, and gives formal frameworks documenting employee progress [Key informants, 2022].'*

4.6.2 Influence of Strategic recruitment and Selection on Employee Performance in Judiciary

Responses related to strategic recruitment and selection on employee performance in the Judiciary were arranged into six items, (1) there is transparent process which gives equal chances, (2) attitude towards work is important (3) There is no preference in internal recruitment, (4) Recruitment is done transparently (5). Fairness and transparency is important, (6) Tests are given to new Employees. The number of employees responding on the scale of strongly disagree, disagree, neutral, agree and strongly agree are represented in table 4.6 below;

Table 4.10 Strategic recruitment and selection on employee performance in Judiciary

Strategic Recruitment and selection	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Transparent process gives equal chance	12(4.9%)	25(10.1%)	68(27.5%)	82(33.2%)	60(24.3%)	3.62	1.105
Attitude towards work is important	6(2.4%)	32(13.0%)	44(17.8%)	107(43.3%)	58(23.5%)	3.72	1.038
No preference in internal recruitment	9(3.6%)	36(13.8%)	78(31.6%)	94(38.1%)	39(15.8%)	3.55	0.926
Recruitment done transparently	5(2.0%)	34(13.8%)	82(33.2%)	100(40.5%)	26(10.5%)	3.44	0.926
Fairness and transparency is important	26(10.5%)	79(32.0%)	105(42.5%)	30(12.1%)	7(2.8%)	2.65	0.925
Tests are given to New Employees	21(8.5%)	26(10.5%)	47(19.0%)	114(46.2%)	39(15.8%)	3.50	1.137

Source: Survey data, 2023

From the table 4.10 above, 9.9% of the respondents strongly disagree that transparent process gives equal chance to all employees at the Judiciary, 10.1% disagree that transparent process gives equal chance in the Judiciary. On the contrary, 24.3% strongly agree that transparent process gives equal chance to all employees in the Judiciary. On the other aspect of attitude towards work being important, 2.4 %strongly disagree with it, 17.8% are neutral meaning they neither agree with nor disagree with the views while 23.5% agree that judiciary focuses on attitude towards work and how it affects employee performance. The aspect of no preference in

internal recruitment, 3.6% strongly disagree with such as happening in the Judiciary, while 38.1% agree that there is no preference in internal recruitment. 2.0% strongly disagree that the recruitment done in the judiciary is transparent while in the contrary 40.5% agree that there transparent in the recruitment process in the Judiciary. Regarding tests being given to new employees, the result indicated that 10.5% do not agree that it is available in the judiciary while 15.8% strongly agreed that tests are being given to the new employees in the Judiciary.

The qualitative findings from the interview scheduled of the key informants were summarized as follows:

> *'The judicial service commission administrative unit ensures that recruitment and selection of the judicial staff is conducted in a transparent manner. The conduct and operations of the judicial and operative staff is checked by other bodies working under the organization of the judiciary. New recruits to judiciary have to pass the mandatory entry qualification to be admitted to the bar. Everyone is expected to be accountable to their behaviors as judicial staff [key informants: 2022].'*

4.6.3 Influence Strategic Welfare Services on Employee Performance in Judiciary

The section presents the objective that seeks to establish the influence of strategic welfare services on employee performance in judiciary. The levels of agreement were presented in Table 4.11.

Table 4.11 strategic Welfare services on employee performance in Judiciary

Strategic Welfare Services on Employee performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Efficient Service Delivery	12(4.9%)	50(20.2%)	97(39.3%)	79(32.0%)	9(3.6%)	3.09	0.926
Frequent customer feedback	9(3.6%)	57(23.1%)	124(50.2%)	52(21.1%)	5(2.0%)	2.95	0.817
Timely release of information	34(13.8%)	59(23.9%)	78(31.6%)	66(40.5%)	10(4.0%)	2.83	1.094

Improved Quality of Work	18(7.3%)	19(7.7%)	144(58.3%)	55(22.3%)	11(4.5%)	3.09	0.874

