

**INFLUENCE OF HUMAN RESOURCE PRACTICES ON ORGANIZATIONAL
PERFORMANCE OF JUDICIAL STAFF NAIROBI COUNTY, KENYA.**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT OF
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DECLARATION AND APPROVAL

Declaration by Student

I affirm that this research project is entirely my own creation and has not been previously submitted, either partially or in its entirety, for any academic purpose at Mount Kenya University or any other institution.

Sign ...  ... Date 2ND NOVEMBER 2024

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APPROVAL BY THE SUPERVISOR

This research project has been presented for examination under my supervision at Mount Kenya University with my explicit approval.

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DEDICATION

To my family , my husband and my two children



ACKNOWLEDGEMENTS

I acknowledge my family my husband, my children for their steadfast support, my supervisor Dr. Anne Kariuki for his guidance and Mount Kenya University, for the chance to pursue this degree. I say thank you.



ABSTRACT

This study seeks to establish the influence of human resource management practices on organizational performance of judicial staff Nairobi County, Kenya. The study specifically seeks to establish the influence of recruitment and selection on organizational performance of judicial staff Nairobi County, influence of training and development on organizational performance of judicial staff Nairobi County and influence employee involvement on organizational performance of judicial staff Nairobi County, Kenya. Built on the Resource Based Theory, and Vroom's Expectancy Theory. It used a descriptive survey research approach and focused on all judicial staff Nairobi County. From a total of 1316 target population, or 10% of the population, a sample of 131 county workers from various departments were taken using a simple random sampling approach. Data was gathered using a questionnaire using a five-point Likert scale. The Cronbach alpha coefficient was used to gauge the scale's dependability and assess how consistently the research instrument's items spaced are. The value of the alpha co-efficient may range from 0 to 1. (Complete internal consistency). Using SPSS version 26, the data was processed to provide both qualitative and quantitative data. Tables and graphs were used to show the study's findings. The study found significant shortcomings in recruitment and selection practices, with low scores indicating a lack of clarity and inclusivity, hindering the attraction and retention of qualified candidates. Employee training and development practices were moderately effective, but inconsistent delivery and inadequate off-the-job training reduced their overall impact. Employee involvement practices, while somewhat effective, revealed opportunities for improvement, particularly in communication, mentorship, and team-building activities. The study concluded that recruitment, training, and involvement practices are essential for improving organizational performance. A comprehensive review of recruitment strategies is necessary to ensure diversity and equity. Additionally, training programs need to be more structured and aligned with the specific needs of employees to enhance skills and productivity. Employee involvement, particularly through mentorship and clearer communication, is vital for fostering engagement and collaboration. The study recommended that the judiciary implement clear, inclusive recruitment procedures and enhance the onboarding process. It also called for the development of structured training programs, focusing on both on-the-job and off-the-job initiatives, aligned with organizational goals. Finally, strengthening employee involvement through improved communication and mentorship programs is recommended to increase engagement and performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	Human Resource Management
JSC	Judicial Service Commission
UK	United Kingdom
US	United States
USA	United States of America



CHAPTER ONE

INTRODUCTION

This introductory chapter of the study presents background information with regard to global, regional and local perspectives human resource management practices on organizational performance of judicial staff Nairobi County, Kenya. The present situation as far as performance of judicial staff Nairobi County is concerned is captured in the statement of the problem. This chapter further covers objectives that guided research, significance as well as scope of the study which is followed by limitations of the study and delimitations. Following delimitations, key assumptions for the study are also delineated.

1.1 Background of the Study

Traditionally, human resource management (HRM) has been recognized as an important contributor to achieving various organizational objectives such as employee productivity, engagement, and performance (Anwar & Abdullah, 2021). The benefits associated with the investment in HRM have led the organization to focus on specific practices, such as performance appraisal practices, training and development, flexible work programs and creative compensation benefits (Wilkinson, 2020). Therefore, organizations in the public sector have refocused their efforts in restructuring their public service with an immediate aim of delivering value and improving performance (Wahida, 2016).

Armstrong and Taylor (2023) sees HRM as a strategic approach to managing valuable employees who contribute to achieving organizational goals. Baumaid (2018) emphasizes that HRM involves making decisions and implementing programs, procedures, and policies related to recruitment, rewards, performance, and employee relations. In the public sector, HRM plays a vital role in managing teachers, administrators, and support staff to enhance overall organization performance (Okafor, 2018).

The need for organizations to perform and achieve their goals is not a local problem. Albrecht *et al.* (2015) argued that many organizations worldwide face the same mandate of performing better and achieving their goals. As a result, majority are turning to their employees to deliver value.

The techniques, procedures, and policies that have an impact on employees' behavior, performance, and attitudes are referred to as human resource management (Amrutha & Geetha, 2020). HRM techniques include identifying human resource needs, scrutinizing candidates, hiring, training, rewarding/compensating, and evaluating them. They also include taking care of labor relations, health and safety issues, and concerns about fairness (Adynski, Sherwood, Ikharo, Tran & Jones, 2022). Studying modern HR management subjects, such as recruitment and selection, training and development, and the factors affecting the practice, is a novel idea for developing nations seeking to improve the performance of their healthcare facilities.

In his reasoning, Mello (2014) saw employees as valuable resources in an organization whose efficient use can lead to incomparable returns. In that line, Oduaran (2014) argued that there is a need for organizations to invest in their human resource, develop policies to effectively manage them and ensure they deliver.

The implementation of the new constitution in 2013 was eagerly awaited as a beacon of hope for Kenya's judicial system. It was widely believed that the introduction of Article 159 would serve as a catalyst for revitalizing the judiciary, not only in terms of delivering justice but also in streamlining the entire legal process to minimize delays. Despite the optimism surrounding the constitutional amendments and the promises made by judicial authorities, there has been a noticeable decline in the performance of the judiciary over time (Otieno, Waiganjo & Njeru, 2015). However, amidst these challenges, the Chief Justice of Kenya has demonstrated unwavering determination to lead comprehensive judicial reforms. These

reforms are aimed at tackling the persistent issues of case backlogs and protracted delays in case adjudication. The Chief Justice's vision is grounded in the belief that resolving these systemic issues requires the collective efforts of all judicial officers and staff (Wekesa & Nyaroo, 2013). Thus, a concerted and collaborative approach is being pursued to ensure that the judiciary fulfills its constitutional mandate effectively and efficiently, thereby restoring public trust and confidence in the legal system.

To enhance performance, productivity, and alleviate case backlogs, the judiciary, as highlighted in a report by the Performance Management and Measurement Steering Committee (GOK, 2015), emphasized the Chief Justice of Kenya's call for unwavering dedication from all judges, judicial officers, and staff. This call to action aimed at fostering enhanced productivity through the implementation of an efficient performance management system. Each member of the judiciary was urged to actively contribute to this endeavor by committing to individual performance targets, as outlined in the Performance Management Measurement and Understanding framework (GOK, 2015). This strategic approach underscores a collective responsibility to uphold excellence within the judicial system, thereby fostering a culture of accountability and efficiency in case management.

Human resource management practises are implemented globally with the objective of optimising organisational effectiveness by means of resource utilisation. It is believed that performance is a multifaceted, intricate term that calls for an all-encompassing strategic approach to management inside companies (Kaaria, 2022). Human resource management is in charge of finding, choosing, and integrating qualified people into the workforce. It also handles training, incentive, and keeping staff members involved with the company (Mahapatro, 2022). An increasing amount of research indicates that implementing particular sets of HRM practices can have a good effect on an organization's success (Mahapatro,

2022). However, inadequate HRM procedures prevent businesses from operating at peak efficiency and accomplishing their goals (Haldorai, Kim, & Garcia, 2022).

The issue of improving human resource practices for service delivery by organizations in the public sector is not a local issue but cuts across the globe. Hill, Jones and Schilling (2014) contended that in the USA, the call for effective performance of organizations in the public sector saw a relook into the human resource practices. The public sector recruitment and selection, talent acquisition practices are thus undergoing a change and even recently, the US president asked for a relook into the hiring practices to rely more on skills than qualifications. As the foundation of HRM activities, recruitment activities contribute significantly to the overall performance of employees in the company (Fitri, Handaru & Yohana, 2021). Negligence in these practices can hinder the achievement of organizational goals, which in turn negatively affects employee performance. To achieve the set goals, it is imperative to attract and retain highly qualified employees (Ismail, Majid, & Joarder, 2021). The process of hiring qualified personnel is critical to building an effective workforce that helps employees effectively pursue organizational goals.

In the UK, Kinnie, Swart & Cross (2017) linked the delivery of value and better performance of most organizations in the public sector to effective HR practices. The scholars noted that through that, employees were more committed and satisfied to deliver productively. The same has been linked to India and the Philippines where Singh *et al.* (2021) noted that more years of low delivery are now turning around to better service delivery thanks to the government's realization that HRM was the key. Malaysia on the other hand has leveraged better performance of the organizations in the public sector to e-strategy whereby human resource practices are being conducted through HRIS platforms.

Regionally, though lagging behind, most organizations in the public sector are recognizing the value of investing in HR practices (Picciotto, 2020). HR involvement were particularly earmarked as essential for better performance of organizations in the public sector in South Africa (DPSA, 2010). The federal government of Nigeria also in recognition of the importance of civil service in delivery its blueprint, has massively focused on investing in HRM practices (Oyedele, 2014).

Tanzania has nevertheless lagged behind in performance of organizations in the public sector despite efforts and various short-term plans being put in place. Lufunyo (2013) however noted that reforms were being put across stemming from HR in order to deliver better performance.

In Kenya, the delivery of the vision 2030 heavily relies on a competent workforce (Wahida, 2016). Ndubai (2016) noted that despite the fact that numerous issues face performance of organizations in the public sector in Kenya ranging from issues of work ethics, absenteeism to poor customer care, the bottom line behind all these is investing human resource.

In owe of the fact that performance of the organizations in the public sector was nothing to write home about, the Kenyan government has since the 90s embarked on a series of strategies to turnaround the situation (Oyugi, 2015). Among the strategies adopted is retrenchment of more than 100,000 civil servants in the 90s, adoption of Results-Based Management (RBM) approach in 2004.

