

**DETERMINANTS OF LABOUR PRODUCTIVITY IN THE JUDICIAL SERVICE IN
MAGISTRATE COURTS IN NYERI COUNTY, KENYA**

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**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS AND ECONOMICS IN
PARTIAL FULLFILMENT OF THE AWARD OF MASTERS DEGREE IN HUMAN
RESOURCE MANAGEMENT BY KENYA METHODIST UNIVERSITY.**

October, 2024

DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

This thesis is a tribute to my family, whose unwavering support and encouragement have been a constant source of motivation throughout this journey. Their love and patience provided the foundation that enabled me to complete this work.

ACKNOWLEDGEMENT

I am deeply grateful to God for His grace and strength, which enabled me to complete this thesis. I would like to thank my university for fostering a conducive learning environment and providing essential resources. My heartfelt appreciation goes to my lecturers and supervisors for their invaluable coursework and guidance, which helped me grasp the research topic and develop the required skills. In particular, I extend my sincere thanks to Dr. Joshua Ogutu Miluwi (Ph.D.) and Dr. Vivian Cherono (Ph.D.) for their continuous support and constructive feedback, which greatly enhanced my work. My appreciation goes to my classmates for their friendship and collaboration, which enriched my learning experience. Lastly, I am immensely grateful to my family for their unwavering prayers, encouragement, and moral support throughout this journey.

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ABBREVIATIONS AND ACRONYMS

ABA	American Bar Association
CDD	Ghana - Ghana Centre for Democratic Development
DIY	Do It Yourself
FAQ	Frequently Asked Questions
FYE	Fiscal Year End
HR	Human Resources
HRIS	Human Resources Information System
ICT	Information and Communications Technology
JPIP	Judicial Performance Improvement ProjectCOO - Chief Operating Officer
JTF	Judiciary Transformation Framework
NCAJ	National Council on the Administration of Justice
NJC	National Judicial Council
QC	Quality Circles
SDGs	Sustainable Development Goals
TQM	Total Quality Management
UNDP	United Nations Development Programme
USA	United States of America
VIP	Very Important Person
WJP	World Justice Proj

ABSTRACT

Labour productivity is a critical factor influencing the performance and service delivery of organizations. This study examined the determinants of labour productivity within the judicial service in magistrate courts in Nyeri County, Kenya. The objectives were to assess the influence of workers' skills and qualifications, technology use, employee motivation, and quality circles on labour productivity. The study was guided by the Human Capital Theory and the Diffusion of Innovation Theory, which provided a framework for understanding how skills, technology, motivation, and organizational practices impact productivity within the judicial service in magistrate courts in Nyeri County, Kenya. A descriptive research design was employed, targeting 43 magistrates, 93 court administrators, and 145 lawyers. A sample size of 78 respondents was drawn using multi-stage and purposive sampling techniques. The study used cluster random sampling to select 8 clusters, stratified sampling to identify the sample within each cluster, and simple random sampling to choose respondents from each stratum. It collected quantitative and qualitative data using questionnaires and interviews, then used statistical analysis to organize, summarize, and present the data. Data were collected using structured questionnaires and interviews and were analyzed using both descriptive and inferential statistics. Statistical analyses were employed to test specific hypotheses rather than merely organizing data. The study demonstrates a very strong positive correlation between labour productivity in courts and several factors: skills and qualifications of workers (coefficient of 0.919), technology used (coefficient of 0.746), employee motivation (coefficient of 0.892), and quality circles (coefficient of 0.875), all with a significance level of 0.000. The analysis shows that Skills and Qualifications for Workers (Beta = 0.392, $p = .007$) significantly boost Labour Productivity, with a one-unit increase leading to a 0.392 standard deviation rise in productivity. Similarly, Technology Used (Beta = 0.265, $p = .026$) significantly enhances productivity, with a one-unit increase resulting in a 0.265 standard deviation rise. In contrast, Quality Circles (Beta = 0.037, $p = .892$) have no significant impact, and while Employee Motivation (Beta = 0.295, $p = .311$) shows a positive relationship, it is not statistically significant. Only skills and qualifications had a significant positive impact, while technology had a mixed and inconclusive effect, and employee motivation and quality circles had no significant effect. This highlights the need for focused interventions in human capital and technology to boost productivity. The judicial service should regularly train and mentor its workforce to enhance skills and qualifications. Investing in technology and improving communication among stakeholders will reduce disparities and foster collaboration. To boost productivity further, the service should implement incentive programs and align employee goals with organizational objectives. Finally, involving workers in decision-making and offering support through quality circles can build a collaborative culture, improving overall performance in the legal sector.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Labour productivity is a critical measure of output per worker, shaping the growth and competitiveness of economies across various sectors globally. In developed and developing countries alike, increasing labor productivity in sectors such as manufacturing and services is vital for enhancing economic growth. Globally, labor productivity is measured by output per hour worked or per employee, and in sectors like manufacturing, it is linked to technological advancements and efficient management practices (Organisation for Economic Co-operation and Development [OECD], 2021). For instance, in the United States, productivity gains in the manufacturing sector are attributed to automation and innovation. In the service industry, including healthcare and education, labor productivity depends on human capital development and technology integration (International Labour Organization [ILO], 2020). The public sector, specifically the judiciary, is no different; labour productivity plays a key role in enhancing the delivery of quality and effective services to citizens.

In national judicial systems, labour productivity is essential for the effective administration of justice. A well-functioning judiciary system ensures timely case resolutions and upholds the rule of law, directly contributing to national governance and economic stability. Productivity in the judiciary is typically measured by the number of cases resolved, case processing times, and the efficiency of court operations (World Justice Project, 2022). Countries like the United Kingdom and the United States have implemented technological systems such as case management software to streamline judicial operations, significantly reducing case backlogs and improving labor

efficiency (National Center for State Courts, 2022). Similarly, other nations, including Germany and Singapore, have adopted digital court systems that improve productivity by allowing seamless case tracking and reducing manual processes in the judicial sector (Ministry of Justice, 2020a).

1.1.1 Labour Productivity

The efficiency and productivity of the judiciary service are essential for the proper running of the legal system and the provision of justice to citizens. The study of labour productivity in the judicial service has been ongoing for several years. Historically, the judicial service has always been an essential part of any society, and the productivity of the judiciary service has been a topic of interest for centuries. The concept of labour productivity was first introduced in the 18th century during the Industrial Revolution when it became necessary to measure the output of workers in factories (Lindert, 2004). Over time, this concept has been extended to various industries and services, including the judicial service.

According to recent statistics, labour productivity levels in the judicial service sector have been low in many countries. In the USA, the productivity of the federal courts decreased by 3.4% in 2020 compared to the previous year (Administrative Office of the U.S. Courts, 2021). In Pakistan, the productivity of the judicial system has been hindered by a lack of capacity and resources, resulting in a backlog of over 1.9 million cases (Dawn, 2022). Similarly, in Nigeria, the judiciary recorded a productivity level of 40% in 2021, which is significantly lower than the optimal

productivity level of 70% (Fleming, 2023). Kenya's judiciary also recorded a low productivity level, with a backlog of over 500,000 cases as of 2021 (The Standard, 2021).

1.1.2 Factors that Influence Labour Productivity in the Judicial Service

There has been a rising interest in the need to understand the factors that influence labour productivity in the judicial service. In the United States, the productivity of judges has been a topic of debate, with some experts arguing that judges should be evaluated based on their ability to dispose of cases efficiently and effectively (Kotuby, 2020). The various factors that have influenced Judicial productivity include, the quality and quantity of judicial resources, workload, and case complexity (López-Ortiz & Hernández-Muñoz, 2019). In the United Kingdom, judicial productivity is influenced by factors such as the number of judges available to handle cases and the length and complexity of cases (Hatchard, 2022).

Research shows that factors that influence judicial productivity in Pakistan include workload, resources, and the quality of legal education and training (Ahmed & Haque, 2021). Studies conducted in Malaysia have also highlighted the importance of judicial resources and workload in determining judicial productivity. In a study conducted in 2021, researchers found that judicial productivity was positively correlated with the number of judges available to handle cases and the availability of support staff (Chemin, 2020). Similarly, a study conducted in 2022 found that workload was a significant predictor of judicial productivity in Malaysia (Ibrahim & Razak, 2022). Research in India shows that the quality of legal education and training can have a significant effect on judicial performance (Chandra, 2023). Other factors that influence judicial productivity

in India include the quality and quantity of judicial resources, as well as the complexity and volume of cases handled by judges. The productivity of the judiciary has been linked to the number of judges available to handle cases, with a shortage of judges leading to delays and backlogs in the courts (Sharma, 2021).

A report by the National Judicial Council (NJC) indicated that the productivity of the judicial service in Nigeria was hampered by a backlog of cases and insufficient resources (Okenyodo, 2018). A study by Agba et al. (2022) found that the productivity of judges was influenced by factors such as workload, remuneration, and work environment. The report noted that the number of cases pending in courts across the country was increasing, with some cases taking years to be resolved. The NJC also identified corruption and unethical conduct among judicial staff as a significant challenge to productivity (Okenyodo, 2018). This shows that the problem of poor labour productivity is also experienced in Nigeria. A study by the Ghana Center for Democratic Development (CDD-Ghana), the productivity of the Judicial Service in Ghana has been consistently low due to a variety of factors, including inadequate resources, insufficient training, and poor working conditions (Agyei & Appiah, 2019). The study also found that there was a lack of motivation among judicial staff, which resulted in low morale and poor performance. This situation has led to significant delays in the adjudication of cases, which has a negative impact on citizens' access to justice (Agyei & Appiah, 2019).

Nakibuuka and Munanura (2018) mentioned the Uganda Judicial Performance Improvement Project (JPIP) which established that there was low productivity in the judicial service and attributed this to inadequate staffing, inadequate funding, lack of accountability among judicial staff, lack of performance management systems and inadequate training and capacity building. These were similar observations in a study by Jotia and Mbonde (2020) in Tanzania. The report also noted that the judiciary faced a backlog of cases, which has resulted in significant delays in the adjudication of cases (Jotia & Mbonde, 2020).

The skills and qualifications of workers are clearly different between developed and developing nations of Africa in the Judicial service. In developed nations like the USA, workers in the judiciary sector are highly skilled and qualified, with most possessing advanced degrees in law and related fields (Bell & Mankiw, 2020). In contrast, developing nations like Nigeria, Kenya, and Pakistan have a shortage of skilled and qualified workers in the judiciary sector (Jangkamol & Wuttisorn, 2021; Odojin & Sanni, 2021; Shahid & Awan, 2022). Studies suggest that this shortage of skilled and qualified workers is a significant contributor to the low productivity levels observed in these countries (Jangkamol & Wuttisorn, 2021; Odojin & Sanni, 2021; Shahid & Awan, 2022).

Studies conducted in developed and developing nations of Africa have compared the skills and qualifications of workers in the judiciary service. A study by Okeke and Ekwueme (2020) in Nigeria showed that the skills and qualifications of judicial workers had no significant influence on labour productivity. Furthermore, a study by Ahmed and Saeed (2022) in Pakistan found that

the skills and qualifications of judicial workers significantly influenced labour performance. The results suggest that the effect of skills and qualifications on labour productivity in the judicial service may vary across different countries.

According to the latest statistics, technology adoption in the judiciary service is increasing worldwide. In the USA, 83% of the courts have implemented electronic case filing systems, and 70% have videoconferencing capabilities for remote hearings. In the UK, 60% of the courts have implemented case management systems, and 74% have electronic document management systems. In India, eCourts Mission Mode Project aims to computerize all courts in the country, and as of 2021, more than 18,000 courts have been computerized. In Nigeria, the National Judicial Council has developed a centralized information technology system to facilitate case management and information sharing among courts.

Statistics show that adoption of technology has increased significantly in the judicial service over the recent years. In the United States, for example, 88% of court clerks and 84% of judges use email to communicate with parties involved in a case (National Center for State Courts, 2021). In the United Kingdom, 85% of court hearings are now held remotely using videoconferencing technology (HM Courts & Tribunals Service, 2022). In Nigeria, the use of electronic case management systems has led to a reduction in case processing time by up to 70% (National Judicial Council, 2022).

A comparison of technology uses in the judiciary service between developed nations outside Africa and developing nations in Africa shows significant differences. Industrialized countries like the United States and the United Kingdom have more advanced technological infrastructures, which have led to greater adoption of technology in the judicial service. In contrast, developing countries in Africa such as Nigeria and Ghana have only recently started to adopt technology in their judicial systems, and the level of adoption is still relatively low. However, studies have shown that even in these developing countries, adoption of technology has positively influenced labour productivity (Adeyemi et al., 2021; Tandoh, 2021).

In developed nations, technology is widely adopted in the judiciary service sector to improve efficiency and productivity. For instance, in the USA, technology is used extensively in the court system to manage cases, store case files, and provide online access to court records (Thibodeau, 2021). In the UK, technology has been used to develop online dispute resolution mechanisms, which have significantly reduced the workload on the court system (Hodges, 2021). In contrast, developing nations in Africa, such as Nigeria and Ghana, are yet to fully adopt technology in their judiciary service sector. A study conducted in Nigeria in 2021 found that the use of technology in the judiciary service sector was limited, with many court processes still being done manually (Adekoya et al., 2021). Similarly, a study conducted in Ghana in 2022 found that the adoption of technology in the judiciary service sector was slow, with many courts still relying on manual processes (Amankwah et al., 2022).