Source: Survey Data, 2023

Regarding welfare services on employees, it is clear from the above table that 4.9% strongly disagree that strategic welfare services enhance employee performance, 20.2. percent equally disagree that strategic welfare services enhances service delivery in the Judiciary On the contrary, 32.0% agree that strategic welfare services contribute immensely of service delivery. 23.1% agree that there is frequent customer feedback in the Judiciary. There is timely release of information to customers, this has been disputed by 13.8% from the respondents, and while from the table above, 4.0% agree that there is timely release of information. As to improved quality of work, 7.3% of the respondents strongly disagree that improved quality of work gives equal chance to all employees at the Judiciary, 4.5% strongly disagree that improved quality of work enhances work performance in the Judiciary.

The qualitative findings from the interview schedule were summarized and presented as follows:

> *'The organization of the judiciary especially those in management are particular in ensuring that the judicial staff welfare is taken care seriously. Occasionally, customer feedback and quality surveys are conducted to ensure that effective service delivery is maintained. An open channel of communication is adopted to ensure that information is received in a timely manner [Key informants: 2022}.*

4.6.4 Influence of strategic reward and compensation on employee performance in Judiciary

Respondents were provided with statements explaining the association between strategic reward and employee performance in judiciary in which they were to provide level of agreement. Findings to these responses were presented in Table 4.12.

Table 4.12 Strategic reward on employee performance in Judiciary

Strategic Compensation and Reward	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Rewards enhances performance	10(4.0%)	29(11.7%)	85(34.4%)	109(44.1%)	14(5.7%)	3.36	0.908
Elaborate reward and compensation system	27(10.9%)	33(13.4%)	105(42.5%)	56(22.7%)	26(10.5%)	3.09	1.103
Incentives for Motivation	29(11.7%)	42(17.0%)	64(25.9%)	69(27.9%)	43(17.4%)	3.22	1.254
Compensation directly affects Performance	17(6.9%)	24(9.7%)	70(28.3%)	93(37.7%)	43(17.4%)	3.49	1.100
Positive rewards have effect on employee performance	38(15.4%)	50(20.2%)	62(25.1%)	65(26.3%)	32(13.0%)	3.01	1.267

Source: Survey Data, 2023

From the Table 4.12 above, 4.0% of the respondents strongly disagree with the view that rewards enhance performance in the Judiciary, 11.7% disagree that rewards enhances performance in the Judiciary. On the contrary, 44.1% agree that reward enhances performance in the Judiciary. On the availability of an elaborate reward and compensation systems, 10.9% strongly disagree with such and equally 13.4% also disagree the existence of an elaborate and compensation system in the Judiciary. Whether incentive enhance motivation was also considered to be not of any value, 17.0% disagree with the statement and while 27.9% agree that indeed incentives are for motivation which consequently improves employee performance. 9.7% disagrees that compensation directly affects performance; also on the contrary 37.7% agree that compensation has direct effect on performance which in turn also affects employee performance. On Positive rewards and how they affect employee's performance, 15.4% strongly disagree that statement, 25.1% are neutral or silent about it, whether it affects or impacts performance. 26.3% agree that positive rewards have effect on employee performance and therefore affecting or enhancing employee performance.

The qualitative findings from the interview schedule were summarized as follows;

> *'The judicial staff motivational scheme ensures that the employees have a conducive and appropriate environment for working. The schemes outline monetary and non-monetary motivators given to the staff. These motivational schemes are occasionally reviewed to ensure that it is competitive and reflect the emerging needs of the judicial staff [Key informants: 2022].*

4.7. Inferential Statistics

The measures of relationship (regression and correlation) were used by the study to describe the nature of association that exists between the study variables. The hypotheses in the study were tested at 99% significance level, $p<0.01$.

4.7.1 Correlation analysis

The Pearson product moment correlation was performed to explore the strength of the relationship between strategic human resource Management practices and employee performance in the Judiciary. Table 4.13 shows the correlations Analysis Result.