1.1.1 Judicial Service Commision

The Kenyan judiciary, which is led by the Hon. Chief Justice, is the third and final branch of the government. Administration of justice falls under the purview of the Judiciary. The National Council for Law Reporting, Supreme Court, Judicial Service Commission, Court of Appeal, Magistrates' Courts, Kadhis' Courts and High Court are all involved in ensuring that justice is served in the country. Kenya's constitution stipulates that courts and tribunals

established by or under it must have judicial authority derived from the people and used by the courts and tribunals. Currently, the Judiciary is in the process of implementing a Judiciary Transformation Framework (currently being validated). The Judicial Service Commission (JSC) is in charge of appointing judicial officers in Kenya. These responsibilities, on the other hand, have remained constant since independence. There have been some notable changes: Rather than being appointed by the President, all commissioners are now appointed through a competitive process, and their functions are only limited by the Constitution rather than an individual. In 2010, the JSC was given a new lease on life with the enactment of a new Constitution that promised reforms and judicial independence in particular. In Article 171 of the

Constitution, the JSC is established as an independent, open, and transparent institution. Other than the appointment, promotion, and discipline of judicial officers, the JSC also received complaints and implement programs to improve the judiciary's operational efficiency. Human rights violations are difficult to challenge because the JSC has a wide-ranging mandate. Furthermore, a judicial fund has been established that is billed directly to the consolidated fund in an effort to give the judiciary financial independence. Despite this, the judiciary's budgetary allocations have been reduced in the 2013/2014 and recently in the 2019/2020 periods. Resource allocation is a major issue, as is a lack of a well-thought-out strategy and shoddy selection and recruitment practices. The Plan's execution was hindered by a lack of proper mechanisms, relevant concerns related to performance evaluation, low personnel levels, and significant staff turnover among other things.

1.2 Statement of the Problem

Kenya's unique socio-cultural, economic, and political context plays a pivotal role in shaping HR practices within the judiciary. Local factors, such as historical legacies, political influences, and economic constraints, can substantially affect HR decisions, including

recruitment, training, and promotions. The Kenyan judiciary operates within a multifaceted environment, influenced by both traditional customs and modern governance structures. Understanding how these local dynamics intersect with global and regional influences is crucial for comprehending the full spectrum of factors impacting organizational performance in Kenya's judiciary.

"In today's rapidly evolving business landscape, organizations are facing a critical challenge in retaining and engaging their employees, leading to increased turnover rates and decreased employee morale, which ultimately hampers overall productivity and competitiveness (Otieno, Waiganjo & Njeru, 2015)." The study delved into the specific gaps in HR practices specifically on recruitment and selection, training and development and employee involvement employed within the Kenyan judiciary support staff enhances performance.

1.3 Purpose of the Study

The study seeks to establish the influence of human resource management practices on organizational performance of judicial staff Nairobi County, Kenya with a focus on recruitment and selection, training and development, Employee involvement.

1.3.1 Specific Objectives

- i. To establish the influence of recruitment and selection practices on organizational performance of judicial staff Nairobi County, Kenya.
- ii. To examine the influence of employee training and development practices on organizational performance of judicial staff Nairobi County, Kenya.
- iii. To determine the influence of employee involvement practices on organizational performance of judicial staff Nairobi County, Kenya.

1.4 Research Questions

- i. What is the influence of recruitment and selection practices on organizational performance of judicial staff Nairobi County, Kenya?
- ii. How does employee training and development practices influence organizational performance of judicial staff Nairobi County, Kenya?
- iii. What is the influence of Employee involvement practices on organizational performance of judicial staff Nairobi County, Kenya?

1.5 Significance of the Study

In recognition of the poor performance of judicial staff Nairobi County, Kenya, as documented in the background, this study seeks to bring in interrogate whether this is linked to Human resource practices. By linking Human resource practices to performance, the study can establish whether there exists a significant link which can guide policy making to improve performance through HRM.

The study findings can also provide recommendations for judicial staff Nairobi County at their organizational performance alongside the human resource practices point of view.

HR practitioners as well as future researchers can also benefit from the findings of this study.

Through this interrogation, human resource practitioners can find suggestions for improving performance through human resource practices. On their part, researchers can expand the geographical coverage of the study and incorporate other sectors to interrogate the relationship. This helped build in-depth empirical knowledge on the topic.

1.6 Scope of the Study

The study seeks to establish the influence of human resource practices on organizational performance of judicial staff Nairobi County, Kenya with a focus on recruitment and selection, training and development and HR involvement. The focus was on judicial staff

Nairobi County which according to judicial service commission, they are 1316 in total. The study seeks to obtain information from the employees in the human resource and finance departments of these judicial staff Nairobi County since they are well placed to reveal information regarding human resource management practices and performance. The study was conducted in the year 2024 between the month of July to November.

1.7 Study Limitation and Delimitation

1.7.1 Limitation

Since the study focused on the judicial staff Nairobi County, challenges may arise during data collection where the management may feel uncomfortable to grant the research since most of the public entities are faced with officialdom problems. The researcher however explained the purpose of the study as only for academic purposes.

Revealing of key performance and HR issues may be confidential and thus, during data collection, it is expected that confidential issues may arise. In such a case, the researcher assured the employees that the study is purely for academic purposes only. Besides, they were also assured that the information they provided was confidentially handled and not shared by third parties. Anonymity was also established where the employees were not required to write their names on the questionnaires.

1.7.2 Delimitations

They focused on the influence of human resource management practices on organizational performance on the judicial staff. Despite there being several indicators of HR practices the study narrowed down to recruitment and selection, employee training and employee involvement as the main independent variables.

1.8 Assumptions of the Study

To achieve the objectives, several assumptions were made. First, the study assumes that the employees provided honest responses which helped to generalize the findings to other judicial staff in Kenya.

Another assumption of the study is that the link between human resource management practices without looking at moderating factors that may affect performance of judicial staff such as economic situation and post COVID 19 situation in the country may not provide a bias in the results. Naturally, these macro factors may also affect the performance of judicial staff but the study assumed that this effect is negligible.



1.9 Operational Definition of Key Terms

Employee involvement refers to practices aimed towards improving employee emotional attaching to the organization, fellow employees and company culture.

Judicial Staff refers to a person employed in the Judicial Service with power to exercise functions, except judicial authority.

Performance refers to the final results achievable through the use of available resources in an organization against the targets set prior

Recruitment and selection refers to the practice of identification, engaging and retaining individuals who are competent to perform a task

Training and Development refers to deliberate efforts by an organization to improve employee's technical knowhow



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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this section, three theories have been advanced to provide a theoretical backing to the study variables. The theories include Resource Based Theory, Guest Model and Vroom's Expectancy Theory.

2.1 Theoretical Literature

2.1.1 Resource Based Theory

Advanced by Wernerfelt (1984), the theory links firm's internal and unique resources to performance. The theory postulates that a firm characterized by exclusive, matchless and sustainable resources has a better chance of performing better compared to that which doesn't have.

Armstrong and Taylor (2014) described these resources as either tangible or intangible such as human resource, assets, financial strengths, intellectual capacity and technology. Above all, it was argued that the capabilities which can arise from human resource, is the main driver of how productive the other resources can be.

In their description, Medcof and Song (2013) termed human resources as more than just firm resources. This is because this resource was the main driver of organizational activities without which, the other resources cannot exist to deliver. Human resource is therefore a significant determinant of firm performance. As such, this theory provides a positive link between human resource practices and organizational performance.

2.1.2 Human Capital Theory

Originally proposed by Becker in 1964, the human capital theory has emerged as a valuable framework for comprehending the relationship between HRM practices and service management within the public sector. Human capital encompasses the internal abilities,

behaviors, and personal energy individuals bring to their work, while intellectual assets stem from the information and knowledge they generate, retain, and utilize. These components of human capital, influenced by organizational interactions, contribute to the development of organizational capital.

From the perspective of human capital theory, the primary objective of HRM is to acquire, retain, and foster the development of human capital (Amstrong, 2001). This theory asserts that employees possess the requisite skills, knowledge, and abilities crucial for delivering quality public services. Therefore, the decision to hire a public servant is essentially an investment in augmenting the stock of human capital. Consequently, this framework provides a solid foundation for understanding prevalent HRM practices, as it elucidates the correlation between HR practices and service management.

Moreover, the theory of human capital underscores the significance of human capital levels in influencing performance (Becker, 1964). Delery (1998) further expands on this connection by highlighting the importance of attracting and retaining high-quality human resources rather than solely focusing on HR practices. Hence, this study deems the human capital theory apt for interpreting the relationship between training initiatives and the performance of judicial staff in Nairobi County.

2.1.3 Vroom's Expectancy Theory

This theory was advanced by Vroom (1964) to link performance employee motivation to performance. The theory argued that employees equipped with the necessary skills and abilities feel motivated to perform knowing that their efforts were recognized (Armstrong, 2014).

The theory documents that employees believe that putting in effort improved their productivity and that of the organization. Based on the belief that their efforts were rewarded;

they feel motivated to deliver. With the belief that their efforts were not rewarded, they would feel demotivated to deliver. The theory therefore demonstrates that mastery of skill through development as well as rewards would motivate employees to perform better.

2.2 Theoretical Framework

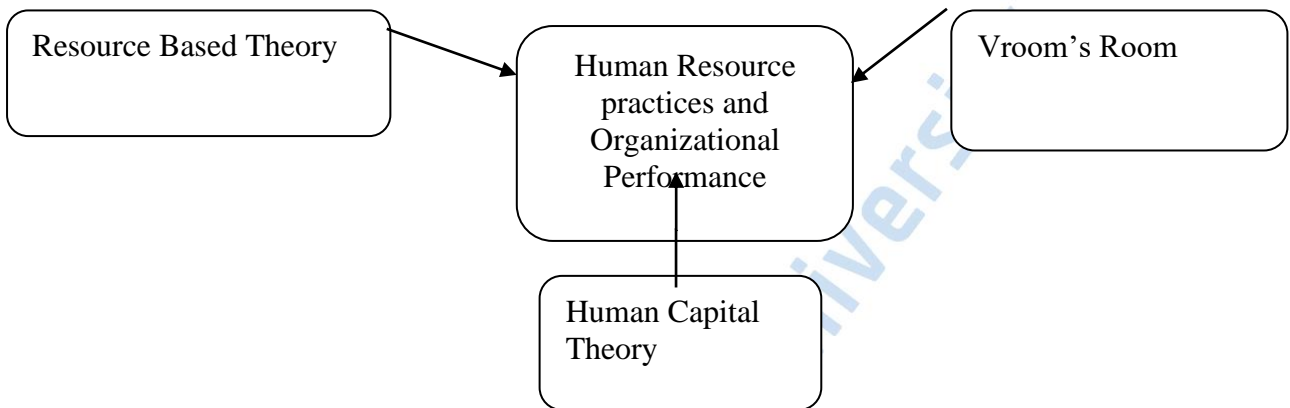


Figure 1: Theoretical Framework

Source: Researcher (2023)

2.3 Empirical Literature

In this section, a review of past focus on the theme is presented on an objective to objective basis. This leads to critique with an aim of identifying research gaps.

2.3.1 Recruitment and selection on Organizational Performance

Odalapo (2014) conducted a study to find out whether recruitment and selection programs influenced performance and retention rate in organizations. The study revealed that those organizations that had these programs demonstrated high employee retention rate, in addition, it was associated with better performance.

In synthesizing existing research on recruitment practices across various regions and sectors, several key themes emerge. A study in Indonesia by Basalamah et al. (2020) highlighted the

importance of attracting well-qualified applicants for organizational goals. Similarly, Håkansson and Nilsson's 2019 research in Sweden identified formal and informal types of recruitment. In Saudi Arabia, Bakhawain and Javed (2021) found that effective recruitment positively influences employee motivation and overall job performance.