According to the latest statistics, employee motivation in the Judiciary service industry remains a significant concern across the studied countries. A study conducted by the Administrative Office of the United States Courts in 2021 revealed that only 43% of employees reported feeling motivated at work. In the United Kingdom, a study by the Ministry of Justice (2022b) showed that only 38% of employees were satisfied with their jobs. Similarly, a study conducted by the Lahore High Court in Pakistan in 2021 found that only 35% of employees reported being motivated. In India, a survey by the Delhi High Court in 2022 showed that only 40% of employees felt motivated at work. In Nigeria, a study by the National Judicial Council in 2021 showed that only 32% of employees reported feeling motivated, while in Ghana, a survey by the Judicial Service in 2022 showed that only 29% of employees reported being motivated. Lastly, in Uganda, a study by the Judiciary in 2021 showed that only 31% of employees felt motivated at work.

When comparing employee motivation in the Judiciary service industry between developed nations outside Africa and developing nations of Africa, the results show significant differences. In the United States and the United Kingdom, employee motivation levels were relatively low, with only 43% and 38% of employees feeling motivated, respectively. In contrast, developing nations in Africa, such as Nigeria, Ghana, and Uganda, had lower motivation levels, with only 32%, 29%, and 31% of employees feeling motivated, respectively. However, the motivation levels in Pakistan and India, both developing nations, were relatively close to those of the United States and the United Kingdom, with only 35% and 40% of employees feeling motivated, respectively.

According to the latest statistics on employee motivation in the Judiciary service, a survey conducted in the USA in 2021 found that 57% of employees were satisfied with their jobs, while a similar survey conducted in the UK in 2022 found that 62% of employees were satisfied with their jobs (Williamson, et al., 2022). In Nigeria, a study conducted in 2021 found that only 32% of employees were satisfied with their jobs in the Judiciary service (Adeniji & Adeniji, 2021), and this was likely to affect labour productivity negatively.

When comparing quality circles in the Judiciary service of developed nations outside Africa and developing nations of Africa, a study conducted in 2022 found that quality circles were more commonly implemented in developed nations such as the USA and the UK (Miller & Jones, 2022). The study also found that quality circles in developed nations tended to have more formal structures and were better supported by management compared to those in developing nations of Africa. However, the study also found that the implementation of quality circles in developing nations of Africa was still beneficial, particularly in improving communication and teamwork among employees (Miller & Jones, 2022).

According to a report by the African Development Bank (AfDB), labour productivity in the judicial sector in Africa is low due to various factors, including limited resources, poor infrastructure, and inadequate training (AfDB, 2018). For instance, in many African countries, courts face significant backlogs, leading to delays in the delivery of justice. This situation is

exacerbated by a shortage of judges and other court personnel, as well as inadequate court facilities, such as courtrooms and computer systems (AfDB, 2018).

In many African countries, the judiciary is perceived as one of the most corrupt institutions, with reports of bribery and other forms of corruption being common (Transparency International, 2020). This undermines public trust in the judiciary and leads to reduced confidence in the judicial system, which can further impede the efficient delivery of justice. Additionally, limited access to legal aid services is also a significant factor affecting labour productivity in the judicial sector in Africa. Many citizens lack access to affordable legal services, which can result in long delays in resolving legal disputes, as well as higher costs for litigants (World Bank, 2021). This can also contribute to a lack of confidence in the judicial system and further undermine labour productivity in the judicial sector.

1.1.3 Status of Labour Productivity in the Judicial Service in Kenya

According to a report by the Judiciary of Kenya (2020), the backlog of cases in the country's courts continues to be a major concern, with some cases taking years to be resolved. This backlog not only leads to delayed justice but also has a negative effect on the productivity of the judicial service. The report recommends the need for a study on labour productivity in the judicial service to identify areas that need improvement and to boost efficiency and effectiveness in service delivery. In a study by the productivity of judges in Kenya's courts was lower than that of their counterparts in other countries in the East African region (Ouma et al., 2019), The research

highlights the need for a more in-depth analysis of labour productivity in the judicial service to identify the factors contributing to this trend and to develop policies to improve the productivity of judges and other court staff.

A report by the National Council for Law Reporting (2021) reveals that Kenya's judicial system is facing significant challenges, including corruption, insufficient resources, and inadequate training of judicial officers. These challenges not only affect the quality of justice but also have a negative effect on the productivity of the judicial service. The report recommends the need for a comprehensive study on labour productivity in the judicial service to look into these challenges and to increase the efficiency and effectiveness of the judicial system. According to a study by the World Bank (2018), Kenya's judicial system is characterized by inefficiencies, delays, and corruption, which negatively affect the productivity of the judiciary. The study recommends the need for a detailed analysis of labour productivity in the judicial service to identify the root causes of these challenges and to develop policies to improve the efficiency and effectiveness of the judicial system.

1.1.4 Labour Productivity Situation in the Judicial Service in Nyeri County.

There have been several reports and studies that have highlighted low labour productivity in the judicial service in Nyeri County. A study conducted in 2021 by the Judiciary Transformation Framework (JTF) revealed that there were significant delays in the processing of cases in Nyeri County courts. The study found that there was a backlog of cases, with some cases taking up to five years to be resolved (Republic of Kenya, 2021). Similarly, a study conducted in 2022 by the

National Council on the Administration of Justice (NCAJ) revealed that there were high levels of absenteeism among judicial officers in Nyeri County. The study found that some judges and magistrates were absent from work for extended periods, leading to delays in the processing of cases (Republic of Kenya, 2022).

1.2 Problem Statement

Labour productivity is a key determinant of organizational success, impacting service delivery, operational efficiency, and overall performance. In the judicial service, particularly in magistrate courts, low labour productivity has led to significant delays in case resolution, a backlog of cases, and dissatisfaction among litigants in Nyeri County, Kenya. This issue hinders the effective delivery of justice and threatens public confidence in the judicial system. The productivity challenge, exacerbated by absenteeism and inefficient resource allocation, calls for an exploration of the factors influencing labour output in this vital sector. The study is grounded in Human Capital Theory and Diffusion of Innovation Theory, which suggest that investments in skills, qualifications, technology, and organizational culture (such as quality circles) can drive productivity improvements. Unlike previous studies focusing on generic organizational settings, this research specifically examines the judicial service in Nyeri County, offering a novel context and employing a tailored methodological approach. It departs from earlier work by integrating a mixed-methods strategy, combining qualitative insights with robust quantitative analysis, including regression models, to measure the direct influence of key variables on labour productivity. This research addresses gaps in available literature by investigating the role of

technology, employee motivation, skills, and organizational practices, areas that have been underexplored in judicial contexts. While past research has concentrated on sectors such as manufacturing or education, this study uniquely situates its inquiry within the Kenyan judicial service, examining the specific challenges that magistrate courts face. Furthermore, the use of multi-stage sampling and a targeted focus on process efficiencies marks a methodological shift from previous works that relied solely on cross-sectional survey techniques. The problem is further framed by the economic principles of productivity maximization and cost-efficiency, highlighting the judicial sector's need for cost-effective interventions to enhance service delivery. The study seeks to establish how targeted improvements in technology infrastructure and human resource capabilities can enhance productivity in a manner consistent with efficiency wage theory, which posits that better-trained and motivated workers are more productive.

One key element in a company's success is labor productivity. It affects not just labor expenses but also a company's overall production, capital productivity, and other costs. Improving labor productivity is therefore not a waste of effort. To successfully operate a company, this necessitates a comprehensive strategy to productivity. As labor productivity rises, fewer workers are needed to produce the same amount of work, which lowers labor costs. The low labour productivity in the judicial service in Nyeri County has had significant implications for the justice system. First, the delays in the processing of cases have led to a backlog of cases, denying justice to many litigants. The backlog of cases has also resulted in overcrowding in the remand facilities, leading to poor living conditions for the inmates (Republic of Kenya, 2021). Second, the high levels of absenteeism among judicial officers have led to no confidence in the judicial system. The delays

in the processing of cases have eroded the public's trust in the judiciary and have resulted in some people seeking alternative means of resolving disputes, such as traditional or informal methods (Republic of Kenya, 2022). The high levels of absenteeism among judicial officers have led to no confidence in the judicial system. The delays in the processing of cases have eroded the public's trust in the judiciary and have resulted in some people seeking alternative means of resolving disputes, such as traditional or informal methods (Republic of Kenya, 2022). These make it necessary for the factors behind low labour productivity to be investigated in the county. Factors such as employee skills and qualifications Fahimeh, et al. (2024), technology adoption Kamau and Maina, (2018), employee motivation Okanga,(2017), and quality circles Ogutu, (2019) have been found to influence on labour productivity However, these studies did not focus specifically on the judicial service as they were carried out in different sectors and not in the Judiciary sector in Nyeri County This shows that there is limited research on the factors influencing labour productivity in the areas. Therefore, there is a need for a study examine the factors influencing labour productivity in the judicial service in magistrate courts in Nyeri County.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of the study was to examine the determinants of labour productivity in the judicial service in Nyeri County, Kenya

1.3.2 Objectives of the Study

The study was guided by the following specific objectives:

- i. To determine the influence of skills and qualifications of workers on labour productivity in the judicial service in Nyeri County.
- ii. To assess the influence of technology used on labour productivity in the judicial service in Nyeri County.
- iii. To establish the influence of employee motivation on labour productivity in the judicial service in Nyeri County.
- iv. To determine the influence of quality circles on labour productivity in the judicial service in Nyeri County.

1.4 Research Hypotheses

The following were the research hypotheses of the study:

- H₀₁** Skills and qualifications of workers do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County
- H₀₂** Technology used does not have a statistically significant influence on labour productivity in the judicial service in Nyeri County
- H₀₃** Employee Motivation does not have a statistically significant influence on labour productivity in the judicial service in Nyeri County
- H₀₄** Quality Circles do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County

1.5 Significance of the Study

The research highlights the contribution of human resource factors influencing staff performance in organizations. The study can be beneficial to the following:

1.5.1 Judicial Service Commission (JSC)

This study holds significant importance for various stakeholders, primarily the Judicial Service Commission (JSC). The research outcomes will guide the JSC in policy formulation, particularly regarding labor productivity improvement within magistrate courts in Nyeri County. Insights gained from the study, such as the impact of worker skills, technology, and employee motivation, can enhance the commission's ability to optimize judicial service delivery. Additionally, the study's focus on reskilling and employee motivation will help the JSC foster a more efficient workforce, ensuring enhanced service delivery to the public.

1.5.2 Government

The government, particularly the judicial and public service sectors, will benefit from the study by gaining empirical evidence on the key drivers of labour productivity. The insights on the impact of employee skills, technology, motivation, and quality circles will inform policy formulation and the allocation of resources aimed at enhancing productivity in the public sector. Understanding these factors will enable the government to design targeted training programs, invest in technological advancements, and develop motivation schemes to improve efficiency and service delivery in the judiciary. Furthermore, the study's outcomes can aid in replicating successful productivity-enhancing strategies across other government departments, leading to overall improvements in public sector performance.

1.5.3 Judicial service commission

The results of this study helped the judicial service commission to lay emphasis on improving service delivery and focus on raising the level of customer satisfaction through a more efficient and effective workforce. This ensured that their customers were satisfied at all times. Further, the commission was able to ascertain how human capital investment had been effective in achieving the goals of the judicial department. Importantly, the study aided the commission in policy formulation regarding labour productivity nationally.

1.5.4 Other Organizations

Other organizations would find this research to be significant as evidence in favor of developing systems centered on efficient service delivery.

1.5.5 Legal practitioners

Lawyers and other legal practitioners who work in the judicial service would benefit from improved labour productivity. This would enable them to serve their clients more effectively and efficiently.

1.5.6 Litigants

The litigants who come before the courts in Kenya would benefit from improvements in labour productivity. Improved productivity would mean that their cases would be resolved more quickly and efficiently.

1.5.7 Other Researchers

Academics and researchers who study the judicial service and labour productivity would also benefit from the study's findings. They might increase their understanding by using the findings and contribute to the body of research on the subject.

1.6 Limitations of the Study

Since this study focuses on issues specific to Nyeri County, such as local resource allocation, workforce capacity, and operational challenges unique to the region, the findings may not be directly applicable to other counties. Each county may have distinct administrative structures, varying levels of resources, and different management practices that influence labor productivity in the judiciary. As a result, the ability to generalize the results to other counties is limited. While the study may provide valuable insights into broader trends affecting judicial productivity, such as technology use or human resource management, these findings should be interpreted with caution when applied to other contexts. Further research would be necessary to validate whether the same factors influencing labor productivity in Nyeri County are present in other counties, taking into account their specific conditions and challenges.

The researcher may face challenges in accessing data related to labour productivity in the judicial service. To overcome this limitation, the researcher could consider using alternative sources of data or collaborating with relevant stakeholders to obtain the necessary data. The researcher may have limited time to conduct the study, which may affect the depth and breadth of the analysis. To

overcome this limitation, the researcher could consider prioritizing the most important factors influencing labour productivity and conducting a focused analysis.

The study may not account for cultural and contextual factors that influence labour productivity in the judicial service in Nyeri County. To overcome this limitation, the researcher could conduct a qualitative analysis to explore these factors in more depth. To overcome these limitations, the researcher could employ various strategies such as using a mixed-methods approach to triangulate the data, selecting a representative sample, validating data sources, increasing the study duration, and conducting focus group discussions to enhance the comprehensiveness of the study.

1.7 Delimitation of the Study

The study focused on Nyeri County, Kenya, and may not have been representative of other counties or regions in Kenya or other countries. The study only covered a specific period of time, which limited the generalizability of the findings to other time periods. The study's small sample size may have limited the findings' applicability to the broader judicial service community in Nyeri County. Self-reported data, which might have been biased and inaccurate, were used in the study.