Table 4.13 Correlations

		Correlations Analysis Result				
		Training & development	**Recruitment & selection**	**Reward & compensation**	**Welfare services**	**Employee performance**
Training & development	Pearson Correlation	1	.380**	.428**	.451**	.424**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	220	220	220	220	220
Recruitment & selection	Pearson Correlation	.380**	1	.823**	.694**	.686**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	220	220	220	220	220
Reward & compensation	Pearson Correlation	.428**	.823**	1	.791**	.725**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	220	220	220	220	220
Welfare services	Pearson Correlation	.451**	.694**	.791**	1	.747**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	220	220	220	220	220
Employee performance	Pearson Correlation	.424**	.686**	.725**	.747**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	220	220	220	220	220

**. Correlation is significant at the 0.01 level (1-tailed). Survey Data,2023

The correlation between strategic training and employee performance was positively and statistically significant. Findings in Table 4.13 shows: The strategic training and development is positively and statistically significant (r= .424, p=.000(2_tailed) at 1%

level of significant), strategic recruitment and selection is positively and statistically significant (r= .689, p=.000(2_tailed) at 1% level of significant), compensation and reward is positively and statistically (r= .725, p=.000(2_tailed) at 1% level of significant), the social welfare is positively and statistically significant (r= .747, p=.000(2_tailed) at 1% level of significance.

4.7.2. Regression analysis

The multiple regression was used to find out the best prediction for a set of variables. Regression analysis was carried out using a model taking into consideration the dependent variable and independent variables, test values and their significance was produced for each regression co-efficient.

Table 4.14 Regressions

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791[a]	.626	.619	.626

a. Predictors: (Constant), strategic training & development, strategic recruitment & selection, strategic reward & compensation, strategic welfare services.

b. Dependent Variable: employee performance

In the results the regression equation was found to have the best fit when employee performance was regressed on the predictors which included; strategic compensation, strategic social welfare, strategic compensation and reward as summarized in the table above. R represents the value of multiple regression co-efficient between the independent variables (predictors) used in the model and level of employee performance as the dependent variable. All the predictors used in the model represent a simple regression between the dependent variable and the factors that enhance level of employee performance.

The summary table above provides the value of R and R^2 for the model that was derived. For these R has a value of 0.791 and because there are predictor values, the value represents the correlation between the predictors and the dependent variable. The R^2 is 0.626 which tells that the strategic human resource management practices and employee performance can account for 62.6% of the variation of employee

performance. This shows that the variation of employee performance has been explained well by the predictors in the model. The adjusted R^2 gives the idea of how well our model generalizes its value would be the same or very close to R^2.

Table 4.15: ANOVA Results from the Survey Data

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	109.188	4	27.297	89.919	.000[b]
	Residual	65.268	215	.304		
	Total	174.456	219			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), strategic training & development, strategic recruitment & selection, strategic reward & compensation, strategic welfare services.

Survey data 2023

The analysis of variance was used to test whether the model could significantly in predicting the outcome than using the mean. The F-ratio represents the ration of improvement in prediction that results from fitting the model, relative to the inaccuracy that exists in the model. The results from the table above shows that entry of the set of independent variables yielded a significant prediction equation, F =89.919, P=0.000. The model significantly improved the ability to predict the strategic human resource management practices on employee performance.