African studies also contribute significant insights. Otoo et al. (2018) in Ghana emphasized the importance of prompt communication and vacancy identification in recruitment. Gode's 2019 research in Ethiopia suggested a positive correlation between recruitment practices and organizational effectiveness. In Nigeria, Clifford and Nwaeke (2020) found a strong positive association between recruitment strategies and organizational performance.

Kenyan research further enriches this picture. Tsuma (2017) observed the growing role of e-recruitment strategies, such as the use of social networks and corporate websites, in retaining employees. Mukwa and Nabiswa (2017) assessed recruitment in public universities and found a formal policy guiding both internal and external hiring procedures. Okongo (2024) concluded that recruitment methods significantly impact organizational performance, recommending an enhancement of current policies. Bula and Muriithi (2018) in the hospitality industry emphasized the need for thorough job analysis before hiring, while Koech et al. (2020) showed the direct effect of recruitment practices on job satisfaction.

A study by Kihara (2015) established the effect of recruitment and selection on performance in the public sector. Through a cross-sectional survey, the study collected quantitative data which was analysed through correlation and it indicated that recruitment and selection led to selection of competitive staff who were responsible for delivery of performance.

A study was conducted by Nancy (2014) to establish the effect of recruitment and selection management on organizational performance of Comply Limited in Kenya. Through a case study research design, quantitative data was collected through questionnaires and analysed to indicate that recruitment and selection, talent management practices such as acquisition

enabled the firm to build a sustainable human resource which ensured better delivery in the long run.

Sunday, Olaniyi, and Mary (2015) conducted a study examining the impact of recruitment and selection practices on organizational performance. Utilizing a questionnaire, the research gathered data from twenty (20) employees of Access Bank. The investigation revealed that common methods of recruitment included job postings, employment agencies, and employee referrals. These methods were found to be highly effective in enhancing employee performance. Despite their effectiveness, challenges were identified in the recruitment and selection process. It's worth noting that this study was confined to the banking sector and did not encompass the healthcare industry. Additionally, the dependent variable in this research pertained to organizational performance rather than the performance of judicial staff in Nairobi County, Kenya. Therefore, while the findings shed light on recruitment and selection practices in the banking sector, they may not directly translate to the healthcare industry nor specifically address the performance of judicial staff.

2.3.2 Training and development on Organizational Performance

In China, Zhang and Zhang (2022) conducted a study investigating the impact of training and development initiatives on organizational performance within Chinese firms. The research focused on examining how investments in training contribute to organizational profitability and market competitiveness. The study employed a mixed-methods approach, combining quantitative surveys and qualitative case studies to gather comprehensive data. Quantitative analysis assessed the relationships between training and development programs, employee skills and competencies, and organizational performance metrics such as profitability. Qualitative insights from case studies provided contextual understanding and detailed examples of effective training practices in Chinese firms. Key findings from the study highlighted that effective training and development programs significantly enhance employee

skills and competencies. These enhanced skills, in turn, contribute to improved organizational performance, including increased profitability and enhanced market competitiveness for Chinese firms. The research underscored the strategic importance of investing in training and development initiatives tailored to the specific needs and goals of the organization to achieve sustainable growth and success in competitive markets.

Locally, Mutiso (2014) examined whether HR practices affected delivery of services in Kenyan public schools. Among the variables of focus was training and development practices which was ascertained to improve organizational performance in a significant manner.

In Brazil, Mello and Ribeiro (2023) conducted a study examining how training programs impact business performance within Brazilian organizations. The research focused on investigating the relationship between training investments and key business performance metrics, particularly profitability and operational efficiency. The study employed a quantitative research approach, utilizing surveys to gather data from a diverse sample of organizations across various industries in Brazil. Statistical analysis, including regression analysis, was used to assess the effects of training investments on employee skills and competencies, as well as their subsequent impact on business performance indicators. Findings from the study highlighted that investments in training significantly contribute to enhancing employee skills and competencies. These improved capabilities were found to positively influence business performance metrics such as profitability and operational efficiency for Brazilian organizations. The research underscored the strategic importance of training as a means to develop human capital and align workforce capabilities with organizational goals, thereby enhancing overall business success and competitiveness in the marketplace.

Ombayo, Egessa and Shiamwama (2014) established the effect of career training on productivity of employees in Kakamega. Through a correlational research design, the study

demonstrated that higher levels of training were associated with higher employee productivity. The study findings therefore indicated that career training led to organizational performance.

2.3.3 Employee involvement on Organizational Performance

Tomar (2020) established the link between employee involvement, organizational effectiveness and Performance of Indian IT firms. The study employed a purely qualitative approach where interviews were conducted on selected employees in HR departments. It was revealed that employee involvement were associated with organizational effectiveness and delivery.

ErajesvariePillay (2018) established the link between employee involvement and performance. The study established that employee involvement showed a two-way link between the employer and employee which was a significant determinant of organizational performance.

In Kenya, Nyamori (2015), established whether human resource involvement practices such as mentoring were significantly related to employee performance focusing on SOS Kenya. It was revealed that mentorship increases motivation as well as speeds up the process of learning which significantly improves performance.

2.4 Conceptual Framework

The framework provides a link between the study variables through a figure. The predictor variables of the study are recruitment and selection, training and development and human resource involvement while the outcome variable is performance of judicial staff Nairobi County, Kenya, Figure 2 is a representation of the conceptual framework.

Independent Variables

Dependent variable

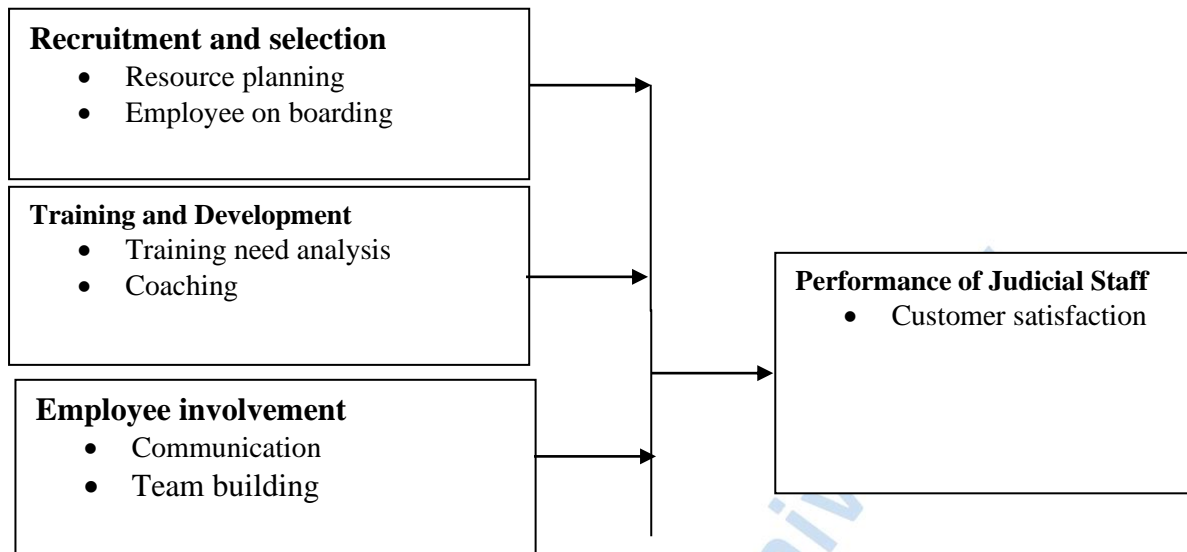


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.5 A Recap of Literature Review

The chapter has presented a review of literature where theoretical underpinning such as Resource Based Theory, Human Capital Theory and Vroom's Expectancy Theory have been reviewed and discussed. While the Resource Based Theory presents emphasis on resources as determinants of performance, Vroom's Expectancy theory highlights the importance of motivation to employee's performance and ultimately firm performance.

The chapter has also gone ahead to find out the link between the study variables through other studies across diverse contexts. The relationship has also been drawn in form of a figure as shown in the conceptual framework. Other sections covered are recap of literature and research gaps.

2.6 Research Gaps

While studies have interrogated the determinants of organizational performance through HR practices, a link between the three variables and organizational performance misses in most of the studies. Basically, most of the previous studies established this link through a focus of individual variables such as recruitment and selection (Odalapo, 2014; Kihara, 2015; Training and development (Armstrong, 2020 ; Mutiso, 2014) ; HR involvement involvement s (Tomar, 2020 ; Nyamori, 2015) An investigation of these factors in one study has not been considered hence presence of a conceptual research gap.

Drawing from the literature analysis, this study emphasizes the significance of specific factors, such as recruitment and selection, employee training programs and employee involvement in relation to over role employee performance, in investigating the correlation between Human Resource Management (HRM) practices and the organizational performance. This study takes account of both contextual and conceptual gaps established and how they can be addressed in judicial staff Nairobi county. Nevertheless, the results based on previous empirical studies, found that most studies consecrated on the qualitative and quantitative methods of illustrating methodological gap. Thus, any study using an exclusively quantitative approach may lack an in-depth understanding of individual perspectives on the subject of the influence of HRM practices on organizational performance but only illustrates findings in a generalized manner.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section gives a review of the methodological procedures to be followed by the study. In this section the activities pertaining to data collection to analysis have been presented. Other sections presented include sampling and pilot testing.

3.2 Research Design

A research design indicates the approach or a plan to achievement of objectives in a survey (Kumar, 2019). While many designs exist, such as descriptive, this study adopted a descriptive survey approach in order to have a chance of using a questionnaire to survey the judicial staff Nairobi County. This design is thus suitable for this study since there is a need to survey all the judicial staff Nairobi County through a questionnaire.

3.3 Target Population

Trimmer (2020) defines a population as the entire units of analysis from which a sample can be obtained to participate in a survey. In this study, the 820 judicial staff Nairobi County based on records by judicial Service Commission was targeted. From these stations, the study targeted employees from the HR and Finance departments, Procurement formed the target population of the study.

3.4 Sample Population

A sample size according to Zawacki-Richter *et al.* (2020) is a smaller proportion of the entire unit arrived at either scientifically or non-scientifically. While various approaches to determining a sample size have been recommended (Mugenda & Mugenda, 2014). The sample size for this study was determined to represent 10% of the target population. As outlined by Mugenda and Mugenda (2014), selecting a sample size ranging between 10% and

30% of the target population is considered appropriate for achieving a representative sample. Consequently, for this study, the sample size is calculated to be 131 employees, as indicated in Table 3.1. This approach ensures that the sample is sufficiently large to draw meaningful conclusions while still maintaining a manageable size for data collection and analysis.