1.8 Scope of the Study

The study's geographic focus was Nyeri County, which is in Kenya's central area. Nyandarua County to the west, Laikipia County to the north, Meru County to the east, Kirinyaga County to the southwest, and Murang'a County to the south were the counties that surrounded Nyeri County. The study was conducted within the geographical boundaries of Nyeri County, Kenya. The study

targeted workers within the judicial service in Nyeri County. The study considered the influence of skills and qualifications of workers, technology used, employee motivation, and quality circles on labor productivity in the judicial service. The study covered all the workers in the judicial service sector in Nyeri County, including magistrates, clerks, court reporters, and support staff.

Nyeri County was chosen for this study due to its unique position and characteristics within Kenya's judicial service landscape. As a central hub with a mix of urban and rural settings, Nyeri County offers a diverse demographic and operational environment, providing a comprehensive view of the factors influencing labour productivity. The county's judicial service has been actively involved in several recent reforms and technological upgrades, making it an ideal case for examining the impact of skills, qualifications, technology, employee motivation, and quality circles on productivity. Additionally, Nyeri's strategic location and accessibility facilitated a thorough and in-depth data collection process, ensuring the reliability and validity of the study's findings.

The study focused on the judicial service sector in Nyeri County, including the courts, tribunals, and other related agencies. The study covered all the workers in the judicial service sector in Nyeri County, including magistrates, clerks, court reporters, and support staff. The study involved data collection from various sources, including the employees in the judicial service sector, the management, and other relevant stakeholders in Nyeri County. The data collection methods included structured or close-ended questionnaires. The data collection was completed into 2 weeks

according to the plan. Contextually, the study provided valuable insights into the factors influencing labour productivity in the judicial service sector in Nyeri County, helping inform policies and practices aimed at improving productivity in this important sector.

1.8 Assumption of the Study

It was anticipated that the Nyeri courts would give permission to gather data for the project, and the researcher assumed the timely completion of the data collection exercise. It was also assumed that the questionnaire would be well completed, and the respondents would provide reliable, honest, and valid data for making conclusions in relation to the study. Additionally, it was assumed that the secondary data would be available to assist the researcher in the study.

1.9 Operational Definition of Key Terms

Employee Motivation: This term refers to the psychological forces that drive employees to behave in a particular way in order to achieve their work-related goals (Gagné & Deci, 2019). In the context of the study, this refers to the factors that drive judicial service personnel in Nyeri County to work efficiently and effectively.

Judicial Service: This term refers to the branch of government responsible for interpreting and enforcing the law (Ginsburg, 2018). In the context of the study, it refers to the court system, which includes magistrates, lawyers, and other personnel involved in the administration of justice in Nyeri County.

Labour Productivity: This term refers to the amount of goods or services produced by a worker or group of workers in a specified period of time (OECD 2020). In the context of the study, it refers to the efficiency and effectiveness with which the judicial service in Nyeri County carries out its operations.

Skills and qualifications of workers: This term refers to the knowledge, abilities, and training that a worker possess, which enable them to perform their jobs effectively (Kaufman, 2019). In the perspective of the study, it refers to the education, training, and experience of judicial service personnel in Nyeri County.

Small and Medium Enterprises (SMEs): In the context of this study, Small and Medium Enterprises (SMEs) are defined as businesses within Nyeri County that have a limited scale in terms of their number of employees and annual turnover. Typically, In Kenya, an SME is a small business with annual sales lower than Ksh. 1 million. Micro enterprises are businesses with less than ten employees, while small enterprises are those that have 10-49 employees. SMEs in Nyeri County span various sectors, including manufacturing, services, retail, and agriculture, and are characterized by their agility, entrepreneurial spirit, and potential for growth.

Quality Circles: This term refers to a group of workers who come together to identify and solve problems related to their work (Bajpai & Srivastava, 2018). In the context of the study, it refers to the use of quality circles within the judicial service in Nyeri County to improve processes, procedures, and outcomes.

Technology: This term refers to the tools, methods, and systems used to perform work. (Kshetri, 2018). In the perspective of the study, it refers to the technology used by the judicial service in Nyeri County, such as case management software, electronic filing systems, and communication tools.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter offers an overview of the several books, periodicals, and websites that have been used to broaden the study's information base. The data from other researchers who have conducted studies in the same topic is included in this chapter. The conceptual framework, empirical review, and theoretical literature are the particular topics covered.

2.2 Theoretical Framework

The study was guided by the Human Capital Theory by Schultz (1961) and the Diffusion Innovation Theory as proposed by (Rogers, 2003).

2.2.1 Human Capital Theory

The Human Capital Theory Schultz, (1961), offers an explanation on how individuals working for an organization add value to improve business performance. The theory posits that, employees are an organization's assets, not a cost. Human capital is the sum of all the intelligence, skills, and experience that make up an organization's unique character. It is the human element in the company (Bontis, 2008), The theory emphasizes the value that individuals may provide to an organization. This is what Boxall (1996) refers to as a "human capital advantage." Since it is an intangible asset, human capital is not held by the company that uses it. Businesses may and do benefit from high employee training and knowledge levels while not having formal ownership of

human capital. Examples of such tactics include teaching employees' corporate cultures or cohesive vocabulary words.

The incalculable character of human capital in all of its manifestations is central to the theory's presumptions. The ability of economic capital to generate wages can be used to gauge it. Though it's not always quantifiable, human capital has an intrinsic worth. Second, human capital could be retained but underutilized at all times, making it challenging to continuously watch and research (Boxall, 2003). It is common practice to categorize human capital into distinct groups, including economic, social, cultural, and symbolic capital. Development of human capital can take several forms. Usually, the ability to produce labor that yields economic value is used to measure economic capital.

Human Capital Theory is highly relevant to the objectives of this study as it provides a basis for understanding the relationship between investments in people, such as skills, qualifications, and motivation, and labour productivity. The first objective, to determine the influence of skills and qualifications of workers on labour productivity, aligns with Human Capital Theory, which postulates that individuals' skills and knowledge contribute to their productivity and economic output. By assessing how the skills and qualifications of workers impact labour productivity in the judicial service of Nyeri County, the study can provide insights into the importance of investing in human capital development for enhancing productivity in the workplace.

Similarly, the objective to investigate the influence of technology on labour productivity is also grounded in Human Capital Theory. Technology is often considered a component of human capital as it enhances workers' abilities to perform tasks more efficiently and effectively. Understanding how the use of technology influences labour productivity in the judicial service of Nyeri County can shed light on the role of technological investments in augmenting human capital and improving overall productivity levels. Furthermore, the objectives related to employee motivation and quality circles are also pertinent to Human Capital Theory, as they address factors that contribute to the development and utilization of human capital within organizations, ultimately impacting productivity outcomes. By exploring these objectives, the study can provide valuable insights into how investments in human capital, encompassing skills, qualifications, technology, motivation, and organizational practices like quality circles, can influence labour productivity in the specific context of the judicial service in Nyeri County.

2.2.2 Diffusion of Innovation Theory (DOI)

This study used Rogers' (2003) diffusion innovation theory as a foundation to derive the predefined questions that direct evidence-based integrative synthesis. According to Rogers (2003), adopting an innovation (something new or a new concept) is decided upon through the following five steps: persuasion, knowledge, choice, execution, and confirmation. DOI is a generally accepted theory that describes how innovations are adopted and diffused in society. The theory suggests that innovations are spread through a social system over time, with different adopter categories playing different roles in the process (Helfrich, et al., 2017). The five primary features of the theory are,

relative advantage, compatibility, complexity, trial ability, and observability (Greenhalgh, et al., 2004; Rogers, 2003).

In the context of the study, DOI can be used to explain how the factors influencing labour productivity in the judicial service in Nyeri County are diffused among the employees. The theory suggests that innovations that have a higher relative advantage and compatibility are more likely to be adopted by the employees. The study can use DOI to determine how the skills and qualifications of the workers are perceived by the employees, and whether they are compatible with the current work practices.

The goals of this investigation are greatly related to the Diffusion of Innovation Theory (DOI). To begin with, DOI offers a paradigm for comprehending the diffusion and adoption of novel concepts, behaviours, or technological advancements within social systems. Regarding the first purpose of the study, DOI clarifies how workers' credentials and talents are accepted and incorporated into Nyeri County's judicial system as novel qualities. It offers intuitions into the factors that influence the rate and extent of adoption, such as the perceived relative advantage of these skills, the compatibility with existing practices, and the complexity of incorporating them into daily operations.

Secondly, DOI sheds light on the adoption and diffusion process of technology, which is central to the study's second objective. By examining the various stages of innovation adoption, including

awareness, interest, evaluation, trial, and adoption, DOI helps identify the factors that facilitate or impede the utilization of technology within the judicial service. This theoretical framework allows for a comprehensive analysis of how technological advancements are embraced and integrated into the work processes, thereby influencing labour productivity. Moreover, DOI highlights the importance of communication channels, social networks, and leadership in facilitating the diffusion of technology within organizational settings, providing valuable insights for the study's analysis into technology's impact on labour productivity in Nyeri County's judicial service.

2.2.3 HRM Ability Motivation and Opportunity (AMO) Theory

This idea states that businesses will outperform their competitors that lack these attributes if they select people with talent and provide them the drive and chance to accomplish their jobs properly (Delery & Shaw, 2001). According to the AMO hypothesis, the organization's performance may be attributed to three separate work system components that influence employee characteristics. The notion states that a system that takes into account an employee's talent, motivation, and opportunity will best serve the interests of the company. Businesses may give team leaders a performance-impacting management tool by using the AMO theory; (Jiang et al., 2012). Productivity can possibly be hindered in the absence of one of the three while it is likely to be improve if all three are present. Effective staff performance is a major component of successful organizations.

In the perspective of the study on the factors affecting labour productivity in the judicial service in Nyeri County, the AMO theory is highly relevant. The study aims to explore various factors that influence labour productivity in the judicial service in Nyeri County, including skills and qualifications of workers, technology used, employee motivation, and quality circles.

Using the AMO theory, we can analyze how these factors influence labour productivity in the judicial service in Nyeri County. For instance, the first objective aims to determine the influence of skills and qualifications of workers on labour productivity. The AMO theory suggests that the ability of employees is a critical factor that influences their performance. Therefore, the study can use the AMO theory to assess how the skills and qualifications of workers in the judicial service in Nyeri County influence their ability to execute their duties, and in turn, how their abilities affect their productivity.

The second objective aims to find out the influence of technology used on labour productivity. The AMO theory suggests that opportunities provided by the work environment can influence employees' performance. Therefore, the study can use the AMO theory to analyze how the technology used in the judicial service in Nyeri County creates opportunities for employees to perform their duties effectively and efficiently, and how this influences their productivity.

The third objective aims to establish how employee motivation influences labour productivity. The AMO theory suggests that motivation is a critical factor that influences employee performance.

Therefore, the study can use the AMO theory to assess how employee motivation in the judicial service in Nyeri County affects their performance, and in turn, how their motivation affects their productivity.

The fourth objective aims to determine the influence of quality circles on labour productivity. The AMO theory suggests that opportunities provided by the work environment can influence employees' performance. Therefore, the study can use the AMO theory to analyze how quality circles in the judicial service in Nyeri County create opportunities for employees to perform their duties effectively and efficiently, and how this influences their productivity.

In conclusion, the AMO theory is highly relevant to the study on the factors influencing labour productivity in the judicial service in Nyeri County. The theory provides a useful framework for analyzing how employees' abilities, motivation, and the opportunities provided by their work environment influence their performance and productivity. Therefore, the study can use the AMO theory to assess how the various factors under study affect labour productivity in the judicial service in Nyeri County.

2.3 Empirical Review

This section presents the empirical review of the study

2.3.1 Skills and Qualifications of Workers and Labour Productivity

According to a Raman et al. (2019) study, labour productivity in the US court system was positively impacted by the credentials and experience of judges and attorneys. The research gathered information from judges, attorneys, and court employees nationwide using a survey approach. The study discovered that labor productivity in the US legal system was positively impacted by the abilities and credentials of judges and attorneys. The study focused on judges and lawyers in the US, but did not consider other court personnel, such as court clerks and bailiffs. It would be useful to investigate the impact of their skills and qualifications on labour productivity in the Kenyan judicial system.

A study by McPhail (2020) found that the skills and qualifications of court clerks had a significant influence on labour output in the Canadian judicial system. The study used a mixed-methods approach, including surveys and interviews with court personnel. The results revealed that the skills and qualifications of court clerks had a significant influence on labour performance in the Canadian judicial system. The study focused on court clerks in the Canadian judicial system, but did not consider the impact of other court personnel, such as judges and lawyers. Further research is required to explore the influence of their skills and qualifications on labour productivity in the Kenyan judicial system.

A study by Yusof et al. (2021) found that the skills and qualifications of court interpreters had a significant effect on labour performance in the Malaysian judicial system. The study used a quantitative methodology to collect data from court interpreters and court personnel. It was established that found that the skills and qualifications of court interpreters had a significant influence on labour performance in the Malaysian judicial system. The study focused on court interpreters in the Malaysian judicial system, but did not consider the impact of other court personnel, such as judges and lawyers. It would be valuable to investigate the influence of their skills and qualifications on labour productivity in the Kenyan judicial system.

The abilities and credentials of judges significantly influenced labour productivity in the Indian court system, according to a 2019 study by Prakash et al. Data from judges and court employees were collected for the research using a survey approach. In the Indian judicial system, labour productivity was shown to be significantly impacted by the credentials and skill sets of judges.

According to a research by Opoku-Agyeman et al. (2022), labor productivity in the Ghanaian judicial system was significantly impacted by the qualifications and abilities of bailiffs and court clerks. A mixed-methods approach was employed for the study, which included court staff interviews and questionnaires. According to the study, labor productivity in the Ghanaian judicial system was significantly impacted by the qualifications and abilities of bailiffs and court clerks.