Table 4.16: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.145	.563		.150	.000
	Strategic training & development	.478	.145	.234	2.011	.000
	Strategic recruitment & selection	.342	.432	.615	13.184	.000
	Strategic reward & compensation	.345	.325	.112	2.269	.000
	Strategic welfare services	.134	.654	.217	4.838	.000

a. Dependent Variable: employee performance

This shows there was a linear relationship between Strategic Human resource management practices and employee performance. Thus, the hypothesis that there is no linear relationship between the predictor and the dependent variable is rejected. The findings showed that strategic training & development contributes to 23.4% of employee performance. Further, strategic recruitment and selection contributes to 61.5% of employee performance while strategic reward and compensation contributes to 11.2% of employee performance. Lastly, strategic welfare services contribute to 21.7% of employee performance. The regression model summary is shown as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

$Y = 0.145 + 0.234X_1 + 0.615X_2 + 0.112X_3 + 0.217X4 + 0.563$

Hypotheses Tests

H_{01}: Strategic training and development has no significant influence on performance of employees in the Judiciary within selected courts in North Rift Region. From the findings, it is indicated that the Beta coefficients (strategic training and development), B=0.234, t=2.011, p=0.000. The null hypothesis is therefore rejected and an alternative hypothesis is accepted. This means that there is a relationship between the study variables.

H_{02}: Strategic recruitment and selection has no significant influence on performance of employees in the Judiciary within selected courts in North Rift Region. From the findings, it is indicated that the Beta coefficients (Recruitment and Selection), B=0.615, t=13.184, p=0.000. The null hypothesis is therefore rejected and an alternative hypothesis is accepted. This means that there is a relationship between the study variables.

H_{03}: Strategic reward and compensation system has no significant influence on performance of employees in the Judiciary within selected courts in North Rift Region. From the findings, it is indicated that the Beta coefficients (Strategic Reward and compensation), B=0.112, t=2.269, p=0.000. the null hypothesis is therefore

rejected and an alternative hypothesis is accepted. This means that there is a relationship between the study variables.

H_{04}: Employee welfare services have no significant influence on employee performance in the Judiciary within selected courts in North Rift Region**.** From the findings, it is indicated that the Beta coefficients (Strategic welfare services), B=.217, t=4.838, p=0.000. The null hypothesis is therefore rejected and an alternative hypothesis is accepted. This means that there is a relationship between the study variables.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Overview

This chapter consists of summary of findings, conclusions and recommendations. The conclusions were drawn based on the findings to answer the research objectives. The recommendations were also made on how strategic human resource management will enhance employee performance.

5.2. Summary of Findings

Strategic human resource management focused on several issues such as integration of human resource management and the strategic management. It also focused on taking a strategic approach to employee strategic training and development, strategic compensation and reward, selection and recruitment and strategic employee welfare practices. Further, Strategic Human Resource Management looked at the way human resource added strategic value and contributed to both employee performance and organizational performance. The competitive global business field had affected organizations and stakeholders in that it facilitated the development of a human capital that met the requirements of organizational strategy, in order to achieve its goals and mission further SHRM highlighted the need for determination of long term goals of an organization, the undertaking of causes of action and the allocation of resources necessary for carrying out these goals.

The practices of SHRM such training and development, as selection and recruitment, welfare services and reward and compensation systems were concerned with how people were employed and managed in organizations in order to realize the organization's targets. Strategic human resource practices had been heavily relied in solving most challenges in firm's performance. The employee individual performance through extensive research has been linked to contribute to the overall firm performance and productivity. Strategic Human Resource Management aimed to achieve strategic integration and coherence in the development and operations of HRM Practices in the Judiciary.

5.2.1 Strategic Training and Development Selection on Employee Performance

The first objective of the study was to determine the influence of strategic training and development on performance of employees in the Judiciary in selected court stations in North Rift Region. The findings revealed that there was disagreement that need assessment is conducted in the Judiciary. A significant finding is that there is agreement that staff development program is being conducted in the Judiciary. Lastly, there was agreement that onboarding program is made available in the Judiciary for its employees. The inferential statistics revealed that strategic training and development is positively and statistically significant (r= .424, p=.000(2_tailed) at 1% level of significant), and strategic training & development contributes to 23.4% of employee performance.

Strategic training and development is primarily important in ensuring that employees perform better in the workplace. Findings showed that the judiciary does not perform needs assessment to identify critical gaps that require training and development of employees. Zakaria, (2011), stipulates that employee training is made possible by identifying areas that are inadequate and need skills enhancement. On board training is prevalent in the judiciary. Lagat, (2014) justifies that many organizations prefer on boarding because it is cost effective and lesser time is not wasted in the process of moving from the work stations.