Table 1: Target Population

Category	Target Population	Sample of the stratum 10%
Accountants	53	5
Communication Officers	10	1
Court Administrators	89	9
Court Assistants	706	71
Human Resource Officers	58	6
Drivers	61	6
ICT Officers	45	4
Office Administrators	104	10
Process Servers	9	1
Supply Chain Officers	32	3
Records Management Officers	21	2
Office Assistants	129	13
Total	1316	131

Source: HR Records, Judiciary (2023)

3.5 Construction of Research instruments

A research instrument, according to Shahar *et al.* (2019) is a tool which can be used to gather the intended data in a survey. Since this study is a quantitative research, a structured questionnaire were used. This type of questionnaire, ensures that the data gathered is quantitative which can make it easier for quantitative analysis that can test relationships. A scale categorized into 5 was adopted as shown in Appendix I.

3.6 Piloting of Research Instruments

Conducting a pilot study involves undertaking a preliminary investigation, where the entire research process is applied to a small sample .To ensure that the research tool is reliable and valid, it is recommended that it be pilot tested (Rix *et al.* 2019). An extensive pilot study is

essential as it refines the data collection instrument, assessing its reliability and validity. The importance of field-testing a finalized questionnaire before the actual data collection. A ten percent sample size, that is questionnaires were tested in the neighbouring Machakos County law courts. However, this category was not included in the main process.

3.6.1 Reliability of the Research Instrument

This implies consistency of the research tool. A consistent tool demonstrates ability to gather same information in repeated trials to imply that it is reliable. A method recommended by Cronbach (1951) was adopted at a threshold reliability value of 0.7 as recommended by Mackey and Gass (2015).

3.6.2 Validity of the Research Instrument

Various types of validity such as face, construct and content exist. While all gear towards achieving validity, some such as face and content appear close. They imply that the constructs used in the study are reliable in giving the intended meaning. Therefore, there was a need to check the same through supervisor's judgements.

3.7 Data Collection Methods and Procedures

This process is fundamental especially if the right target participates. First, before data collection, a letter from MKUs ethical clearance as well as the school was obtained. These two aided in introductions to each judiciary law courts. If approval is granted, the employees were explained to the purpose of the study and then fill in a consent form. The questionnaires were then dropped to them and after 7 days, the researcher collected them. Those employees who had not filled were given 7 more days.

3.8 Proposed Data Analysis Techniques & Procedures

Being largely quantitative data, it was analysed through such methods as descriptive, correlation and regression methods. While descriptive analyzes dispersion and central

tendency, it cannot establish relationship thus inferential methods analyzed relationship. A multiple regression model as shown was suitable.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = Organizational Performance

X_1 = recruitment and selection

X_2 = Employee Training and Development

X_3 = Employee involvement

e = Error term

α = constant

β_{1-4} = unknown values

3.9 Ethical Considerations

In conducting the study, ethical practices were observed. Confidentiality issues were sorted. The employees did not indicate their names on the questionnaires. Further, a permit from NACOSTI was obtained before proceeding with the process. The researcher avoided plagiarism by acknowledging sources for all information from others through accurate and specific references, footnotes, or the use of quotation marks. Participants made an informed decision to participate based on adequate knowledge of the study. The researcher provided participants with information on the purpose, duration, procedure of the study, risks, benefits, and the extent of privacy and confidentiality. Voluntary and informed consent were obtained from each participant, either through signing a consent form or providing verbal consent. Participants were assured of privacy, confidentiality, and the right to withdraw from the study at any time without consequences. The research team maintained confidentiality, anonymity, and avoid any form of deception. The data collected was well stored and used only for academic purposes.. Besides, their right to withdraw at any time without notice was respected. Data collected was well stored and protected only for academic purposes.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and discussions related to the influence of human resource practices on the organizational performance of judicial staff in Nairobi County, Kenya. The study specifically focuses on three key objectives: the influence of recruitment and selection practices, employee training and development practices, and employee involvement practices on organizational performance.

4.1 Response Rate

The study had a total sample size of 131, out of which 123 respondents successfully completed the survey, resulting in a response rate of approximately 93.6%.

4.3 Demographic Study

4.3.1 Age

Table 1 presents the age distribution of respondents, with a total of 123 participants categorized into four age groups. Among the respondents, 31 (25.2%) fall within the 18 to 30 years age group, indicating a notable presence of younger individuals in the study. The 31 to 40 years age group includes 33 (26.8%) respondents, representing a substantial portion of mid-career professionals who likely bring diverse experiences to the workforce. The largest segment, aged 41 to 50 years, comprises 35 (28.5%) respondents, reflecting a significant number of individuals who are likely more established in their roles. Lastly, the 51 years and above group has 24 (19.5%) respondents, which constitutes the smallest representation but still highlights the experience within the sample.

Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 30 years	31	25.2	25.2	25.2
	31- 40 years	33	26.8	26.8	52.0
	41 - 50 years	35	28.5	28.5	80.5
	51 years and above	24	19.5	19.5	100.0
Total		123	100.0	100.0	

Source: Field Data (2024)

4.3.2 Highest level of Academic Qualification

The data presented in Table 2 indicates the highest level of academic qualification among the respondents. Out of the 123 respondents, 53 (43.1%) reported having a college-level qualification, while 70 (56.9%) indicated that they hold a university degree. This distribution shows that a significant majority of the respondents have attained a university education, suggesting a well-educated sample group.

Table 3: Highest level of Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College	53	43.1	43.1	43.1
	University	70	56.9	56.9	100.0
Total		123	100.0	100.0	

Source: Field Data (2024)

4.3.3 Working Experience in the judiciary

The data displayed in Table 3 illustrates the working experience of respondents within the judiciary. Among the 123 respondents, 42 (34.1%) reported having less than 3 years of experience, while 56 (45.5%) indicated that they have 4 to 8 years of experience. Additionally, 25 respondents (20.3%) have been in the judiciary for more than 8 years. This distribution reveals that a significant portion of the respondents falls within the 4 to 8 years'

experience category, suggesting that a majority of the sample has substantial exposure to the judicial environment.

Table 4: Working Experience in the judiciary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	42	34.1	34.1	34.1
	4 - 8 years	56	45.5	45.5	79.7
	More than 8 years	25	20.3	20.3	100.0
Total		123	100.0	100.0	

Source: Field Data (2024)

4.4 Influence of recruitment and selection practices

The study sought to examine the influence of recruitment and selection practices on the organizational performance of judicial staff in Nairobi County, Kenya. The findings revealed that these practices were generally perceived as inadequate, with the mean scores consistently below the midpoint. Specifically, the study found that the organization's recruitment system was viewed as lacking elaboration and inclusivity, with a mean of 2.33 and a standard deviation of 1.53. The study also revealed that employee onboarding practices were inconsistently applied, with a mean of 2.41 and a standard deviation of 1.57.

Additionally, the use of interviews to assess the suitability of candidates was recognized, with a mean of 2.42 and a standard deviation of 1.69, though the variability suggests differing views on their effectiveness. The study findings further indicated that adherence to affirmative action policies during recruitment was insufficient, with a mean of 2.38 and a standard deviation of 1.61, while the consideration of gender and race in promotions was also seen as inadequate, with a mean of 2.36 and a standard deviation of 1.67.

The organization was found to struggle in attracting experienced applicants, as indicated by a mean of 2.33 and a standard deviation of 1.68, and similarly, attracting qualified applicants had a mean of 2.37 and a standard deviation of 1.63. The selection methods employed by the

organization were deemed somewhat important, with a mean of 2.53 and a standard deviation of 1.66, though the reliance on personal recommendations with a mean of 2.37 with a standard deviation of 1.71 and informal qualifications with a mean of 2.35 and a standard deviation of 1.59 pointed to inconsistencies in the candidate evaluation process, the study findings highlighted a general concern about the effectiveness of recruitment and selection practices, emphasizing the need for more structured approaches to improve organizational performance.



Table 5: Influence of recruitment and selection practices

	N	Mean	Std. Dev
The organization has an elaborative and inclusive recruitment system	123	2.33	1.53
Employee on boarding is usually conducted after every recruitment	123	2.41	1.56
The organization applies interviews to determine the suitability of candidates for a vacant position	123	2.42	1.68
When recruiting candidates for a position, the policy of affirmative action is followed	123	2.38	1.61
Gender and race are considered for internal promotions	123	2.35	1.67
The organization receives large numbers of experienced applicants in response to a job advert in the media	123	2.33	1.67
The organization receives a large number of qualified applicants in response to a job advert in the media	123	2.36	1.62
Recruitment of candidates for advertised positions is conducted in conjunction with recruitment agencies	123	2.40	1.72
In the organization, selection methods used (application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews) are deemed important.	123	2.52	1.65
Recommendation and/or personal acquaintance with the potential candidate are important	123	2.36	1.71
Selection criteria based on informal qualifications are important	123	2.34	1.59
Within the organization, both internal and external recruitment processes are deemed important	123	2.21	1.62
Valid N (listwise)	123		

Source: Field Data (2024)

Recruitment and selection practices are vital components of human resource management, significantly impacting organizational performance (Armstrong, 2014). Effective recruitment ensures that an organization attracts individuals with the right skills, knowledge, and abilities, thereby improving overall performance (Dessler, 2017). In the context of the judicial system, where precision, professionalism, and accountability are critical, recruitment and selection processes must be aligned with organizational goals to ensure efficiency and effectiveness in service delivery.

Quantitative data collected from judicial staff in Nairobi County can reflect this relationship, providing insights into how recruitment and selection practices are perceived to influence their performance.

"The recruitment process in the judiciary is transparent, and this has helped in hiring competent individuals, which directly improves the efficiency of court operations."

"Proper selection criteria ensure that we have the right people in the right roles, reducing delays and errors in case management."

"When the recruitment and selection processes are done correctly, there is less turnover, and this stability enhances team performance."

Several studies have highlighted the link between recruitment and selection practices and organizational performance. According to Pfeffer (2018), organizations that implement structured recruitment practices experience higher levels of employee productivity, which positively affects organizational outcomes. Furthermore, Ahmad and Schroeder (2016) argue that proper selection processes contribute to workforce competency, which in turn leads to improved service quality and employee performance.

"Selection based on merit helps in maintaining a high standard of service delivery within the judiciary, which positively impacts organizational performance."

"Clear recruitment guidelines have ensured that only those qualified are hired, improving both the individual and collective performance of judicial staff."

These findings align with the observations of Huselid (2015), who noted that structured recruitment and selection practices positively affect employee retention, motivation, and overall organizational performance. It is clear from the data that the judiciary's focus on rigorous and fair recruitment processes contributes to enhanced performance outcomes.