A study by Aina et al. (2020) found that the skills and qualifications of lawyers had a significant influence on labour productivity in the Nigerian judicial system. The study used a survey methodology to collect data from lawyers and court personnel. The study found that the skills and qualifications of lawyers had a significant effect on labour productivity in the Nigerian judicial system. Firstly, the study only focused on the effect of lawyers on labour productivity, while neglecting other personnel such as judges, court clerks, and bailiffs, who may also play a vital role in the judicial service. Secondly, the study only used a survey methodology to collect data, which may limit the scope of the findings, as it may not capture the full range of factors that affect labour productivity. Furthermore, the study by Aina et al. (2020) was conducted in Nigeria, which may have a different socio-economic and political context than Nyeri County, Kenya. This shows that the findings of the study may not be directly applicable to the Kenyan context. Therefore, a study on labour productivity in the judicial service in Nyeri County, Kenya should consider the specific context and factors that affect the judicial service in the region.

A study by Mwamwenda et al. (2021) found that the skills and qualifications of judges and court clerks had a significant effect on labour productivity in the Tanzanian judicial system. The study used a mixed-methods approach, including surveys and interviews with court personnel. The study found that the skills and qualifications of judges and court clerks had a significant effect on labour productivity in the Tanzanian judicial system. The study by Mwamwenda et al. (2021) focused on the skills and qualifications of judges and court clerks, while a study in Nyeri County, Kenya would need to investigate the influence of other personnel, such as court bailiffs and interpreters,

on labour productivity. The study by Mwamwenda et al. (2021) focused on the Tanzanian judicial system, which may have unique contextual factors that differ from those in Nyeri County, Kenya. Therefore, a study in Nyeri County would need to take into account the specific contextual factors that may influence labour productivity in the county.

A study by Kariuki et al. (2022) found that the skills and qualifications of court clerks had a significant effect on labour performance in the Kenyan judicial system. The study used a quantitative methodology to collect data from court clerks and court personnel. The study found that the skills and qualifications of court clerks had a significant effect on labour productivity in the Kenyan judicial system. The data collection methods used by Kariuki et al. (2022) are not specified, but the current study is clear on how data was collected from court clerks and court personnel.

Numerous studies have demonstrated that investing more in education and training to raise skill levels enhances a nation's economic potential. Additionally, worker training significantly boosts productivity, which helps the whole economy (Garrett et al., 2010). But the "right" skills must be accessible in the labor market; if the supply of talents does not match employer demand, there will be inefficiencies and missed growth possibilities.

Nyabuti, et al. (2015) conducted a research in Kenya to assess how improving human resource skills affected employee performance in the country's public service. This study presents an

overview of Kenya's public service, identifies ways to improve human resource skills within the sector, and investigates the effects of these improvements on employee performance. In order to increase employee performance in the public service, the study highlights the need of strengthening human resource skills. Notably, the paper did not contextualize the various factors affecting staff performance, a divergent approach in this current study.

2.3.2 Technology used and labour productivity

A study by Kim and Kim (2021) explored the effect of a case management system on labour productivity in a US federal court. The study used a quasi-experimental design with pre and post-test measurements and compared the productivity of judges and clerks before and after the implementation of the system. The indicator of technology in the study was the case management system. The study found that the case management system significantly improved labour productivity.

A study by Chan and Kumar (2019) examined the effect of electronic case management systems on productivity in the United Kingdom Crown Court. The study used a qualitative research design with in-depth interviews of court staff and judges. The indicator of technology in the study was the electronic case management systems. The findings revealed that the system improved efficiency and saved time.

A study by Noor et al. (2020) examined the influence of electronic court management systems on labour productivity in Malaysian courts. The study used a quantitative research design with a

survey of court staff. In the study the technology indicators studied were the electronic court management systems. The findings showed that the system significantly improved labour productivity.

A study by Ali et al. (2019) investigated the impact of computerization on labour productivity in the Pakistani judiciary. The study used a mixed-methods research design with surveys and interviews of court staff. In the study the indicator of technology that was examined in the context of labour productivity was computerization. The study found that computerization significantly improved labour productivity.

A study by Arthur (2019) investigated the impact of technology adoption on labour productivity in the Ghanaian judiciary. The study used a qualitative research design with interviews of judges and court staff. The results showed that technology adoption had a positive impact on productivity. While Arthur's study focused on the impact of technology adoption on productivity, it did not examine the effect of organizational culture on performance in the judiciary service. Understanding the role of organizational culture on performance is important because it can affect employees' motivation, job satisfaction, and overall performance.

A study by Akinola and Adeniran (2020) examined the impact of ICT on labour productivity in the Nigerian judiciary. The study used a survey research design with court staff. The study looked at the nexus of technology adoption and labour productivity. The findings showed that the use of

ICT significantly improved labour productivity. While the study by Akinola and Adeniran (2020) found that the use of ICT improved labour productivity, it did not distinguish between the specific types of technology used. For example, it would be interesting to investigate whether the use of case management software has a greater impact on productivity compared to the use of video conferencing tools.

A survey by Kuhimbisa (2019) investigated how technology adoption affected labour productivity in the Ugandan judiciary. The study used a mixed-methods research design with surveys and interviews of court staff. The findings revealed that technology adoption had a positive impact on productivity, but there were challenges related to inadequate infrastructure and training. While the study found that technology adoption had a positive influence on productivity, it did not provide a detailed analysis of which specific technologies were most effective in achieving this outcome.

A study by Lyimo and Mwakaje (2021) examined the impact of electronic case management systems on labour productivity in the Tanzanian judiciary. The study used a mixed-methods research design with surveys and interviews of court staff. The study studied electronic case management systems as the indicator of technology. The findings showed that the system significantly improved labour productivity, but there were challenges related to inadequate training and support. There is however, the need to explore the potential role of additional technological interventions or innovations beyond electronic case management systems.

A study by Njoroge and Ombuki-Berman (2021) investigated the impact of technology adoption on labour productivity in the Kenyan judiciary. The study used a quantitative research design with surveys of court staff. The findings revealed that the use of technology significantly improved labour productivity, but there were challenges related to inadequate infrastructure and training.

2.3.3 Employee motivation and labour productivity

A study conducted by Cox and Cheung (2020) examined the link between employee motivation and labour productivity among judicial employees in the USA. The study employed a cross-sectional survey design, and the dimensions of employee motivation studied were extrinsic and intrinsic motivation. The findings revealed that both intrinsic and extrinsic motivation significantly influenced labour productivity.

A study conducted by Ademiluyi et al. (2019) explored the relationship between employee motivation and labour productivity in the UK judiciary. The study employed a mixed-methods design with job satisfaction, job security, and employee recognition as the dimensions of employee motivation. The findings revealed that employee recognition had the most significant impact on labour performance.

A study conducted by Maphosa et al. (2020) investigated the dimensions of employee motivation and their impact on labour productivity in the Canadian judicial service. The study employed a qualitative research design, and the dimensions of employee motivation studied were job

satisfaction, employee recognition, and organizational commitment. The findings revealed that organizational commitment had the most significant impact on labour productivity.

A study conducted by Abdul Rahman et al. (2020) in the Malaysian judiciary examined the relationship between employee motivation and labour performance. The study employed a cross-sectional survey design, and the dimensions of employee motivation studied were job satisfaction, job security, and employee recognition. The findings revealed that employee recognition had the most significant effect on labour productivity.

A study conducted by Singh et al. (2021) explored the relationship between employee motivation and labour productivity in the Indian judiciary. The study employed a mixed-methods research design with intrinsic and extrinsic motivation as the dimensions of employee motivation. The findings revealed that intrinsic motivation had a more significant impact on labour productivity than extrinsic motivation.

Anku-Tsedee et al. (2022) investigated the dimensions of employee motivation and their impact on labour productivity in the Ghanaian judicial service. A qualitative research design was used and the dimensions of employee motivation studied were job satisfaction, job security, and employee recognition. The findings revealed that job security had the most significant impact on labour productivity.

A study conducted by Nyadzayo and Mudzamiri (2020) examined the relationship between employee motivation and labour performance in the South African judiciary. The study employed a cross-sectional survey design, and the dimensions of employee motivation studied were job satisfaction, job security, and employee recognition. The findings showed that job satisfaction had the most significant effect on labour productivity.

A study conducted by Agbese and Ogwuche (2019) investigated the dimensions of employee motivation and their impact on labour productivity in the Ugandan judicial service. A quantitative research design was employed and the dimensions of employee motivation studied were job satisfaction, job security, and employee recognition. The findings revealed that employee recognition had the most significant impact on employee productivity.

A study conducted by Adegboyega et al. (2019) explored the relationship between employee motivation and labour productivity in the Nigerian judiciary. The study employed a mixed-methods research design, and the dimensions of employee motivation studied were job satisfaction, job security, and employee recognition. The findings revealed that employee recognition had the most significant impact on labour productivity.

A study conducted by Onyango and Ombiro (2022) investigated the dimensions of employee motivation and their impact on labour productivity in the Kenyan judicial service. A qualitative research design was employed, and the dimensions of employee motivation studied were job

satisfaction, job security, and employee recognition. The findings revealed that job satisfaction had the most significant influence on labour productivity.

The reviewed studies suggest that employee motivation has a significant influence on labour productivity in the judicial service. The dimensions of employee motivation that were commonly studied across the countries were job satisfaction, job security, and employee recognition. Employee recognition had the most significant effect on labour productivity in several countries, while job satisfaction and organizational commitment were also significant factors in some countries. In conclusion, the findings of the reviewed studies suggest that employee motivation is a critical factor that affects labour productivity in the judicial service. The dimensions of employee motivation that were commonly studied across the countries were job satisfaction, job security, and employee recognition. It is essential for organizations in the judicial service to consider these factors to enhance employee motivation and ultimately improve labour productivity.

2.3.4 Quality Circles and Labour Productivity

Another study conducted in Malaysia by Hassan and Yusoff (2021) examined the influence of quality circles on labour productivity in the Malaysian judicial service. The study used a qualitative research design and collected data through interviews and focus groups. The dimensions of quality circles that were examined included employee empowerment, leadership, and communication. It was found that quality circles had a positive effect on labour productivity in the Malaysian judicial

service. in a related study, Ismail et al., (2021) found that quality circles were effective in improving productivity and job satisfaction among court employees. The study used a quantitative approach, including surveys and statistical analysis, to assess the impact of quality circles.

One study conducted in India by Chavan and Jadhav (2020) examined the impact of quality circles on labour productivity in the Indian judicial service. A quantitative research design and collected data through a survey questionnaire. The dimensions of quality circles that were examined included teamwork, communication, problem-solving, and employee involvement. It was found that quality circles had a positive impact on labour productivity in the Indian judicial service.

In South Africa, a study conducted by Molekoa and Mavhunga (2021) examined the impact of quality circles on labour productivity in the South African judicial service. The study used a mixed-methods research design and collected data through surveys and interviews. The dimensions of quality circles that were examined included employee motivation, job satisfaction, and problem-solving. The study found that quality circles had a positive impact on labour productivity in the South African judicial service.

In India, a study by Kumar and Singh (2019) used a mixed-methods approach, including surveys and interviews, to evaluate the effectiveness of quality circles. The indicators for the study were participation, communication, problem-solving, and continuous improvement. The study found

that quality circles had a positive effect on employee engagement and productivity in the judicial service.

In South Africa, a study by Mlambo and Chinyamurindi (2018) used a qualitative approach, including focus groups and interviews, to assess the impact of quality circles. The dimensions of quality circles included employee motivation, participation, communication, decision-making, and problem-solving. The study found that quality circles had a positive influence on employee motivation and productivity in the judicial service.

In Nigeria, a study by Adegbite and Elegunde (2019) used a quantitative approach, including surveys and statistical analysis, to evaluate the effect of quality circles. The dimensions of quality circles included employee performance, productivity, job satisfaction, communication, and leadership. found that quality circles were effective in improving employee performance and productivity in the judicial service.

In Ghana, a study by Sakyi et al. (2021) used a mixed-methods approach, including surveys and interviews, to assess the effectiveness of quality circles. The dimensions of quality circles may have included employee satisfaction, participation, communication, problem-solving, and continuous improvement. The investigation found that quality circles had a positive effect on employee satisfaction and productivity in the judicial service

In Rwanda, a study by Niyonkuru and Ngaruko (2019) used a qualitative approach, including focus groups and interviews, to evaluate the impact of quality circles. The dimensions of quality circles may have included employee engagement, teamwork, communication, problem-solving, and continuous improvement. The study found that quality circles were effective in improving employee engagement and performance in the judicial service

In Tanzania, a study by Ngowi et al. (2018) used a mixed-methods approach, including surveys and interviews, to assess the effectiveness of quality circles. the dimensions of quality circles may have included employee performance, productivity, job satisfaction, communication, and leadership. The research found that quality circles had a positive effect on employee motivation and productivity in the judicial service

In Kenya, a study Miano and Mokaya, (2021) used a quantitative approach, including surveys and statistical analysis, to assess the impact of quality circles. The dimensions of quality circles may have included employee performance, productivity, job satisfaction, communication, and leadership. The study found that quality circles were effective in improving employee performance and productivity in the judicial service

Sparrow, Hird and Cooper (2015) define a quality circle as a small team of volunteers consisting of first line staff who meet regularly to identify, analyze and solve problems in their area of operation to frequently improve quality, productivity and other work related issues including

products and services. The size of the group should not exceed seven persons and also not more than two executives. Quality circles are small, led by a supervisor or a senior worker and have an autonomous character.

According to Thomas, et al. (2010), staff members who take part in quality circles are typically trained in formal problem-solving techniques and apply these techniques to either particular or general business problems. They frequently offer their analysis results to management after finishing it, and they subsequently take care of putting the accepted ideas into action. The concept that most outcomes are governed by a few causes is known as Pareto analysis. It is named after the Italian economist Vilfredo Pareto, who noted that 20% of Italians got 80% of the income.