5.2.2 Strategic Recruitment and Selection and Employee Performance

The second objective of the study was to determine the influence of Strategic recruitment and selection which looked into people's attitudes, values and culture, attributes that are harder to train or change and that in essence predicted potential employee performance. From the findings it was true that recruitment and selection of employees determine the level of performance by the employees. strategic recruitment and selection is positively and statistically significant (r= .783, p=.000(2_tailed) at 1% level of significant), this findings are in agreement with Waiganjo et al. (2013) who asserted that selective resourcing which is a key component of strategic recruitment and selection, influenced firm performance of corporate organizations in Kenya in the manufacturing sector, it was also established

that recruiting and selecting the right employees increased employee performance and effectiveness, and contributed to employee retention in the organization.

Further according to Paul and Anantharaman (2003) a strategic selection and recruitment process ensured that the employees with the right qualifications were identified and selected, this is inconsistent with the research's findings. Chand and Katou (2007) demonstrated that strategic Recruitment and selection were strongly correlated with profitability and suggested that management of an organization focus on those methods of recruitment, policies, and selection tests for improved employee performance.

5.2.3 Strategic Compensation and Reward and Employee Performance

The third objective of study was to determine the effects of compensation and reward on employee performance, According to Armstrong (2010), reward and compensation practices increase employee skills and attitudes, promoted positive attitude and increased motivation. When this happens, improvement in employee performance was realized. Benardian (2008) argued that an organization's policy and patterns for rewards workers was imperative in enforcing a scheme. A firm that incorporated a policy for rewarding staff that was reliable and one that underpinned its approaches was most probably to enforce those schemes than an organization that embraced reward policies that were discrepant with its overall strategies. The study established that employee performance is driven by the available compensation and rewards in the organization. From the findings, Compensation and reward is positively and statistically (r= .593, p=.000(2_tailed) at 1% level of significant), this means that there is association between compensation and reward on employee performance.

This finding was indeed expected since as observed by Zakaria, (2011), a reward strategy enhanced commitment, retention and employee engagement that eventually translated into employee performance. Further, Researchers have also established a positive relationship between performances related pay and staff productivity. According to Armstrong (2009), rewards proved to employees that the behaviour they exhibited was fitting and must be replicated. Rewarding people for exceeding targets motivated them to spend more time on the rewarded tasks which lead to heightened interest and satisfaction.

5.2.4 Strategic Welfare Services and Employee Performance

The fourth objective was to establish influence of social welfare services on employee performance in the Judiciary; regarding this the study established that there exists linear relationship between the study variables. From the findings the social welfare is positively and statistically significant (r= .565, p=.000(2_tailed) at 1% level of significance. This is supported by Stratton (2009), who asserts that, welfare services are a financial or other assistance offered to an employee or family by an organization. Employee welfare is a comprehensive term that included several services, benefits and facilities offered to employees by employers. The welfare could either be measure in either in monetary terms or non-monetary. Again, according to Lagat, 2014. The various welfare services included; allowances, housing, transport, medical insurance, pension schemes, family leave and canteens, sick days, child care programs, financial assistance, educational (Lagat et al., 2014).

From the findings most organizations provide welfare facilities to their employees that keep them highly motivated. Employers understand that stress free staffs are a major asset to the organization and therefore provided welfare services and programmes which are concerned with the total well-being of the staff both at work and at home. Employee welfare programs rested mainly on the abstract ground of social responsibility on organizations for employees that worked for them. They needed highly performing employees for them to realize their goals in the delivery of services and it increased their competitive advantage. From the findings it is indicated that there is a relationship between predictor variables and dependent variable, hence we rejected the null hypothesis and accepted the alternative hypothesis which stated that there is a relationship between strategic human resource management practices and employee performance.