4.5 Influence of employee training and development

The study sought to examine the influence of employee training and development practices on the organizational performance of judicial staff in Nairobi County, Kenya. The findings

revealed that these practices were perceived as moderately effective, though there is significant room for improvement. Specifically, the study found that effective employee training programs are followed, with a mean of 2.87 and a standard deviation of 1.82. Employee coaching based on set practices was reported with a mean of 2.62 and a standard deviation of 1.47. Seminars and workshops, designed to refresh employees' skills, were found to occur from time to time, with a mean of 2.77 and a standard deviation of 1.68. Additionally, training sessions conducted by experienced trainers were perceived as moderately effective, with a mean of 2.73 and a standard deviation of 1.61. The judiciary's organization of seminars and workshops for employees was rated with a mean of 2.68 and a standard deviation of 1.73. Continuous on-the-job training was reported to be somewhat effective in providing appropriate knowledge, with a mean of 2.83 and a standard deviation of 1.57. Off-the-job training programs aimed at capacity building were perceived as less effective, with a mean of 2.61 and a standard deviation of 1.65. The study also revealed that training programs designed to fill performance gaps had a mean of 2.62 with a standard deviation of 1.66, and formal training programs for new staff had a mean of 2.59 and a standard deviation of 1.66. Finally, training needs were identified as moderately realistic and useful, with a mean of 2.81 and a standard deviation of 1.70, the findings suggest that while some training and development practices exist, improvements are necessary to enhance their effectiveness and impact on organizational performance.

Table 6: Influence of employee training and development

	N	Mean	Std. Dev
There exists effective employee training programmers which are followed	123	2.86	1.81
The organization conducts employee coaching based on set practices	123	2.61	1.47
Seminars and workshops are organized from time to time in order to refresh employees' skills	123	2.77	1.68
Different sessions of training are carried by experienced trainers to organizational employees	123	2.73	1.60
The judiciary organises seminars and workshops for its employees	123	2.68	1.72
The judiciary carries out continuous on job training for every employee to give them appropriate knowledge	123	2.82	1.56
The judiciary's off-the-job training programmes prepare employees for capacity building	123	2.60	1.65
The training programs are designed to fill performance gaps	123	2.61	1.65
There are formal training programs to teach new staff the skills they need to perform their jobs	123	2.58	1.65
Training needs identified are realistic, useful and based on the service strategy of the organization	123	2.81	1.70
Valid N (listwise)	123		

Source: Field Data (2024)

Employee training and development are critical in enhancing both individual and organizational performance. According to Armstrong (2014), investing in employee development ensures that workers are equipped with the necessary skills and knowledge to perform their roles effectively. Dessler (2017) adds that continuous training helps organizations remain competitive by adapting to changing environments and improving workforce productivity. In the judicial system, where the quality of service is paramount, training and development play a crucial role in enhancing the efficiency and professionalism of the staff.

Quantitative data from judicial staff in Nairobi County provides insights into how employee training and development practices influence organizational performance.

"The regular training programs we receive have significantly improved our understanding of judicial processes, leading to more efficient handling of cases."

"Training on new legal frameworks and procedures ensures that we stay updated and perform our duties more effectively, which enhances overall court operations."

"Ongoing development programs have boosted my confidence in decision-making and problem-solving, leading to better job performance."

Studies indicate a strong link between employee training and development and organizational performance. As noted by Noe (2019), continuous professional development enables employees to enhance their competencies, which leads to better job performance and, subsequently, improved organizational outcomes. Furthermore, Harrison (2018) asserts that organizations that invest in regular training programs experience higher levels of employee motivation and job satisfaction, both of which contribute to improved service delivery.

"Staff training initiatives help maintain professionalism, which positively impacts the public's perception of the judiciary and improves service quality."

"The training opportunities provided have increased our productivity and teamwork, resulting in smoother operations within the judicial system."

These findings are consistent with the literature, particularly Noe's (2019) assertion that professional development leads to better job performance and enhanced organizational outcomes. The data clearly demonstrates that training and development programs in the judiciary have a positive impact on staff performance and overall organizational efficiency.

4.6 Influence of employee involvement practices on organizational performance of judicial staff

The study sought to determine the influence of employee involvement practices on the organizational performance of judicial staff in Nairobi County, Kenya. The findings revealed a moderate perception of employee involvement practices within the organization. Specifically, communication channels were seen as somewhat well-defined to ensure a reliable flow of information, with a mean of 2.82 and a standard deviation of 1.76. The study also found that effective mentorship programs exist, reflected by a slightly higher mean of 3.02 with a standard deviation of 1.59, indicating that mentorship is somewhat more positively perceived. Team-building activities, which are conducted annually to strengthen employee bonding, were moderately regarded, with a mean of 2.84 and a standard deviation of 1.68. Social networking, although encouraged by management to enhance employee connections, was perceived with a mean of 2.76 and a standard deviation of 1.60. Additionally, the organization's efforts to encourage employees to participate in joint charity work were rated slightly lower, with a mean of 2.66 and a standard deviation of 1.67, the study findings suggest that while some employee involvement practices are in place, there is room for improvement to strengthen their impact on organizational performance.

Table 7: Influence of employee involvement practices on organizational performance of judicial staff

	N	Mean	Std. Dev
Communication channels are well defined to ensure reliable flow of information	123	2.82	1.75
Effective mentorship programs exist in the organization	123	3.01	1.58
Team building activities are usually conducted yearly to strengthen employee bonding	123	2.83	1.68
Social networking is encouraged by the management to enhance employee network	123	2.75	1.60
The organization encourages employees to participate in joint charity work activities	123	2.65	1.66
Valid N (listwise)	123		

Source: Field Data (2024)

Employee involvement practices are critical in fostering a sense of ownership and commitment, which, in turn, enhances organizational performance. According to Armstrong (2014), involving employees in decision-making processes boosts their motivation and increases productivity. Dessler (2017) emphasizes that when employees are engaged and feel their input is valued, they are more likely to contribute positively to organizational outcomes. In the judicial system, employee involvement can lead to more collaborative and efficient operations, as staff feel empowered to contribute to service improvements.

Quantitative data from judicial staff in Nairobi County offers insights into how employee involvement practices influence organizational performance.

"When we are involved in decision-making, especially regarding court processes, it makes us feel valued and motivates us to work harder."

"Employee involvement in discussions about improving workflow has led to practical solutions, which has made the court operations smoother and more efficient."

"Being consulted on important matters increases our job satisfaction and commitment, which positively affects the performance of the judiciary."

Research shows that employee involvement has a direct impact on organizational performance. Lawler (2015) found that organizations that encourage employee participation in decision-making see improvements in job satisfaction and overall efficiency. Additionally, Wagner (2018) highlights that employee engagement fosters innovation and problem-solving, leading to better service delivery and organizational outcomes.

"Involving us in process reviews and changes ensures that everyone is on board, reducing resistance and improving the implementation of new policies."

"When employees are included in decisions, there is better communication and teamwork, which enhances overall organizational performance."

These findings align with Lawler's (2015) study, which shows that organizations with higher levels of employee participation experience greater job satisfaction and efficiency. The responses clearly indicate that employee involvement practices in the judiciary contribute to improved collaboration, higher motivation, and better organizational performance.

4.7 Performance

The study sought to assess the overall performance of the organization in various key areas. The findings revealed that the organization's ability to meet its coverage targets was perceived as moderate, with a mean of 2.96 and a standard deviation of 1.82. Similarly, the study found that the organization meets its revenue efficiency targets with a mean of 3.05 and a standard deviation of 1.77, indicating a slightly better performance in this area. Customer satisfaction targets were also perceived as being moderately achieved, with a mean of 3.07 and a standard deviation of 1.77. However, the organization's ability to meet its revenue growth targets was rated slightly lower, with a mean of 2.80 and a standard deviation of 1.76. Lastly, the study revealed that the organization struggles to meet its staff efficiency targets, with a mean of 2.52 and a standard deviation of 1.75, reflecting a need for improvement in

staff performance. Overall, the findings suggest that while the organization performs relatively well in certain areas, there are gaps in achieving staff efficiency and revenue growth targets.

Table 8: Performance

	N	Mean	Std. Dev
The organization meets its coverage targets	123	2.95	1.81
The organization meets its revenue efficiency targets	123	3.04	1.76
The organization achieves its customer satisfaction targets	123	3.07	1.77
The organization meets its revenue growth targets	123	2.79	1.75
The organization meets its staff efficiency targets	123	2.52	1.75
Valid N (listwise)	123		

Source: Field Data (2024)

4.8 Inferential Statistics

4.8.1 Regression

The study sought to determine the influence of employee involvement, recruitment and selection, and employee training and development on organizational performance. The model summary revealed that these predictors collectively explained 17.3% of the variance in organizational performance, as indicated by an R Square value of 0.173. The adjusted R Square of 0.152 suggests that after adjusting for the number of predictors, approximately 15.2% of the variance in organizational performance can still be explained by the independent variables. The standard error of the estimate was 7.21, indicating the average distance that the observed values fall from the regression line. The change in R Square value of 0.173 shows that the inclusion of employee involvement, recruitment and selection, and employee training and development contributes to the overall model. Additionally, the F Change value of 8.282 with 3 degrees of freedom signifies that the model is statistically significant, meaning that these variables combined have a meaningful impact on organizational performance.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.416 ^a	.173	.152	7.20	.173	8.28	3

a. Predictors: (Constant), Employee involvement, recruitment and selection, Employee Training and Development

Source: Field Data (2024)

4.8.2 ANOVAa

The study's ANOVA results, as presented in Table 9, indicate the statistical significance of the model examining the influence of employee involvement, recruitment and selection, and employee training and development on organizational performance. The regression sum of squares is 1290.493, with 3 degrees of freedom, leading to a mean square of 430.164. This value represents the explained variance by the predictors. The F-value of 8.282 and a p-value (Sig.) of 0.000 indicate that the model is statistically significant, meaning the independent variables (employee involvement, recruitment and selection, and employee training and development) significantly influence organizational performance. The low p-value (less than 0.05) confirms that the results are not due to chance. The residual sum of squares, which represents the unexplained variance, is 6180.987 with 119 degrees of freedom, yielding a mean square of 51.941. The total sum of squares is 7471.480, further indicating that a portion of the variance in organizational performance can be explained by the predictors in the model.

Table 10: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1290.49	3	430.16	8.28	.000 ^b
	Residual	6180.98	119	51.94		
	Total	7471.48	122			

a. Dependent Variable: Organization Performance
 b. Predictors: (Constant), Employee involvement, recruitment and selection, Employee Training and Development

Source: Field Data (2024)

4.8.3 Coefficients

The study's findings on the regression coefficients, presented in Table 10, reveal the individual contributions of recruitment and selection, employee training and development, and employee involvement to organizational performance. The constant has an unstandardized coefficient of 7.438 with a standard error of 1.920, and its t-value of 3.874 with a p-value of 0.000 suggests that it is statistically significant. Among the predictors, employee involvement shows the strongest influence on organizational performance, with an unstandardized coefficient (B) of 0.469, a standard error of 0.101, and a standardized coefficient (Beta) of 0.414. This variable has a t-value of 4.649 and a p-value of 0.000, indicating a highly significant impact on organizational performance. In contrast, recruitment and selection has a minimal effect, with an unstandardized coefficient of 0.011 and a standardized Beta of 0.022, alongside a t-value of 0.230 and a non-significant p-value of 0.818. Similarly, employee training and development also shows an insignificant influence, with an unstandardized coefficient of 0.002 and a Beta of 0.004, having a t-value of 0.037 and a p-value of 0.971, the findings indicate that while employee involvement significantly influences organizational performance, recruitment and selection as well as training and development have negligible impacts within this model.