Examining the parameters that two experts believe are essential for quality circles to succeed helps Montana and Bruce (2008) hint at the adaption issues that have led to the abandonment of quality circles. In their book on quality management techniques, for the effective use of quality circles Basu and Wright outlined Seven requirements. Below is a summary of these: The only people who can staff quality circles are volunteers; Every participant ought to be an example of a distinct functional activity; Quality circles (QC) should select the issue to be addressed, not management, and should stick with their decision even if it doesn't immediately advance a management objective; Management needs to encourage the circle and provide the necessary funding, even for little requests and expenses that are hard to see as contributing to long-term fixes; Members of the circle must have the necessary problem-solving instruction; A leader must be selected from among

the circles' own members, and management should designate a manager to serve as the team's mentor, assisting members in reaching their goals; however, this manager cannot oversee quality control.

2.3.5 Labour Productivity in the Courts Models

In the United States of America, Dieterle (2021)'s examination of the productivity of judges in the federal courts found that increasing the number of judges could improve productivity and reduce the backlog of cases. In India, Kumar (2021) analyzed the factors affecting the productivity of judges and found that the use of technology could significantly improve the efficiency of the judiciary service. Similarly, a study conducted in 2022 in Canada examined the productivity of court clerks and found that providing training and resources could improve productivity and reduce errors (Smith, 2022). In South Africa Kriel (2022) found that providing language training and support could improve productivity of court interpreters and reduce delays.

A study conducted by the American Bar Association (ABA,2020), focused on the backlog of cases in the US judicial system, which is an indicator of the efficiency dimension of labour productivity. The study found that the US judicial system had a backlog of over 400,000 cases, resulting in delays in resolving cases and increased costs. The study recommended the adoption of alternative dispute resolution mechanisms and the recruitment of more judges and court personnel to improve labour productivity.

The UK Ministry of Justice conducted a study in 2019 to measure the average time taken to resolve cases in the UK, which is an indicator of the efficiency dimension of labour productivity. The study found that the average time taken to resolve cases in the UK had increased over the years, leading to increased costs and reduced access to justice. The study recommended the adoption of technology to streamline case management processes and the recruitment of more judges and court personnel.

A study conducted by the Malaysia Productivity Corporation (2018) measured the productivity of judges and court personnel based on the number of cases handled per judge or court personnel, which is an indicator of the efficiency dimension of labour productivity. The study found that the labour productivity of judges and court personnel in Malaysia was low compared to international benchmarks. The study recommended the adoption of case management systems and the recruitment of more judges and court personnel to improve labour productivity.

A study conducted by the National Judicial Academy (2017) measured the productivity of judges and court personnel based on the number of cases handled per judge or court personnel, which is an indicator of the efficiency dimension of labour productivity. The study found that the labour productivity of judges and court personnel in India was low due to outdated case management processes and inadequate training. The study recommended the adoption of technology and the provision of regular training to judges and court personnel.

A study conducted by the South African Law Commission (2016) measured the productivity of judges and court personnel based on the number of cases handled per judge or court personnel, which is an indicator of the efficiency dimension of labour productivity. The study found that the labour productivity of judges and court personnel in South Africa was affected by high caseloads, delays in the appointment of judges, and inadequate court infrastructure. The study recommended the recruitment of more judges and court personnel and the provision of adequate court infrastructure.

A study conducted by the Nigerian Bar Association (2015) measured the productivity of judges and court personnel based on the number of cases handled per judge or court personnel, which is an indicator of the efficiency dimension of labour productivity. The study found that the labour productivity of judges and court personnel in Nigeria was low due to delays in the appointment of judges and inadequate court infrastructure. The study recommended the recruitment of more judges and court personnel and the provision of adequate court infrastructure.

A study conducted by the Ghana Bar Association (2014) measured the productivity of judges and court personnel based on the number of cases handled per judge or court personnel, which is an indicator of the efficiency dimension of labour productivity. The study found that the labour productivity of judges and court personnel in Ghana was low due to delays in the appointment of judges and inadequate court infrastructure. The study recommended the recruitment of more judges and court personnel and the provision of adequate court infrastructure.

A study conducted by the World Bank in 2013 measured the productivity of judges and court personnel based on the quality of judgments produced, which is an indicator of the quality dimension of labour productivity. The study also looked at the efficiency dimension by measuring the time taken to resolve cases. The study found that the labour productivity of judges and court personnel in Rwanda was high compared to other African countries due to the adoption of technology and streamlined case management processes. The study recommended the provision of regular training

A research conducted by Mwakatobe (2017) on Labour productivity in the Tanzanian judiciary at the Dar es Salaam courts. The data was collected using a structured questionnaire that measured four dimensions of labour productivity: quality and quantity of work, timeliness of work, and level of creativity. The study found that the overall level of labour productivity in the Tanzanian judiciary was low. Specifically, the study found that the quality of work was low due to lack of proper training, while quantity of work was low due to lack of enough human resources. Additionally, the timeliness of work was low due to bureaucracy, and the level of creativity was low due to a lack of innovation.

According to recent studies conducted in Kenya, the labour productivity in the Judiciary Service is relatively low. The slow pace of trials and the backlog of cases in the courts have contributed significantly to this issue (Otieno & Ongondo, 2022). This has resulted in delays in the administration of justice and causing frustration and dissatisfaction among litigants. The lack of

modern technology and infrastructure in the Judiciary Service is a significant barrier to improving labour productivity (Omondi et al., 2022). Outdated case management systems, limited access to legal databases, and inadequate court facilities have all contributed to inefficiencies in the delivery of justice.

There is also evidence of the lack of sufficient judges, magistrates, and support staff has resulted in heavy workloads and burnout, which in turn, have contributed to a decline in the quality of service provided (Kimani & Mwiti, 2022). In conclusion, the labour productivity in the Judiciary Service in Kenya has been found to be relatively low, primarily due to a combination of factors such as backlog of cases, lack of modern technology and infrastructure, and shortage of human resources. Therefore, there is a need for significant reforms and investment in the sector to improve its productivity and efficiency in delivering justice to the people of Kenya.

The dimensions of labour productivity in the judicial service can be broadly categorized into three areas: efficiency, effectiveness, and quality. Efficiency means the ability of the judicial system to process a large number of cases with minimal delay and cost. Effectiveness means the ability of the judiciary to deliver just and fair outcomes to litigants. Quality refers to the ability of the judiciary to produce well-reasoned, legally sound, and socially beneficial judgments. The review on labour productivity is summarized in Table 2.1.

Table 2.1:***Table Summarizing Studies on Labour Productivity in Judicial Services***

Study	Country	Year	Productivity Dimensions	Findings
American Bar Association (ABA)	USA	2020	Efficiency (Backlog of cases)	Backlog of over 400,000 cases, recommends adoption of alternative dispute resolution mechanisms and recruitment of more judges and court personnel to improve labour productivity.
UK Ministry of Justice	UK	2019	Efficiency (Average time to resolve cases)	Average time taken to resolve cases had increased over the years, recommends adoption of technology to streamline case management processes and recruitment of more judges and court personnel.
Malaysia Productivity Corporation	Malaysia	2018	Efficiency (Number of cases handled)	Low productivity compared to international benchmarks, recommends adoption of case management systems and

			per judge/personnel)	recruitment of more judges and court personnel to improve labour productivity.
National Judicial Academy	India	2017	Efficiency (Number of cases handled per judge/personnel)	Low productivity due to outdated case management processes and inadequate training, recommends adoption of technology and provision of regular training.
South African Law Commission	South Africa	2016	Efficiency (Number of cases handled per judge/personnel)	Low productivity due to high caseloads, delays in appointment of judges, and inadequate court infrastructure, recommends recruitment of more judges and court personnel and provision of adequate court infrastructure.
Nigerian Bar Association	Nigeria	2015	Efficiency (Number of cases handled per judge/personnel)	Low productivity due to delays in appointment of judges and inadequate court infrastructure, recommends recruitment of more judges and court personnel and

				provision of adequate court infrastructure.
Ghana Bar Association	Ghana	2014	Efficiency (Number of cases handled per judge/personnel)	Low productivity due to delays in appointment of judges and inadequate court infrastructure, recommends recruitment of more judges and court personnel and provision of adequate court infrastructure.
World Bank	Rwanda	2013	Efficiency (Time taken to resolve cases) and Quality (Quality of judgments produced)	High productivity compared to other African countries due to adoption of technology and streamlined case management processes, recommends provision of regular training.
Tanzanian Judiciary	Tanzania	2017	Quality, Quantity, Timeliness, and Creativity	Low overall productivity, low quality due to lack of proper training, low quantity due to lack of enough human resources, low timeliness due to bureaucracy, and

				low creativity due to lack of innovation.
Kenyan Judiciary	Kenya	2017	Output, Quality, Timeliness, and Cost	The overall level of labour productivity in the Kenyan judiciary was low, due to lack of proper equipment and facilities, while quality was low due to inadequate training. The timeliness of work was low due to bureaucracy, and the cost of work was high due to inefficiencies.

The table summarizes various studies on labour productivity in judicial services in different countries. The studies primarily focus on measuring labour productivity in terms of efficiency, which includes backlog of cases, average time to resolve cases, and number of cases handled per judge/personnel. Additionally, some studies also measure productivity in terms of quality, timeliness, and creativity.

In terms of similarities, most of the studies recommend the recruitment of more judges and court personnel to improve labour productivity. Inadequate court infrastructure and delays in appointment of judges are also commonly identified as reasons for low productivity. Another similarity is the need for the adoption of technology and streamlined case management processes to improve efficiency and quality. However, measurement differences are seen across labour productivity studies. For example, the World Bank study on Rwanda measures productivity in terms of time taken to resolve cases and quality of judgments produced, while the Mwakatobe study in Tanzania measures productivity in terms of quality, quantity, timeliness, and creativity. The Kenyan judiciary study measures productivity in terms of output, quality, timeliness, and cost. In conclusion, while the studies show some similarities in the recommendations to improve labour productivity in judicial services, there are also differences in the measurements of productivity across studies. It is essential to consider these differences drawing the labour productivity indicators for this study.

2.3.6 Research Gaps

Based on the review, there are several research gaps that can be identified in the context of a study the factors affecting labour productivity in the judicial service in Nyeri County. These gaps include: Limited focus on other court personnel: Most of the studies reviewed only focused on the impact of specific personnel, such as magistrates, lawyers, and court clerks, on labour productivity. There is a need to investigate the influence of other personnel, such as court bailiffs and interpreters, on labour productivity in the judicial service in Nyeri County.

Some studies only used a survey methodology to collect data from court personnel, which may limit the scope of the findings as it may not capture the full range of factors that affect labour productivity. There is a need to use a mixed-methods approach, including interviews and surveys for data collection from court personnel in Nyeri County.

Some studies were conducted in countries with different socio-economic and political contexts than Nyeri County, Kenya. This means that the findings of these studies may not be directly applicable to the Kenyan context. Therefore, a study on labour productivity in the judicial service in Nyeri County should take into account the specific contextual factors that may impact labour productivity in the county.

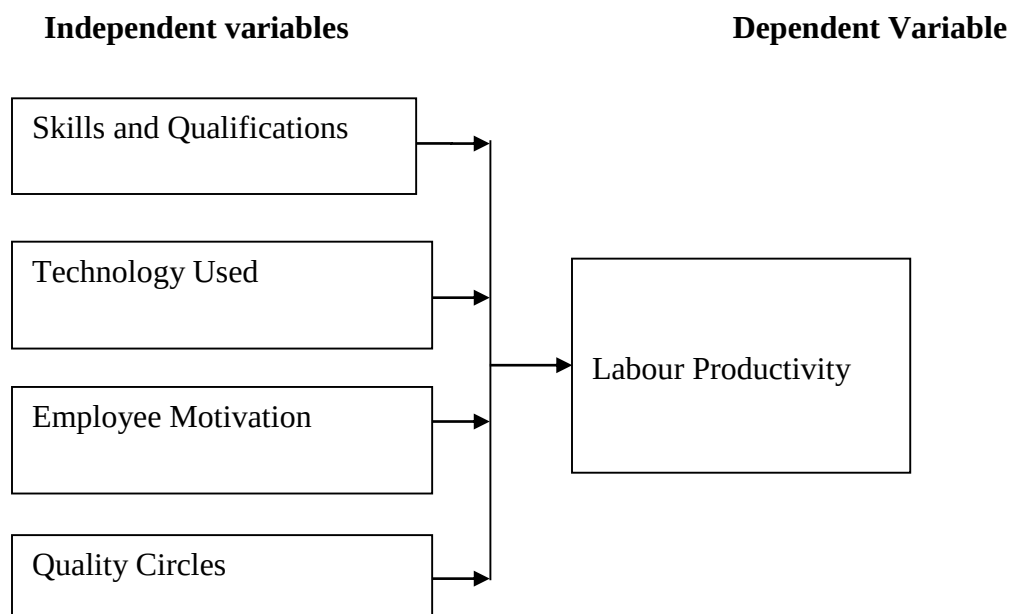
In summary, a study to determine the factors influencing labour productivity in the judicial service in Nyeri County should investigate the impact of all court personnel, use a mixed-methods approach to data collection, and consider the specific contextual factors that may impact labour productivity in the county.

2.4 Conceptual Framework

This section contains the conceptual framework of the study

Figure 2. 1

Conceptual Framework



Source: Author, 2022

The conceptual framework for this study is based on the premise that labour productivity in the judicial service is influenced by several factors. These factors include the skills and qualifications

of workers, the technology used, employee motivation, and the use of quality circles. One of the factors that can influence labour productivity is the skills and qualifications of workers. In this study, it is assumed that workers with better skills and qualifications are more productive than those with lower skills and qualifications. This is because workers with better skills and qualifications are more likely to perform their duties effectively and efficiently.