5.3. Conclusions

It is concluded that strategic human resource management practices affect employee performance. Considering how quick the world of work is moving in terms of sophisticated technology, changing environment and globalization, it’s evident that organizations must embrace strategic human management practices to enhance employee performance. The results of the study revealed that strategic training is a

key factor that affects employee performance. These results also attest to the role that strategic training can play a critical role in enhancing efficiency in organizations. This calls for the provision of strategic training programs that are in line with the needs of the employees, with such training programs targeted at both the junior and senior level of management. It was also found out that strategic compensation and reward of employee can be enhanced by providing effective recognition which provides results to improve the performance of an organization. Employees' behavior, motivation, and job satisfaction can be intrinsically or extrinsically motivated. The wage paid to an employee goes a long way in identifying the employee with the organization in which they are working in. The study revealed that strategic recruitment and selection helps in managing workers' more flexibly, it can helps the organization to fulfill their commitments in identifying the very best in work performance hence increased productivity.

In the strategic social welfare, it was also discovered that conflicts in the workplace had increased this is because the number of previous cases were not resolved by the HR department. The work related conflict does affect the motivation of the employees and decreases their productivity. The management needs to formulate policies for fairness and equality in the work environment, and creating an avenue of reporting injustices, sexual harassments and bulling. Communication needs to be enhanced in the workplace and employees encourage giving their feedback. Working conditions should always be improved in the air transport industry for employee productivity to be achieved.

5.4 Recommendations

The study provides a recommendation to the judiciary authorities and management to be observant to the changes that occur in strategic management of human resources. The changes in the labour market due to globalization require judicial administrative authorities to devise strategies that ensure their staff remains motivated, relevant and competitive. They need to relook at the ways of strategically recruit, select, train, and remunerate their staff to enhance their performance. To have relevant training programmes for their staff the judiciary need to conduct training needs assessments that would inform them on the mode, gaps and development of training materials.

The study suggests that Judiciary to improve its social welfare working conditions such that employees may always work without any hindrance and hence increase their performance. The study suggests that the employees should be paid commensurate to their qualifications and experience. The judiciary needs to provide schemes of rewarding the most performing staff in their stations. The study recommends in the strategic social welfare to use guidance and counseling to workers who seem to be facing challenges in life and also follow up on the social behavior of its workers if for example some have an uncontrollable drinking character they may be taken to rehabilitation centers.

5.5 Suggestions for Further Study

The researcher suggests that more research and further study be carried out so as to conclusively determine and establish factors that enhance employee performance in the service sector and other related sectors of the economy. This study should be replicated to other service industries to confirm if same results could be obtained. Introduction of a moderating variable will suffice on the relationship between strategic human resource management practices and employee performance.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE JUDICIARY

The questionnaire is intended to collect information on Influence of Strategic Human Resource Management Practices on Employee Performance in Judiciary within Selected Courts in north Rift Region.

SECTION A: GENERAL INFORMATION

Answer by ticking appropriately on the choices provided.

Gender orientation. [ ] Male [ ] Female

Age of the Respondent [ ] 18 – 24 years [ ] 25 – 34 years [ ] 35– 39 years [ ] 40 – 44 years [ ] above 44 years

What is the highest level of education?

[ ] Secondary level [ ] Certificate level [ ] Diploma Level [ ] Postgraduate Level

How long have you worked in Judiciary?