Table 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error			

1	(Constant)	7.43	1.92		3.87	.000
	recruitment and selection	.011	.047	.022	.230	.818
	Employee Training and Development	.002	.053	.004	.037	.971
	Employee involvement	.469	.101	.414	4.649	.000

a. Dependent Variable: Organization Performance

Source: Field Data (2024)

4.8.4 Reliability

The study employed reliability analysis to assess the consistency of the measurement scale used for evaluating organizational performance. As shown in Table 11, the Cronbach's Alpha value is 0.806, indicating a high level of internal consistency among the items. When based on standardized items, the Cronbach's Alpha increases slightly to 0.834, further reinforcing the reliability of the scale. With a total of 4 items, these results suggest that the survey items used to measure organizational performance are reliable and consistently measure the underlying construct, a Cronbach's Alpha value above 0.7 is considered acceptable in social science research, and these findings exceed that threshold, confirming the robustness of the instrument used in the study.

Table 12: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.834	4

Source: Field Data (2024)

4.8.5 ANOVA with Friedman's Test

The study used Friedman's ANOVA test to assess the differences in ranks across the items measuring organizational performance, as shown in Table 12. The between items sum of

squares is 22737.593 with 3 degrees of freedom, resulting in a mean square of 7579.198. The Friedman’s Chi-Square value is 130.148, with a p-value (Sig.) of 0.000, indicating that there are statistically significant differences among the ranks of the items, the Kendall’s coefficient of concordance (W) is 0.246, which measures the agreement among the ranks. A W value of 0.246 suggests a moderate level of agreement between the raters on the ranked items. The grand mean of 21.0244 provides an overall average score for the measures used in the analysis. These findings indicate that the responses vary significantly across the different items, and there is moderate consistency in the rankings across respondents. The significant p-value suggests that these differences are not due to random chance.

Table 13: ANOVA with Friedman's Test

	Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People	28145.20	122	230.69		
Within People					
Between Items	22737.593 ^a	3	7579.19	130.14	.000
Residual	41728.90	366	114.01		
Total	64466.50	369	174.70		
Total	92611.70	491	188.61		
Grand Mean = 21.0244					
a. Kendall's coefficient of concordance W = .246.					

Source: Field Data (2024)

4.8.6 Correlations

The correlation analysis presented in Table 13 examines the relationships between recruitment and selection, employee training and development, employee involvement, and organizational performance. The findings reveal a significant positive correlation between recruitment and selection and employee training and development ($r = 0.438$, $p < 0.01$), indicating that effective recruitment and selection practices are associated with stronger training and development initiatives. However, the correlation between recruitment and selection and employee involvement ($r = 0.000$, $p = 0.999$) as well as organizational

performance ($r = 0.023$, $p = 0.799$) is negligible and not statistically significant. Additionally, employee training and development shows a significant positive correlation with employee involvement ($r = 0.315$, $p < 0.01$), suggesting that improved training and development efforts tend to enhance employee involvement. Conversely, its correlation with organizational performance is weaker and not statistically significant ($r = 0.143$, $p = 0.114$). Notably, employee involvement has a significant positive correlation with organizational performance ($r = 0.415$, $p < 0.01$), indicating that higher levels of employee involvement are linked to better organizational performance.



Table 14: Correlations

		recruitment and selection	Employee Training and Development	Employee involvement	Organization Performance
recruitment and selection	Pearson	1	.438**	0.00	0.02
	Correlation				
	Sig. (2- tailed)		0.000	0.999	0.79
	N	123	123	123	123
Employee Training and Development	Pearson	.438**	1	.315**	0.14
	Correlation				
	Sig. (2- tailed)	0.000		0.000	0.11
	N	123	123	123	123
Employee involvement	Pearson	0.000	.315**	1	.415**
	Correlation				
	Sig. (2- tailed)	0.999	0.000		0.000
	N	123	123	123	123
Organization Performance	Pearson	0.02	0.14	.415**	1
	Correlation				
	Sig. (2- tailed)	0.79	0.11	0.000	
	N	123	123	123	123

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2024)

4.9 Discussion of Findings

4.9.1 Influence of recruitment and selection practices

The findings of the current study on the influence of recruitment and selection practices on the organizational performance of judicial staff in Nairobi County, Kenya, resonate strongly with existing literature on the subject. The study revealed that recruitment practices were generally perceived as inadequate, with mean scores consistently falling below the midpoint, indicating dissatisfaction among employees. This aligns with the findings of Odalapo (2014), which highlighted that organizations with effective recruitment and selection programs demonstrated higher employee retention rates and better performance. Moreover, the

inadequacies observed in the recruitment system of the judicial staff organization, such as the lack of elaboration and inclusivity, echo the sentiments expressed by Basalamah et al. (2020) regarding the importance of attracting well-qualified applicants to achieve organizational goals. The study by Håkansson and Nilsson (2019), which identified both formal and informal recruitment types, provides context for the observed deficiencies in the Kenyan judicial recruitment practices, particularly the reliance on personal recommendations and informal qualifications that were noted to hinder effective candidate evaluation.

The current findings also reflect the insights from Bakhshwain and Javed (2021) regarding effective recruitment positively influencing employee motivation and overall job performance. The study's indication of insufficient onboarding practices and inadequate adherence to affirmative action policies can be viewed as barriers to creating a motivating environment for judicial staff, ultimately impacting their performance. This concern is further supported by Otoo et al. (2018), who emphasized the necessity of prompt communication and vacancy identification in the recruitment process, factors that appear to be lacking in the current judicial context. In the Kenyan context, studies such as those by Tsuma (2017) and Okongo (2024) underline the growing role of modern recruitment strategies and the significant impact of recruitment methods on organizational performance. However, the current findings suggest that the judicial organization has not fully embraced these strategies, which is critical for attracting experienced and qualified applicants, as highlighted by the low mean scores for attracting such candidates (2.33 and 2.37). This situation mirrors the findings from Kihara (2015) and Nancy (2014), which indicate that effective recruitment and selection directly correlate with performance in various sectors, including the public sector.

Furthermore, while the study conducted by Sunday, Olaniyi, and Mary (2015) examined recruitment practices in the banking sector and noted their effectiveness, the challenges encountered in the judicial context reflect a broader issue within organizational recruitment

practices. The concerns raised about gender and race considerations in promotions indicate a need for more equitable practices, resonating with the calls for structured approaches to recruitment to enhance organizational performance, the findings of this study underscore the critical need for improvements in recruitment and selection practices within the judicial staff organization in Nairobi County. The literature indicates that addressing these inadequacies could lead to better employee retention, enhanced motivation, and ultimately improved organizational performance, reinforcing the necessity for systematic and inclusive recruitment strategies.

4.9.2 Influence of employee training and development

The findings of the current study on employee training and development practices within the judiciary in Nairobi County, Kenya, provide valuable insights that align with existing literature on the impact of training initiatives on organizational performance. The study revealed that training practices were perceived as moderately effective, indicating that while there are some programs in place, there is significant room for improvement. This is consistent with the research conducted by Zhang and Zhang (2022) in China, which emphasized the importance of effective training and development programs in enhancing employee skills and competencies, ultimately leading to improved organizational performance, profitability, and market competitiveness. Mutiso (2014) similarly supports the notion that training and development practices can significantly enhance organizational performance, as observed in Kenyan public schools. The findings of the current study, particularly the mean score of 2.87 for effective employee training programs, underscore the relevance of these insights, suggesting that there is a foundational recognition of the value of training among judicial staff, but the effectiveness could be improved further.

In the Brazilian context, Mello and Ribeiro (2023) explored the relationship between training investments and key business performance metrics. Their findings, which indicated that

enhanced employee capabilities positively influence profitability and operational efficiency, mirror the situation in the Kenyan judiciary, where the study found that while employee coaching and seminars are present, their perceived effectiveness varies. The mean scores of 2.62 for employee coaching and 2.68 for organizational seminars suggest that while these initiatives are being implemented, their impact on overall performance may not yet be fully realized. Ombayo, Egessa, and Shiamwama (2014) also highlighted the correlation between training and productivity, demonstrating that higher levels of training correlate with increased employee productivity. The current study's findings on continuous on-the-job training being somewhat effective (mean of 2.83) and the perceived effectiveness of off-the-job training programs being less favorable (mean of 2.61) reflect a similar pattern, indicating that while some training practices contribute positively to employee performance, others require further development to fulfill their potential.

Moreover, the study's emphasis on the need for realistic and useful training needs assessments (mean of 2.81) aligns with the broader literature's call for tailored training initiatives that address specific organizational goals. The observations regarding the inadequacies in training programs designed to fill performance gaps and the effectiveness of formal training for new staff (mean of 2.59) suggest that there is a disconnect between training offerings and the actual performance enhancement desired within the judiciary, the current findings underscore the importance of investing in comprehensive training and development initiatives that are both structured and aligned with organizational objectives. By doing so, the judiciary in Nairobi County can not only enhance the skills and competencies of its staff but also improve overall organizational performance, reflecting the strategic importance highlighted in both the local and international literature. Addressing the identified gaps and enhancing the effectiveness of training practices were essential for achieving sustained growth and success within the judicial system.

4.9.3 Influence of employee involvement practices on organizational performance of judicial staff

The findings of the current study on employee involvement practices within the judiciary in Nairobi County, Kenya, align well with existing literature that emphasizes the significance of employee involvement in enhancing organizational performance. Tomar (2020) established a link between employee involvement and organizational effectiveness in Indian IT firms. The qualitative nature of that research, highlighting the importance of employee engagement in driving effectiveness and delivery, resonates with the findings of the current study, particularly regarding communication channels. The mean score of 2.82, which indicates a somewhat well-defined communication structure, suggests that there is a foundation for effective information flow. However, the moderate perception indicates that enhancements are needed to fully leverage employee involvement for improved performance.

Similarly, Erajeshvarie Pillay (2018) underscored the two-way relationship between employee involvement and performance. The current study's findings support this idea, especially regarding mentorship programs, which received a slightly higher mean score of 3.02. This suggests a recognition of mentorship as a crucial factor in employee engagement and performance enhancement, reinforcing Pillay's assertion that strong employer-employee connections contribute significantly to organizational success. In the Kenyan context, Nyamori (2015) explored human resource involvement practices, particularly mentoring, in relation to employee performance at SOS Kenya. The findings from the current study, which show mentorship as being somewhat positively perceived, echo Nyamori's conclusions about the role of mentorship in increasing motivation and accelerating learning processes. This connection underscores the necessity for the judiciary to further develop and promote its mentorship programs to improve employee motivation and, ultimately, performance.