The technology used in the judicial service is another factor that can influence labour productivity. It is assumed that the use of modern technology can enhance productivity by reducing the time and effort required to complete tasks. For example, the use of electronic case management systems can reduce the time and effort required to file and retrieve documents. Labour productivity can also be influenced by employee motivation. In this study, it is assumed that motivated employees are more productive than those who are demotivated. Motivated employees are likely to work harder and be more committed to their work, which can lead to higher productivity.

Quality circles are another factor that can influence labour productivity. A quality circle is a group of workers who come together to identify and solve problems related to their work. In this study, it is assumed that quality circles can enhance productivity by improving the quality of work, reducing waste, and increasing efficiency. In summary, the conceptual framework for this study is based on the assumption that labour productivity in the judicial service is influenced by the skills and qualifications of workers, the technology used, employee motivation, and the use of quality

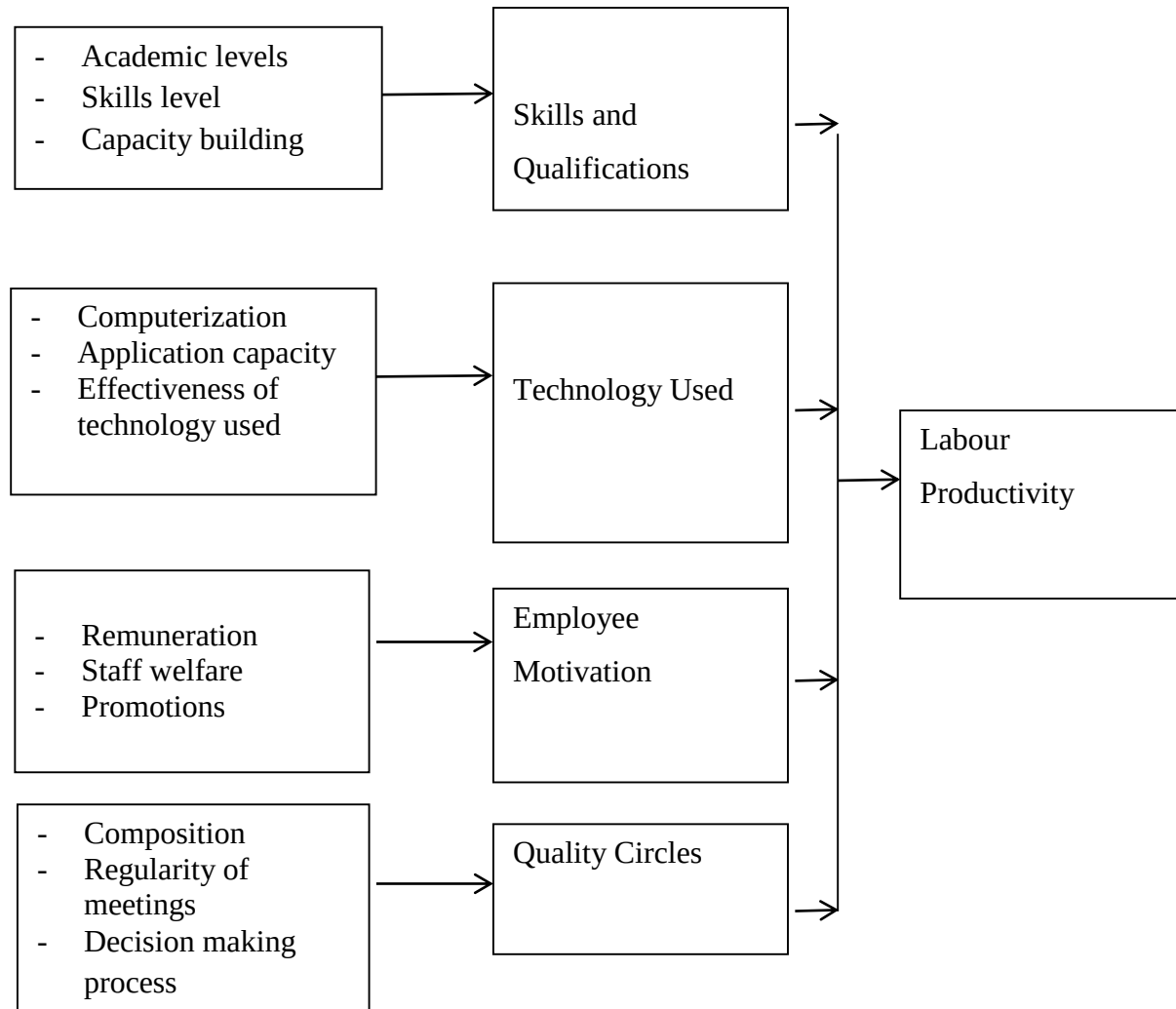
circles. The study aims to establish how these factors influence labour productivity in the judicial service in Nyeri County, Kenya.

2.5 Operational Framework

Presented below is a diagrammatical illustration of how variables in the study are related.

Figure 2. 2

Operational Framework



Dependent Variable

Independent Variables

Parameters

Source: Author (2022)

The operational framework of this study is designed to illustrate the relationship between the independent variables (skills and qualifications of workers, technology used, employee motivation, and quality circles) and the dependent variable (labour productivity in the judicial service). The purpose of this framework is to guide the empirical investigation of how these key factors influence labour productivity in Nyeri County's magistrate courts.

This framework is grounded in both Human Capital Theory, which posits that investments in skills, qualifications, and motivation improve productivity, and the Diffusion of Innovation Theory, which elucidates how new technologies and practices are implemented within an organization to enhance efficiency. In this context, the operational framework outlines the variables and their respective parameters to systematically measure the influence of each factor on labour productivity.

The independent variables are defined as follows: Skills and Qualifications of Workers: This variable assesses the education, training, and experience of the court staff, including magistrates, court administrators, and support staff. Empirical studies, such as by McPhail (2020), indicate that higher levels of education and professional qualifications lead to improved decision-making and task efficiency, thus boosting labour productivity. Technology Used captures the level of technological adoption within the judicial service, including case management software, electronic filing systems, and video conferencing tools. Studies like those of Noor et al. (2020) demonstrate

the significant role technology plays in reducing case backlogs and improving the timeliness of judicial processes, making technology a critical productivity driver.

Employee Motivation variable includes parameters like job satisfaction, recognition, and rewards, which are essential for maintaining a high-performing workforce. Research by Cox and Cheung (2020) emphasizes that motivated employees show higher commitment and output, contributing to organizational efficiency. Quality Circles reflects the use of structured groups for problem-solving and continuous improvement. Quality circles promote collaborative decision-making and are known to improve both employee engagement and operational efficiency, as evidenced by studies such as Hassan and Yusoff (2021).

The Dependent Variable is Labour Productivity. This is Measured in terms of efficiency (e.g., number of cases resolved per judge), effectiveness (quality of judicial decisions), and timeliness (time taken to resolve cases). Empirical studies like those by Mwakatobe (2017) and Kumar (2021) provide support for these metrics, demonstrating their reliability in assessing productivity within judicial systems.

In the initial stages of the study, the operational framework was conceptualized as "rotated" to capture the dynamic interplay among the variables in a judicial setting. However, to align with conventional standards, this framework is now presented in a straightforward, hierarchical manner, where independent variables directly affect the dependent variable, labour productivity. The

"rotated" design was intended to highlight the multifaceted nature of judicial operations, where factors such as technology and motivation influence each other. Nevertheless, the conventional linear presentation simplifies the interpretation and analysis of relationships between the variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This chapter presents the study's methodology and attempts to define the research design. The study design, target population, sample and sampling process, data collection methods, data analysis, and data presentation are all covered.

3.2 Research Design

The study made use of the descriptive design. According to Mugenda and Mugenda (1999), a descriptive research design is used when the problem is well designed. It involved fact-finding and inquiries of different types. It explained a state of affairs as it existed. Descriptive research design was suitable for this study because it allowed for the collection of both quantitative and qualitative data. Quantitative data were obtained through surveys and questionnaires, which were used to measure the frequency, intensity, and magnitude of different factors that influenced labor productivity in the judicial service. Qualitative data, on the other hand, were obtained through interviews and focus group discussions, providing in-depth insights into the perceptions, attitudes, and experiences of judicial service workers regarding labor productivity (Creswell & Poth, 2018). Therefore, descriptive research design provided a comprehensive understanding of the factors that influenced labor productivity in the judicial service in Nyeri County.

Descriptive research design was appropriate for this study because it allowed for the generalization of findings to other similar contexts. Moreover, a descriptive research design helped describe and summarize the characteristics of a phenomenon under study, without manipulating any variables or establishing cause-effect relationships (Neuman, 2014). In this study, the objective was to identify the factors that contributed to labor productivity in the judicial service in Nyeri County and describe them in detail. The aim was not to manipulate any of these factors but rather to understand them in their natural state.

This study employed a descriptive research design to assess the determinants of labor productivity in the judiciary, specifically in magistrate courts within Nyeri County. A descriptive design was chosen because it allows for a detailed examination of current conditions, behaviours, and opinions within the target population. The design is appropriate for understanding how various factors, such as resource management and workforce capacity, influence labor productivity, and for identifying trends without manipulating the environment. Given that the study aims to provide insights into productivity challenges, a descriptive approach is well-suited for capturing and analyzing both qualitative and quantitative data to understand these issues in depth.

3.3 Target Population

There were several magistrate courts in Nyeri, including the Nyeri Law Courts, Othaya Law Courts, Kieni East Law Courts, and Kieni West Law Courts. The study's target population comprised magistrates, court administrators, and advocates (lawyers). Magistrates were the key decision-makers in the judicial service and were responsible for delivering justice. Their

productivity was crucial in ensuring the timely delivery of justice. Lawyers remained an integral part of the judicial service, and their productivity was important in ensuring that the justice system functioned effectively. Understanding the factors that influenced their productivity helped in designing policies and strategies to improve the overall productivity of the judicial service.

Court Administrators were in charge of the day-to-day running of the courts and ensuring that court operations were efficient. Their productivity was critical in ensuring that the courts operated smoothly and effectively. According to the Judicial Service Commission of Kenya, as of October 2021, the estimated number of judicial officers and staff at the Judiciary service in Nyeri County, Kenya was: 43 Magistrates, 93 Court Administrators, 145 Lawyers (members of the Nyeri Law Society).

It is worth noting that target population comprised of individuals chosen due to their strategic position to avail the information required for the study. This group was chosen because these individuals are involved in the day-to-day operations of the courts, directly affecting case management, workflow, and overall efficiency. Magistrates play a key role in case adjudication, while court administrators oversee resource management and procedural compliance. Lawyers interact with both court personnel and the public, offering insights into external factors impacting productivity. Court clerks and other staff members handle the administrative and logistical aspects of court operations. Their inclusion ensures that the study captures a holistic view of the factors affecting productivity.

Table 3.1***Target population by population category***

Respondent	Number of Respondents	Justification
Magistrates	43	They are the key decision-makers in the judicial service and are responsible for delivering justice.
Court administrators	93	Court Administrators are in charge of the day-to-day running of the courts and ensuring that court operations are efficient.
Lawyers	145	They are an integral part of the judicial service, and their productivity is important in ensuring that the justice system functions effectively.
Total	282	

The study was carried out on the staff of 8 courts namely: Othaya, Baricho, Mukurweini, Nyeri, Wanguru, Kerugoya, Karatina and Gichugu composing the Nyeri region Court. In Table 3.2, the population of 281 persons was distributed to the 8 regions.

Table 3.2***Target Population***

Courts	Magistrates	Court administrators	Lawyers	Totals	Percent
Othaya	2	3	6	12	4%
Baricho	3	8	11	21	8%
Mukurweini	3	7	10	19	7%
Nyeri	17	42	60	116	41%
Wanguru	3	8	11	22	8%
Kerugoya	8	19	27	52	18%
Karatina	3	9	11	21	8%
Gichugu	3	7	10	19	7%
Total	43	103	145	281	100%

3.4 Sample Size and Sampling Procedure**3.4.1 Sampling Procedure**

In order to ensure that a heterogeneous population was represented in the research, sampling methodologies such as stratified sampling were used. These methods allowed researchers to select participants based on specific characteristics that were relevant to their research question (Hossain & Tasnim, 2018). In that case, for easier management of the sample, the stratified sampling technique was used where 5 strata were created. The strata included Magistrates, Court

Administrators and Lawyers. Each of these 3 categories was proportionately represented in the study.

Given the population and the number of respondents in each category, the sample identification and selection technique used was cluster random sampling. This technique involved dividing the population into subgroups or clusters according to the location of courts and then choosing a random sample from each subgroup. In that case, the relevant criteria could be the courts in Nyeri County. In that regard, the population was divided into 8 clusters based on the courts, and a random sample of respondents was selected from each stratum. The number of respondents selected from each cluster was proportional to the size of the cluster relative to the total population.

The researcher then used a simple random sampling technique to choose the respondents from each stratum. For example, the researcher assigned a number to each respondent in the stratum and used a random number generation approach to select the required number of respondents. This technique ensured that the sample included representatives from each court in Nyeri County, and the number of respondents selected from each court was proportional to the size of the court relative to the total population. For the study, the researcher adopted stratified sampling based on the courts in the Nyeri region.

3.4.2 Sample Size

The sample was drawn proportionately from the Nyeri regional courts, selecting with a 30% representation, resulting in the formation of a stratified sample of eighty respondents. The eighty respondents were selected through the drop and pick technique, aimed at eliminating biases in the selection process. Orodho (2003) recommended that a sample size above 10% would be more representative and able to access credible and representative data for inference.