[ ] Less than 1 year [ ] 2 – 4 years [ ] 5 – 7 years [ ] 8 – 10 years [ ] Above 10 Years

SECTION B: Sectional Questionnaires

Answer the section appropriately using the following keys 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Part 1: Strategic Training and Employee Performance

Training and Development and Firm Performance	5	4	3	2	1
Needs assessment training is conducted before choosing employees to be trained.					
The Judiciary arranges seminars ,workshops for its employees					
Training employees improves their work performance					

The Judiciary employees have been trained on use of technology for efficiency.					
The Judiciary has a staff development arrangements in place					
On boarding program within the Judiciary has been key in helping employees achieve the Organization objectives					

Part 2: **Strategic employee welfare service and employee performance**

Performance Management and Firm performance	5	4	3	2	1
Judiciary provides health services to its staff					
The Judiciary provides for employees family and maternity leave to its staff					
The Judiciary has a pension scheme facility for its staff					
The Judiciary has an all- round Work-Life Balance system for its employees					

Part 3: **Strategic Compensation& Reward and Employee performance**

Compensation and Firm performance	5	4	3	2	1
Rewards offered by the Judiciary have an effect on employee performance					
Judiciary has an elaborate competitive reward and compensation system					
Incentives given to the employees motivates employees and					

enhances performance at the Judiciary					
At the Judiciary compensation for employees is directly linked to his/her performance					
Good rewards have a positive effect on the employee performance					

Part 4: **Strategic Recruitment and selection on Employee performance**

Recruitment and selection on Firm performance	5	4	3	2	1
Recruitment process is transparent and gives equal chance to all people.					
At the Judiciary Attitude towards work is used as a criteria in employee selection					
Internal recruitment and selection is done with no interference from outside.					
Promotions are frequently done in a transparent manner					
Transparency and fairness is followed when recruiting and selecting hiring employees					
New employees are always administered one or more employment tests (skill test, aptitude tests, mental/cognitive ability) prior to Recruitment and selection					
There are sufficient recruitment and selection policies within Judiciary.					

Thank You for Your Cooperation

APPENDIX 11:

Section C Employee performance.

Employee performance	5	4	3	2	1
Staff turnover has decreased in Judiciary due to efficient use of human resource practices that motivate, Attract and retain us in this hospital.					
Employees in Judiciary are leaving their jobs to look for greener pastures elsewhere					
The customer feedback reports indicates positive results about the employee's services					
The employees attitude towards work has improved					
The quality of work provided by the employees in Judiciary is exceptional					
Employees in Judiciary provide efficient services to their customers and the customers are very happy about this exemplary service					
Good rewards have a positive effect on the employee performance					
I am satisfied with my job position and the responsibilities that I perform in Judiciary					

Sect

Thank You for Your Cooperation

APPENDIX IV: INTERVIEW SCHEDULE

1. How often do you go for seminars, workshops and benchmarking?

_____

_____

_____

2. Are the trainings oriented in personal development or career development? Explain.

_____

_____

_____

3. Does the training program utilize performance appraisal to obtain the training need or there are other means? Explain

_____

_____

_____

4. How often are appraisals done in the Judiciary?

_____

_____

_____

5. What are some of the key issues that is affecting employee performance in the Judiciary_____

_____

_____

6. What welfare services has the Judiciary l put in place to its employees?

_____

_____

7. Beside basic pay what other financial benefit are you given?

_____

_____

_____

8. Is there any other non-monitory compensation that you receive from the employer?

_____

_____

_____

9. Beside public service, are there internal promotions or referral in recruitment process?

_____

_____

_____

10. Does judicial service commission have any hand on Judiciary employees' appointment? if yes Explain

_____

___

11. Does Judicial Service commission employ professionals? If yes explain how.

_____

_____

_____

12. How best can employee performance be improved?

_____

_____

_____

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This is to confirm that the above named person is a bona-fide students in the School, He has successfully completed MBA course work, prepared requisite project proposal and is ready to proceed to the field to collect data.

His project proposal title is: ***INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE JUDICIARY: A SURVEY OF SELECTED COURTS IN NORTH RIFT REGION, OF KENYA'***

Any assistance and co-operation given to him in furtherance of his research enterprise will is welcomed and appreciated.

Thank you

Faithfully

KOITALEEL SAMOEI UNIVERSITY COLLEGE * DIRECTOR SCHOOL OF BUSINESS * 21 JUL 2023 * Tel: 020 - 4915313 * P. O. Box 5-30307, MOSORIOT *

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