Moreover, the findings related to team-building activities (mean of 2.84) and social networking (mean of 2.76) reflect a moderate perception of these practices as well. The need for strengthening team cohesion and employee connections is consistent with the literature's emphasis on collaborative environments fostering enhanced performance. The lower rating for joint charity work (mean of 2.66) highlights an area where the organization can improve its efforts to foster a sense of community and collective engagement among employees, the current study underscores the importance of refining employee involvement practices to bolster their impact on organizational performance. While there are foundational practices in place, such as communication, mentorship, and team-building, the moderate perceptions indicate that enhancements are needed to maximize their effectiveness. Aligning these findings with the literature suggests that a strategic focus on improving employee involvement could lead to more significant organizational outcomes within the judiciary in Nairobi County, ultimately enhancing performance and effectiveness in delivering justice.

CHAPTER FIVE

SUMMARY , CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Chapter Five presents a comprehensive overview of the key findings from the study examining the influence of recruitment and selection, training and development, and employee involvement practices on the organizational performance of judicial staff in Nairobi County, Kenya. This chapter synthesizes the main insights drawn from the research, discusses their implications, and offers conclusions based on the analyzed data. Additionally, recommendations are provided to enhance the effectiveness of human resource practices within the judiciary, aiming to improve overall organizational performance.

5.1 Summary of Findings

5.1.1 Influence of recruitment and selection practices

The findings of the study highlighted significant shortcomings in the recruitment and selection practices within the judicial staff in Nairobi County. Specifically, the overall perception of the recruitment system was low, with a mean score of 2.33, indicating that many staff members felt that the processes were neither comprehensive nor inclusive. The lack of clarity and elaboration in the recruitment process suggests that potential candidates may not fully understand the qualifications and expectations, leading to the exclusion of qualified individuals.

The onboarding practices, which are critical for integrating new employees into the organization, were found to be inconsistently applied, reflected by a mean score of 2.41. This inconsistency can hinder the ability of new hires to adapt and contribute effectively from the outset. Although interviews for assessing candidates were acknowledged, their perceived effectiveness was limited, as indicated by a mean score of 2.42. This raises concerns about

whether the interview process adequately identifies the most suitable candidates for the roles. Moreover, adherence to affirmative action policies was found to be lacking, with mean scores of 2.38 and 2.36 for gender and race considerations in promotions, respectively. This indicates that the organization may not be sufficiently promoting diversity and equity within its workforce. Additionally, challenges were noted in attracting experienced and qualified applicants, evidenced by mean scores of 2.33 for experienced applicants and 2.37 for qualified candidates. These findings underscore the need for a more strategic approach to recruitment and selection, emphasizing the importance of developing a robust framework that not only attracts but also retains a diverse and qualified workforce.

5.1.2 Influence of employee training and development

The analysis of employee training and development practices revealed a moderate effectiveness, suggesting that while programs exist, they require enhancement to fully benefit organizational performance. Effective employee training programs were followed, with a mean score of 2.87, indicating some level of commitment to development. However, the perceived effectiveness of coaching based on established practices was lower, with a mean of 2.62. This suggests that coaching might not be consistently applied or may lack depth, resulting in missed opportunities for skill enhancement. Seminars and workshops designed to refresh employees' skills were found to occur sporadically, reflected by a mean of 2.77. This inconsistency in delivering training could contribute to skill gaps, which might negatively impact employee performance. Training sessions conducted by experienced trainers scored 2.73, indicating a moderate effectiveness in delivering knowledge but highlighting the necessity for more frequent and comprehensive training opportunities.

Continuous on-the-job training, rated with a mean of 2.83, was viewed as somewhat effective in providing relevant knowledge and skills. However, off-the-job training programs aimed at capacity building received a lower mean of 2.61, suggesting that employees did not find these

programs as beneficial. Moreover, training programs designed to fill performance gaps had a mean of 2.62, indicating that while they exist, they may not adequately address the specific needs of employees. Formal training programs for new staff, with a mean of 2.59, also reflected the need for more structured onboarding processes, these findings suggest that while some training and development practices are in place, there is considerable room for improvement. The organization must focus on creating more tailored and effective training initiatives that address specific skill gaps and align with the strategic goals of the judiciary, thereby enhancing overall performance and effectiveness.

5.1.3 Influence of employee involvement practices on organizational performance of judicial staff

The study found that employee involvement practices within the judiciary were perceived moderately effective, suggesting that while there are initiatives in place, they could be strengthened to enhance their impact on organizational performance. Communication channels were perceived as somewhat well-defined, with a mean of 2.82, indicating a need for clearer and more effective communication strategies. Reliable communication is essential for fostering a collaborative work environment and ensuring that employees feel informed and engaged. Mentorship programs were notably rated higher, with a mean of 3.02, reflecting a more positive perception of their effectiveness. This suggests that mentorship plays a crucial role in enhancing employee motivation and learning, thus contributing positively to organizational performance. The presence of effective mentorship can facilitate skill development and provide support for employees, helping them navigate their roles more successfully.

Team-building activities, conducted annually to strengthen employee bonding, were viewed moderately positively, with a mean score of 2.84. These activities are essential for promoting teamwork and collaboration, which are vital for enhancing overall organizational

performance. However, the effectiveness of these activities can be further improved by ensuring they are designed to meet the diverse needs of the workforce. Social networking efforts encouraged by management were rated slightly lower, with a mean of 2.76. While the encouragement of social connections is valuable, the organization may need to implement more structured networking opportunities to foster stronger relationships among employees. Furthermore, the initiatives to engage employees in joint charity work scored a mean of 2.66, indicating that while these efforts exist, they may not be sufficiently impactful or well-received by staff, while certain employee involvement practices were identified as effective, the findings suggest there is significant room for improvement. Strengthening communication, enhancing mentorship programs, and creating more engaging team-building and social networking activities could lead to improved employee involvement and, consequently, better organizational performance within the judicial staff of Nairobi County.

5.2 conclusions

The study concluded that the recruitment and selection practices within the judicial staff in Nairobi County are currently inadequate and ineffective. The low mean scores across various aspects of the recruitment process indicate a lack of clarity and inclusivity, which may hinder the organization's ability to attract and retain qualified candidates. Additionally, the inconsistency in onboarding practices suggests that new employees may struggle to acclimate effectively, impacting their overall productivity. The findings underscore the need for a comprehensive review and enhancement of recruitment strategies to promote diversity, equity, and effectiveness in hiring practices, ultimately leading to a more competent and well-rounded workforce.

The study concluded that employee training and development practices are perceived as moderately effective but require significant improvement to optimize their impact on organizational performance. While certain training programs exist, the inconsistent delivery

and perceived inadequacy of off-the-job training highlight the need for a more structured approach to employee development. Effective training is crucial for enhancing skills and competencies, and the findings suggest that aligning training initiatives with organizational goals and individual performance needs is essential for fostering a culture of continuous improvement. Addressing these gaps will enhance the skills of judicial staff and contribute to improved overall performance.

The study concluded that employee involvement practices within the judiciary are perceived as moderately effective, indicating that while some initiatives are in place, there is substantial room for enhancement. The positive perception of mentorship programs reflects their importance in fostering employee motivation and performance, while the moderate ratings of communication channels and team-building activities point to opportunities for improvement in collaboration and engagement. Strengthening these practices through clearer communication, more structured mentorship and team-building initiatives, and encouraging social networking can enhance employee involvement. Ultimately, this will lead to a more engaged workforce and improved organizational performance within the judicial staff in Nairobi County.

5.3 Recommendations of The Study

The study recommended that the judicial organization in Nairobi County implement a comprehensive review of its recruitment and selection practices. This includes establishing clear and standardized procedures that emphasize inclusivity and transparency to attract diverse candidates. Additionally, enhancing the onboarding process is crucial to ensure that new hires are adequately supported and integrated into the organization. Investing in targeted recruitment campaigns and utilizing various channels to reach potential candidates can also improve the quality of hires, ultimately leading to a more competent workforce.

The study recommended that the judicial staff prioritize the development of structured training and development programs tailored to the specific needs of employees. This involves creating a clear framework for ongoing training that includes both on-the-job and off-the-job training initiatives. Regular assessments of training needs should be conducted to ensure that programs remain relevant and effective. Furthermore, the organization should foster a culture of continuous learning by encouraging employees to participate in workshops, seminars, and professional development opportunities. By aligning training initiatives with organizational goals, the judicial staff can enhance skills and competencies, contributing to improved overall performance.

The study recommended that the judiciary enhance its employee involvement practices to foster a more engaged and motivated workforce. This can be achieved by establishing clearer communication channels that facilitate the flow of information between management and employees. Implementing more structured mentorship programs and team-building activities will also help strengthen employee bonds and improve collaboration. Additionally, encouraging social networking and joint charity work can foster a sense of community within the organization. By actively involving employees in decision-making processes and valuing their input, the judiciary can enhance engagement levels, leading to improved organizational performance.

5.4 Recommendations For Further Studies

The study recommended that future research should investigate the effectiveness of advanced recruitment techniques, such as the use of artificial intelligence in candidate screening and assessment. By focusing on these innovative approaches, researchers can evaluate their impact on the quality of hires in the judiciary, as well as how these techniques influence diversity and inclusivity within the recruitment process.

The study recommended conducting longitudinal studies to assess the long-term impacts of training and development programs on employee performance and organizational outcomes. Such research would provide valuable insights into the sustainability of training initiatives and their correlation with job satisfaction and retention rates over time, enabling organizations to make informed decisions about their training investments.

The study recommended exploring the relationship between employee involvement practices and job satisfaction among judicial staff. Future research could examine how various forms of involvement—such as participation in decision-making, feedback mechanisms, and social activities—affect overall employee morale and productivity. This investigation could lead to enhanced strategies for fostering a more engaged workforce within the judiciary.

The study recommended conducting comparative studies across different judicial systems, both locally and internationally. Such research would provide a broader understanding of how varying human resource practices influence organizational performance. By examining best practices and innovative strategies from diverse contexts, the Kenyan judiciary can enhance its performance and adapt successful initiatives tailored to its unique environment.

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APPENDICES

Appendix I: Consent Form

Dear Participant,

You're invited to contribute to a research endeavor titled " Influence of Human Resource Practices on Organizational Performance of Judicial Staff Nairobi County, Kenya." This study is being conducted as part of the requirements for the Master of Business Administration program at Mount Kenya University. The primary aim of this investigation is to explore the effects of electronic human resource management on the operational outcomes of Judicial Staff Nairobi County, Kenya. The enclosed questionnaire has been designed to collect information on: (Influence of Human Resource Practices on Organizational Performance of Judicial Staff Nairobi County, Kenya)

Your involvement in this research project is entirely voluntary. You have the option to decline participation or abstain from answering any questions you're uncomfortable with. Participation in this study poses no known risks beyond those encountered in daily life. Your responses will be treated with strict confidentiality and anonymity. Data collected will be securely stored and presented only in aggregated form. Your individual answers will not be disclosed to anyone other than the researchers. While there are no direct personal benefits for participating, engaging in this research could be intellectually stimulating and contribute valuable insights to the field. Additionally, it may be beneficial for future clients or individuals facing similar issues.