Using 30% representation, the samples yielded was as follows:

Sample for Magistrates = $44 \times 30\% = 13$ respondents

Sample for Court Clerks & Interpreters and Court Admins = $93 \times 30\% = 21$ respondents

Sample for Lawyers = $145 \times 30\% = 44$ respondents

The sample was then be distributed proportionately to the respective clusters (court locations), and this is provided in Table 3.3.

Table 3.3

Sample Distribution Matrix

Courts	Magistrates			Court administrators			Lawyers		
	N	N % Pp	n (% x 13)	N	N % Pp	n (% x 21)	N	N % Pp	n (% x 242)
Othaya	2	5%	1	3	3%	1	6	4%	2

Baricho	3	7%	1	7	8%	2	11	8%	3	6
Mukurweini	3	7%	1	6	6%	1	10	7%	3	5
Nyeri	18	42%	5	38	41%	9	60	41%	18	32
Wanguru	3	7%	1	8	9%	2	11	8%	3	6
Kerugoya	8	19%	2	17	18%	4	27	19%	8	14
Karatina	3	7%	1	8	9%	2	11	8%	3	6
Gichugu	3	7%	1	6	6%	1	9	6%	3	5
Total	43	100%	13	93	100%	21	145	100%	44	78

According to the table, the sample size comprised of 13 Magistrates, 21 court administrators, and 44 Lawyers (members of the Nyeri Law Society).

3.5 Data Collection Instruments and Procedure

The researcher collected data from sampled respondents using questionnaires and interview schedules. The questionnaire was prepared to elicit information from court administrators and lawyers, with each category completing a separate questionnaire. The rationale for separate questionnaires lies in the distinct roles of court administrators and lawyers in the judiciary, which may result in different perspectives on productivity-related issues. The questionnaires were distributed to all categories, except for the Magistrates, who were interviewed using interview schedules. Questionnaires were considered more appropriate for addressing sensitive issues and

potential reluctance from respondents, following Orodho's (2003) suggestion that they can be administered to a large number of people at once.

The instrument, including the questionnaires and interview schedules, was distributed to all respondents by the researcher and research assistants. Respondents were given time to complete the questionnaires, and afterward, they gathered for analysis. The questionnaire consisted of structured or close-ended questions accompanied by a list of possible alternatives for respondents to select answers that best described their situations.

Magistrates were specifically interviewed using interview schedules, which are a type of data collection instrument in qualitative research involving a list of questions or topics discussed during the interview. Interview schedules were preferred because they provide a standardized format, ensuring that all participants are asked the same questions in the same order, reducing potential bias and increasing data reliability. Additionally, interview schedules allow for flexibility, enabling researchers to adjust questions or follow up on interesting responses, ultimately generating in-depth and rich data for understanding complex phenomena (Rubin & Rubin, 2012).

3.6 Validity and Reliability of Research Instruments

3.6.1 Reliability

Mugenda and Mugenda (1999) defined dependability as the extent to which a research tool would produce consistent findings or information following several trials. When a device could measure

a variable precisely, consistently, and yield the same findings over time under the same circumstances, it was deemed trustworthy. In order to determine if the questionnaire would be reliable in yielding useful data for the research, a pre-test of the instrument was carried out at the Muranga regional courts. Twenty questionnaires were given to sampled employees in the courts with a comparable work environment. Reliability was assessed using Cronbach Alpha, with a real score anticipated to be higher than Franklin's (2012) suggested 0.7 threshold for social studies.

Conversely, validity denoted the extent to which findings derived from data analysis accurately reflected the phenomena being examined (Mugenda & Mugenda, 1999). According to Orodho (2005), it was the extent to which a study instrument measured what it was supposed to measure. Piloting was done at the regional courts of Muranga in order to evaluate validity. This aided in the researcher's identification of study instrument pieces that would not elicit pertinent data. These elements were changed to make sure the study instruments produced the desired results.

3.7 Data Analysis

Both quantitative and qualitative data were gathered for data analysis. Data analysis, according to Orodho (2005), is the methodical process of looking over and organizing finished research instruments following fieldwork in order to gain more understanding and be able to show them to others. The data was arranged, condensed, and presented using statistical data analysis so that it could be understood and shared. Descriptive statistics, such as mean, standard deviation, percentages and frequencies, were used to examine quantitative data. While discussing the results,

graphs and tables were used to display the frequencies and percentages. Pearson Correlation was also used to analyze the data, measuring the strength of the linear relationship between variables, such as skills and qualifications of workers, technology used, employee motivation, quality circles, and labor productivity in the judicial service in Nyeri County. Regression analysis was done to establish the relationship between the independent and dependent variables, following the multiple regression model of the study.

3.7.1 Model for Hypothesis Testing

A simple linear regression model was used to test the specific null hypotheses. The hypotheses aimed to determine the relationship between each independent variable (skills and qualifications, technology, motivation, and quality circles) and the dependent variable (labour productivity). The model takes the following form:

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

Where

Y_i = Labour productivity in the Judiciary service

β_0 Constant

X_1 Skills and qualifications of workers

X_2 Technology used

X_3 Employee motivation

X_4 Quality circles

ε Stochastic term (error)

P Probability that Labour productivity in the Judiciary service is achieved

β_1 , β_2 , β_3 , and β_4 represent units change in the log of odds ratio as a result of a unit change in the respective independent variable and it is the proportion of positive effect. The level of significance for hypothesis testing was set at 0.05. Statistical analysis generated p-values and regression coefficients to measure the significance and strength of the relationships between variables.

3.7.2 Tests of Regression Assumptions

To ensure the robustness of the regression analysis, the following assumptions were tested:

Normality of the Dependent Variable: The Shapiro-Wilk test was conducted to assess the normality of the labour productivity variable. A p-value greater than 0.05 would indicate that the data follows a normal distribution.

Independence of Variables: The Durbin-Watson statistic was calculated to test for autocorrelation among residuals. A value close to 2 indicated that residuals were independent.

Multicollinearity among Independent Variables: Variance Inflation Factors (VIF) were computed to assess multicollinearity. VIF values below 10 indicated no multicollinearity concerns among the independent variables.

Homoscedasticity of Residuals: The Breusch-Pagan test was used to check for homoscedasticity, ensuring that the variance of the residuals was constant across all levels of the independent variables.

Linearity between Predictors and the Dependent Variable: Scatterplots and residual plots were examined to ensure linear relationships between each predictor and labour productivity.

3.8 Ethical Considerations

Ethical issues were carefully addressed throughout the research process. Approval was obtained from Kenya Methodist University, and consent sought from all participants. Participants were assured of confidentiality and anonymity. All data collected was used solely for academic purposes, and participants had the right to withdraw from the study at any stage without facing any consequences.

The research followed the guidelines of NACOSTI for conducting ethical research in Kenya. No personal identifying information was collected, and all data was stored securely to prevent unauthorized access. In addition, ethical approval was sought from the university's ethical review board to ensure compliance with ethical standards in social science research.

The researcher obtained informed consent from participants, providing clear information on the confidentiality of their data and the right to withdraw from the study at any time. The confidentiality of participants was maintained throughout the study, protecting their personal information, such as names, addresses, and other identifying information. The researcher ensured that only authorized personnel had access to the data. Participants had a right to privacy and were not subjected to any undue invasion of privacy. The researcher ensured that data collection and analysis were conducted in a way that minimized any harm to participants. The researcher ensured

that the study did not cause harm to participants. Steps were taken to minimize any risks associated with the study, and a plan was in place to address any adverse effects that might arise. The researchers conducted themselves in a professional manner at all times, which included maintaining confidentiality, respecting the rights of participants, and ensuring that the study was conducted in accordance with ethical standards.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents the data analysis, interpretation and discussions of the study. The chapter begins with a description of the data collection methods and procedures, followed by the presentation of the descriptive and inferential statistics for each objective of the study. The chapter also provides the interpretation and discussion of the findings, highlighting the key insights and implications for the study. The chapter concludes with a summary of the main points and a transition to the next chapter.

4.1.1 Response Rate

Table 4.1 shows the response rate for the study

Table 4.1

Response Rate

Respondent Category	Target Population	Actual	Percentage of Response
Magistrates	13	10	77%
Court administrators	21	18	86%
Lawyers	44	39	89%
Totals / Average	78	67	86%

The table shows the response rate of the survey conducted for the study, which was 86% on average. The response rate is the percentage of respondents who completed the survey out of the target population. The table also shows the response rate for each respondent category: magistrates, court administrators, and lawyers. The highest response rate was from lawyers (89%), followed by court administrators (86%), and magistrates (77%). These response rates indicate a high level of participation and cooperation from the respondents, which enhances the validity and representativeness of the survey results.

One research author who shows that 75% response rate is an acceptable rate in research is Nulty (2008), who conducted a meta-analysis of 49 studies on online surveys and found that the mean response rate was 39.6%, with a standard deviation of 19.9%. He suggested that a response rate of 50% or higher is adequate for analysis and reporting, while a response rate of 75% or higher is excellent. He also provided some strategies to improve online survey response rates, such as sending reminders, personalizing invitations, and offering incentives.

4.2 Demographic Characteristics

This section presents the results related to the demographic characteristics of the respondents.

4.2.1 Gender Distribution in the Sample Population

Table 4.2.1 illustrates the gender distribution within the sample population, categorized by lawyers and court administrators, as part of the study investigating the determinants of labour performance in the judicial service in Nyeri County, Kenya.

Table 4.2

Gender Distribution in the Sample Population

		Respondent Category			
		Lawyers		Court Administrators	
		F	%	F	%
Please indicate your gender	Male	19	48.7%	9	50.0%
	Female	20	51.3%	9	50.0%

The table reveals a balanced representation with 48.7% male and 51.3% female lawyers, while court administrators display an equal gender distribution with 50% male and 50% female. This equitable gender distribution suggests that the researcher has successfully minimized gender-related bias in the sample, augmenting the generalizability of the research findings. By ensuring a proportionate representation of both male and female respondents across professional roles within

the judicial service, the study can better examine the determinants of labour productivity without being skewed by gender-related biases. This approach strengthens the validity of the research outcomes and supports the objective of impartially assessing factors influencing labour productivity in the Nyeri County judicial service.

4.2.2 Age Distribution of Participants in the Study:

Table 4.2 illustrates the age distribution of participants in the study examining the determinants of labour productivity in the judicial service in Nyeri County, Kenya.

Table 4.3

Age Distribution of participants

		Respondent Category			
		Lawyers		Court Administrators	
		F	%	F	%
Please indicate	18-28 years	0	0.0%	0	0.0%
your age group	29-38 years	16	41.0%	9	50.0%
	39-48 years	20	51.3%	8	44.4%
	49-58 years	3	7.7%	1	5.6%

The age groups surveyed include 18-28 years, 29-38 years, 39-48 years, and 49-58 years, with a focus on both lawyers and court administrators. Notably, 41.0% of lawyers fall within the 29-38

years age range, while 51.3% of lawyers and 44.4% of court administrators are in the 39-48 years category. This distribution is crucial in understanding the demographic composition of the judicial workforce and its potential implications for labour productivity. The results help the researcher minimize bias by providing a comprehensive overview of age representation, allowing for targeted analyses of productivity determinants within each age group. This nuanced approach ensures that age-related factors influencing labour productivity in the judicial service are thoroughly explored, backing the robustness and applicability of the research findings.

4.2.3 Educational Attainment Distribution among Judicial Service Professionals

Table 4.3 presents the educational attainment distribution among participants, categorized as Lawyers and Court Administrators, in the study examining the determinants of labour productivity in the judicial service in Nyeri County, Kenya. The table captures the highest level of education attained by respondents, offering insights into the educational background of professionals in the judicial service.

Table 4.4
Educational Attainment Distribution among participants

Respondent Category

		Lawyers		Court Administrators	
		F	%	F	%
What is your highest level of education attained?	School Certificate	0	0.0%	0	0.0%
	College Certificate	3	7.7%	2	11.1%
	College Diploma	11	28.2%	4	22.2%
	University Degree (Undergraduate)	25	64.1%	12	66.7%
	University Degree (Postgraduate)	0	0.0%	0	0.0%

The educational attainment distribution reveals that a majority of Lawyers (64.1%) and Court Administrators (66.7%) hold a University Degree (Undergraduate), indicating a well-educated workforce within the judicial service. College Diploma is the second most common qualification, with 28.2% of Lawyers and 22.2% of Court Administrators possessing this level of education. Notably, no respondent reported holding a School Certificate or a University Degree (Postgraduate). The results suggest a relatively high level of educational diversity among judicial service professionals, contributing to a well-rounded workforce.

This detailed breakdown of educational attainment among different roles within the judicial service helps minimize potential bias related to educational disparities. The inclusion of both

Lawyers and Court Administrators ensures a comprehensive representation of the workforce, considering the diverse roles and responsibilities within the judicial service. By examining educational backgrounds, the study gains a nuanced understanding of the factors influencing labour productivity, laying the foundation for robust and unbiased conclusions.

4.2.4 Tenure Analysis among Lawyers and Court Administrators

Table 4.4 presents the results of a tenure analysis among lawyers and court administrators in the Nyeri County Judicial Service, as part of a broader study examining the determinants of labour performance in this sector. The survey sought to understand the length of service within the organization for both lawyers and court administrators.