If you agree to participate in this project, kindly complete the questionnaire to the best of your ability. It should take approximately 10 minutes to finish. Your prompt response will aid in completing the project report in a timely manner. Should you have any inquiries regarding this research project, please don't hesitate to contact the investigator, **Winnie Mbutia, or the supervisor, Dr. Anne Kariuki, PhD.** For concerns regarding your rights as a research

participant, please reach out to the Chairman of the Mount Kenya University Ethical Review Committee at P.O Box 342-01000, Thika.

Thank you for considering participation in this study. Your contribution is greatly appreciated.

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Thank you for your assistance in this important endeavor.

CONSENT

Thank you for your understanding and agreement to participate in this study. Your voluntary participation is appreciated, and you are free to withdraw at any time without providing a reason and without incurring any costs. You will be provided with a copy of this consent form for your records. If you have any further questions or concerns at any point during the study, please do not hesitate to reach out. Your contribution is valuable, and your cooperation is highly valued.

Participant's signature _____ Date _____

Investigator's signature _____ Wmbuthia _____ Date 24th Aug 2024

Appendix II: Questionnaire

Please respond to the questions as honest as you can.

SECTION A: DEMOGRAPHIC INFORMATION

1. Highest level of Academic Qualification

University

University

College

2. Working Experience in the judiciary (Years)

Less than 3

4-8

More than 8

SECTION B: recruitment and selection

Kindly, indicate the extent to which you agree or disagree with the following statements on recruitment and selection by ticking (✓) where applicable based on a scale of 1-5 where 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA).

Statement	5	4	3	2	1
The organization has an elaborative and inclusive recruitment system					
Employee on boarding is usually conducted after every recruitment					
Selection of employees is competitively done					
Employee placement is competitively done					
The organization's recruitment culture discourages canvassing					
The organization applies interviews to determine the suitability of candidates for a vacant position					
When recruiting candidates for a position, the policy of affirmative action is followed					
Gender and race are considered for internal promotions					
The organization receives large numbers of experienced applicants in response to a job advert in the media					

Statement	5	4	3	2	1
The organization receives a large number of qualified applicants in response to a job advert in the media					
Recruitment of candidates for advertised positions is conducted in conjunction with recruitment agencies					
In the organization, selection methods used (application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews) are deemed important.					
Recommendation and/or personal acquaintance with the potential candidate are important					
Selection criteria based on informal qualifications are important					
Within the organization, both internal and external recruitment processes are deemed important					

SECTION C: Employee Training and Development

Kindly, indicate the extent to which you agree or disagree with the following statements on Employee Training and Development by ticking (√) where applicable based on a scale of 1-5 where 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA).

Statement	5	4	3	2	1
There exists effective employee training programmes which are followed					
The organization conducts employee coaching based on set practices					
Seminars and workshops are organized from time to time in order to refresh employees' skills					
Different sessions of training are carried by experienced trainers to organizational employees					
The judiciary organises seminars and workshops for its employees					
The judiciary carries out continuous on job training for every employee to give them appropriate knowledge					
The judiciary's off-the-job training programmes prepare employees for capacity building					
The training programs are designed to fill performance gaps					
There are formal training programs to teach new staff the skills they need to perform their jobs					
There is equal access to training opportunities					
Training needs identified are realistic, useful and based on the service strategy of the organization					
Training objectives are usually identified and followed					

SECTION D: Employee involvement

Kindly, indicate the extent to which you agree or disagree with the following statements on Employee involvement by ticking (√) where applicable based on a scale of 1-5 where 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA).

Statement	5	4	3	2	1
Communication channels are well defined to ensure reliable flow of information					
Effective mentorship programmes exist in the organization					
Team building activities are usually conducted yearly to strengthen employee bonding					
Social networking is encouraged by the management to enhance employee network					
The organization encourages employees to participate in joint charity work activities					

SECTION F: Organization Performance

Kindly, indicate the extent to which you agree or disagree with the following statements on organization performance by ticking (√) where applicable based on a scale of 1-5 where 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4= Agree (A) and 5=strongly agree (SA).

Statement	5	4	3	2	1
The organization meets its coverage targets					
The organization meets its revenue efficiency targets					
The organization achieves its customer satisfaction targets					
The organization meets its revenue growth targets					
The organization meets its staff efficiency targets					

Appendix III: Interview Guide

Thank you for taking the time to participate in this interview. The purpose of this interview is to gather insights into the influence of human resource practices on organizational performance of judicial staff in Nairobi County, Kenya. The interview will focus on recruitment and selection, employee training and development, and employee involvement practices. Your responses will be confidential, and your honest feedback is greatly appreciated.

Section 1: Influence of Recruitment and Selection Practices

1. How would you describe the current recruitment and selection processes within the judiciary?

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2. Do you feel that the recruitment process is inclusive and transparent? Please explain.

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3. In your opinion, how effective is the current selection process in identifying the most qualified candidates?

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4. What challenges, if any, do you think the judiciary faces in attracting and retaining qualified staff?

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5. How do you think the recruitment and selection practices impact overall organizational performance?

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Section 2: Influence of Employee Training and Development Practices

1. What types of training programs are currently offered to judicial staff?

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2. How frequently are training and development programs provided to employees?

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3. How effective do you find the on-the-job and off-the-job training programs? Can you provide examples?

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4. In your experience, do you think the training provided adequately addresses skill gaps and enhances performance?

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5. How do you believe employee training and development practices affect the judiciary's overall performance?

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Section 3: Influence of Employee Involvement Practices

1. How are employees involved in decision-making processes within the judiciary?

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2. Are there mentorship programs in place? If so, how effective do you think they are in supporting staff development?

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3. What role do team-building activities play in fostering collaboration and improving performance?

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4. How would you assess communication channels between management and staff? Are they effective?

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5. In your opinion, how does employee involvement influence overall organizational performance?

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Thank you again for your time and insights. Your feedback will contribute significantly to understanding the influence of human resource practices on the performance of judicial staff in Nairobi County. If you have any additional thoughts or suggestions, feel free to share.



Appendix IV: ERC Letter



REF: MKU/ISERC/4344
TO: WINNIE NJOKI MBUTHIA

Date: 30 August 2024

REG: MBA/2022/33254

Dear Sir/Madam,

RE: INFLUENCE OF HUMAN RESOURCE PRACTICES ON ORGANIZATIONAL PERFORMANCE OF JUDICIAL STAFF NAIROBI COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3064**. The approval period is **30/08/2024 - 29/08/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacostif.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/33254

2nd September, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

RE: WINNIE NJOKI MBUTHIA – REGISTRATION NO. MBA/2022/33254

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **“Influence of Human Resource Practices on Organizational Performance of Judicial Staff Nairobi County, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **September, 2024 and November, 2024**.

Any assistance accorded to the student will be highly appreciated.

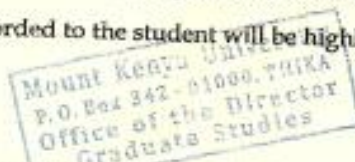
Thank you.

For 

Dr. Samuel M. Karenga, PhD

Director, Graduate Studies

Enc.



Appendix VI: NACOSTI Application

 **REPUBLIC OF KENYA**


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **207009** Date of Issue: **12 September 2024**

RESEARCH LICENSE



This is to Certify that **Ms. Winnie Ngũgĩ Muthika** of **Moiest Kenya University**, has been licensed to conduct research as per the provision of the **Science, Technology and Innovation Act, 2013 (Act 26) of 2014** in Nairobi on the topic: **Influence of Human Resource Practices on Organisational Performance of Judicial Staff Nairobi County, Kenya** for the period ending: **12 September 2025**.

License No: **NACOSTI/P/24/29883**

207009
Applicant Identification Number


[Director General]
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



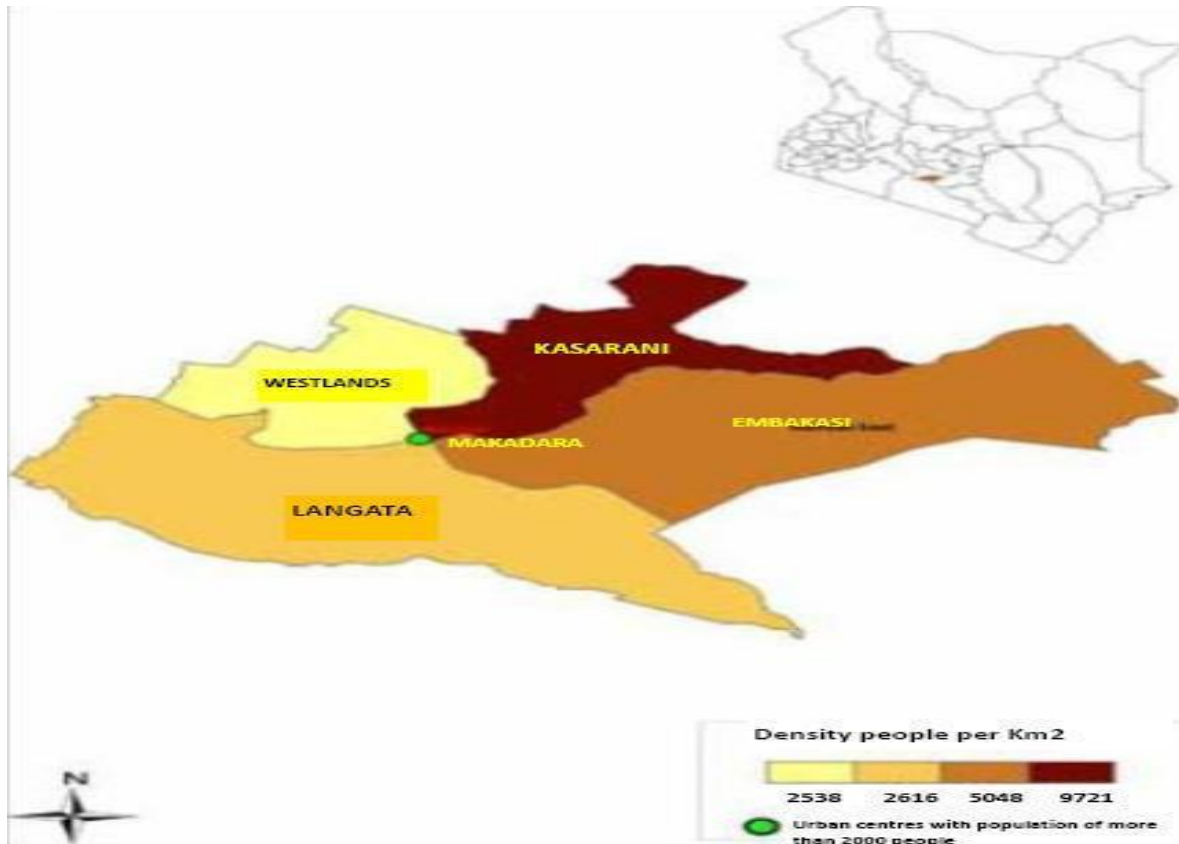
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See attached for conditions

Appendix VI: Similarity Index



Appendix V: Nairobi County Map



Mount Kenya