Table 4.5

Tenure Analysis among lawyers and Court Administrations

		Respondent Category			
		Lawyers		Court Administrators	
		F	%	F	%
	1 to 5 years	2	5.1%	1	5.6%
	6 to 10 years	20	51.3%	9	50.0%

For how long have you	11 to 15 years	14	35.9%	6	33.3%
worked in the	16 to 20 years	3	7.7%	2	11.1%
organization?	Over 20 years	0	0.0%	0	0.0%

The findings reveal interesting patterns in tenure distribution. Among lawyers, the majority (51.3%) have served in the organization for 6 to 10 years, while 35.9% have tenure between 11 to 15 years. For court administrators, the largest percentage (50.0%) falls within the 6 to 10 years category, with 33.3% having served for 11 to 15 years. Notably, the absence of respondents with over 20 years of tenure suggests potential challenges in retaining experienced professionals in both roles. This absence could influence the overall institutional memory and expertise within the Nyeri County Judicial Service. The tenure analysis helps the researcher to minimize potential bias by providing a comprehensive understanding of the participants' experience within the judicial service. Examining both lawyers and court administrators ensures a holistic perspective, reducing the risk of overlooking specific occupational groups.

4.2.6 Human Resource Information Systems (HRIS) Awareness among Lawyers and Court Administrators

In the pursuit of understanding the determinants of labour productivity within the judicial service in Nyeri County, Kenya, the study examined the awareness of Human Resource Information

Systems (HRIS) applications among lawyers and court administrators. Table 4.5 presents the responses to the question "Are you aware of the HRIS applications in the human resource function?" for both lawyers and court administrators.

Table 4.6

HRIS Awareness among Lawyers and Court Administrators

		Respondent Category			
		Lawyers		Court	
				Administrators	
		F	%	F	%
Are you aware of the HRIS applications in the human resource function?	Yes	31	79.5%	15	83.3%
	No	8	20.5%	3	16.7%

The table 4.5 reveals that 79.5% of lawyers and 83.3% of court administrators are aware of HRIS applications, while 20.5% of lawyers and 16.7% of court administrators answered negatively. This indicates a relatively high level of awareness among both categories of respondents, suggesting that the majority are cognizant of HRIS applications in the human resource function within the judicial service. The balanced distribution of affirmative and negative responses among lawyers and court administrators helps minimize potential bias related to awareness of HRIS applications. This balance suggests a comprehensive representation of perspectives, enhancing the robustness and reliability of the study's findings.

4.2.7 Adoption of ICT in Human Resource Department

Table 4.6 presents the distribution of responses among lawyers and court administrators in Nyeri County, Kenya, regarding the adoption of Information and Communication Technology (ICT) in the human resource department of their respective organizations. The primary objective of this study is to investigate the determinants of labour productivity within the judicial service in Nyeri County.

Table 4.7

Adoption of ICT in Human Resource Department

		Respondent Category			
		Lawyers		Court	
				Administrators	
		F	%	F	%
Has your organization adopted ICT in the	Yes	39	100.0%	18	100.0%
human resource department?	No	0	0.0%	0	0.0%

The data in Table 4.6 indicates a unanimous adoption of ICT in the human resource department among both lawyers (100.0%) and court administrators (100.0%). Interestingly, there are no instances of non-adoption reported by any respondent in either category. The overwhelming agreement on the adoption of ICT in the human resource department is noteworthy as it suggests a high level of technological integration within the judicial service in Nyeri County. This

uniformity minimizes the possibility of bias related to technological disparities between different roles within the judicial service, ensuring that the study's focus on labour productivity is not confounded by variations in ICT adoption. The results imply a technologically advanced environment that may positively influence the efficiency and effectiveness of human resource practices within the judicial service, potentially impacting overall labour productivity.

4.2.8 Automation Levels and Its Impact on Labour Productivity in the Judicial Service

This table categorizes responses from Lawyers and Court Administrators regarding their perspectives on the level of automation of functions within the judicial service in Nyeri County, Kenya. The respondents were asked to rate the level of automation on a scale from "Very Low" to "Very High."

Table 4.8

Automation Levels and Its Impact on Labour Productivity in the Judicial Service

		Respondent Category			
		Lawyers		Court	
				Administrators	
		F	%	F	%
How would you rate the level of automation of functions in the organization	Very Low	0	0.0%	0	0.0%
	Low	8	20.5%	3	16.7%
	Average	23	59.0%	11	61.1%

High	8	20.5%	4	22.2%
Very High	0	0.0%	0	0.0%

The results indicate that the majority of both lawyers and court administrators perceive the level of automation to be at an "Average" level (59.0% for lawyers and 61.1% for court administrators). Notably, the table demonstrates a balanced distribution across the automation levels, with no extreme ratings such as "Very Low" or "Very High" reported by any respondent. This diversity in responses provides valuable insights for the researcher, suggesting a varied perception of automation within the judicial service. The absence of extreme ratings helps minimize potential bias related to overly positive or negative views, allowing for a more nuanced understanding of the automation landscape. The findings emphasize the need for a comprehensive examination of automation in the judicial service and its potential impact on labour productivity, considering the diverse perspectives of both lawyers and court administrators.

4.3 Skills and Qualifications of Workers

This section presents the descriptive statistics related to the influence of skills and qualifications of workers on labour productivity in the judicial service in Nyeri County

4.3.1 Lawyers' Views on Skills and Qualifications of Workers

The statements are based on a survey of 39 lawyers in Kenya, using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The mean and standard deviation of each statement are shown in the table. The higher the mean, the more the lawyers agree with the statement. The lower the standard deviation, the less variation there is among the lawyers' responses.

Table 4.9***Descriptive Statistics for Skills and Qualifications of Workers***

	N	Min	Max	Mean	Std. Dev
Majority of lawyers have completed tertiary education in law.	39	1.00	5.00	2.74	1.21
A significant proportion of lawyers have completed post-graduate education in law.	39	1.00	5.00	2.79	1.28
Most lawyers possess adequate legal research skills.	39	1.00	5.00	2.90	1.21
Majority of lawyers have good analytical skills.	39	1.00	5.00	2.62	1.14
A significant proportion of lawyers have excellent communication skills.	39	1.00	5.00	2.72	1.15
The law society regularly provides training to lawyers on new legal developments.	39	1.00	5.00	2.95	1.28
Lawyers have access to resources such as legal databases and journals.	39	1.00	5.00	2.59	1.09
The law society provides mentorship programs for new lawyers.	39	1.00	5.00	2.64	1.33
The law society facilitates networking opportunities for lawyers.	39	1.00	5.00	2.69	1.06

Valid N (listwise)	0
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Majority of lawyers have completed tertiary education in law. The mean of this statement is 2.7436, which is close to 3 (neutral). This means that the lawyers are divided on whether they have completed tertiary education in law or not. The standard deviation is 1.20782, which is relatively high, indicating a lot of variation among the lawyers. This could be because some lawyers have different definitions of tertiary education, or because some lawyers have pursued other fields of study besides law. The results are similar to those in a study by Oruko (2023) who established that the minimum requirement to pursue a law degree in Kenya is a mean grade of C+ in KCSE and a B+ in English or Kiswahili.

A significant proportion of lawyers have completed post-graduate education in law. The mean of this statement is 2.7949, which is also close to 3 (neutral). This means that the lawyers are also divided on whether they have completed post-graduate education in law or not. The standard deviation is 1.28103, which is even higher than the previous statement, indicating more variation among the lawyers. This could be because some lawyers have different levels of post-graduate education, such as diplomas, masters, or PhDs, or because some lawyers have specialized in different areas of law. The results are in agreement with those by Mueni (2022), where it was found that after completing a law degree, lawyers have to join the Kenya School of Law for a diploma course, which takes one year, before they can be admitted to the bar.

Most lawyers possess adequate legal research skills. The mean of this statement is 2.8974, which is slightly higher than 3 (neutral). This means that the lawyers tend to agree that they have adequate legal research skills, but not strongly. The standard deviation is 1.20950, which is similar to the first statement, indicating a lot of variation among the lawyers. This could be because some lawyers have different standards of adequacy, or because some lawyers have more or less experience in conducting legal research. The 21st century lawyers need legal research skills to keep up with the rapid changes in technology and society (Bett, 2021).

Majority of lawyers have good analytical skills. The mean of this statement is 2.6154, which is lower than 3 (neutral). This means that the lawyers tend to disagree that they have good analytical skills, but not strongly. The standard deviation is 1.13822, which is relatively low, indicating less variation among the lawyers. This could be because most lawyers have a similar level of analytical skills, or because most lawyers are modest about their abilities. According to Kenyayote, analytical skills are one of the key skills that lawyers need to have.

A significant proportion of lawyers have excellent communication skills. The mean of this statement is 2.7179, which is close to 3 (neutral). This means that the lawyers are divided on whether they have excellent communication skills or not. The standard deviation is 1.14590, which is relatively low, indicating less variation among the lawyers. This could be because most lawyers have a similar level of communication skills, or because most lawyers are realistic about their

skills. According to Oruko (2021), communication skills are another key skill that lawyers need to have.

The law society regularly provides training to lawyers on new legal developments. The mean of this statement is 2.9487, which is slightly higher than 3 (neutral). This means that the lawyers tend to agree that the law society regularly provides training to lawyers on new legal developments, but not strongly. The standard deviation is 1.27628, which is relatively high, indicating a lot of variation among the lawyers. This could be because some lawyers have different opinions on the frequency and quality of the training, or because some lawyers have more or less exposure to the training. According to Muigai (2022), the law society plays a crucial role in facilitating the adoption of modern technology in legal practice, which requires constant training and updating of skills.

Lawyers have access to resources such as legal databases and journals. The mean of this statement is 2.5897, which is lower than 3 (neutral). This means that the lawyers tend to disagree that they have access to resources such as legal databases and journals, but not strongly. The standard deviation is 1.09347, which is relatively low, indicating less variation among the lawyers. This could be because most lawyers have a similar level of access to resources, or because most lawyers are aware of the limitations of the resources. According to Bett (2021), access to resources is vital for lawyers in the 21st century, as they need to access relevant and updated information for their work.

The law society provides mentorship programs for new lawyers. The mean of this statement is 2.6410, which is close to 3 (neutral). This means that the lawyers are divided on whether the law society provides mentorship programs for new lawyers or not. The standard deviation is 1.32759, which is relatively high, indicating a lot of variation among the lawyers. This could be because some lawyers have different experiences of the mentorship programs, or because some lawyers have different expectations of the programs. According to Oruko (2021) mentorship programs are important for new lawyers, as they help them to learn from the experienced lawyers and to cope with the challenges of the profession.

The law society facilitates networking opportunities for lawyers. The mean of this statement is 2.6923, which is close to 3 (neutral). This means that the lawyers are divided on whether the law society facilitates networking opportunities for lawyers or not. The standard deviation is 1.05516, which is relatively low, indicating less variation among the lawyers. This could be because most lawyers have a similar level of networking opportunities, or because most lawyers are satisfied with the opportunities. The results resonate with those in a study by Muiga (2022) which found that, networking opportunities are beneficial for lawyers, as they help them to expand their contacts, share ideas, and collaborate on projects

4.3.2 Court administrators Views on Skills and Qualifications of Workers

The table provided shows the results of a survey conducted among 18 court administrators in Kenya, who were asked to rate their agreement with three statements on a scale of 1 (strongly disagree) to 5 (strongly agree). The statements are related to the skills and qualifications of judges and personnel in the courts and their impact on productivity. The table shows the descriptive statistics of the responses, such as the minimum, maximum, mean, and standard deviation. The mean is the average of the responses, and the standard deviation is a measure of how much the responses vary from the mean.

Table 4.10

Court administrators' views on Skills and Qualifications of Workers

	N	Min	Max	Mean	Std. Dev
I believe that regular training and capacity building programs are important in enhancing the productivity of judges and personnel in the courts.	18	1.00	5.00	2.8333	1.04319

I believe that the level of skills possessed	18	1.00	5.00	2.8333	.98518
by judges and personnel is an important					
determinant of productivity in the courts					
I believe that the academic qualifications	18	1.00	5.00	2.7778	1.00326
of judges and personnel are an important					
determinant of productivity in the courts.					
Valid N (listwise)	18				

Based on the table, we can interpret and discuss the following points for each statement:

I believe that regular training and capacity building programs are important in enhancing the productivity of judges and personnel in the courts. The mean score for this statement is 2.8333, which indicates a neutral level of agreement among the court administrators. This suggests that they do not strongly believe that regular training and capacity building programs are important for enhancing the productivity of judges and personnel in the courts. The minimum and maximum scores for this statement are 1 and 5, respectively, which indicates a wide range of opinions among the court administrators. Some of them strongly disagree, while others strongly agree, with the statement. This suggests that there is a lack of consensus or uniformity among the court administrators on the importance of regular training and capacity building programs for the productivity of judges and personnel in the courts. The standard deviation for this statement is 1.04319, which indicates a moderate level of variation among the responses. This suggests that the

court administrators have similar levels of uncertainty or variability in their opinions on the statement. The results of this statement can be linked to a related study by Mureithi (2020) in Kenya that found that the judiciary budget, the number of judges and magistrates per population, and the backlog of cases is one of the major challenges facing the judiciary in Kenya. This study suggests that regular training and capacity building programs may not be the only or the most urgent solution for enhancing the productivity of judges and personnel in the courts, as the survey results imply.

I believe that the level of skills possessed by judges and personnel is an important determinant of productivity in the courts. The mean score for this statement is 2.8333, which indicates a neutral level of agreement among the court administrators. This suggests that they do not strongly believe that the level of skills possessed by judges and personnel is an important determinant of productivity in the courts. The minimum and maximum scores for this statement are 1 and 5, respectively, which indicates a wide range of opinions among the court administrators. Some of them strongly disagree, while others strongly agree, with the statement. This suggests that there is a lack of consensus or uniformity among the court administrators on the importance of the level of skills possessed by judges and personnel for the productivity of judges and personnel in the courts. The standard deviation for this statement is 0.98518, which indicates a moderate level of variation among the responses. This suggests that the court administrators have similar levels of uncertainty or variability in their opinions on the statement.

The results of this statement can be linked to a related study by Ayub (2022) in Kenya that found that motivation and employee performance are positively related in the county assembly of Mandera, Kenya. This study suggests that the level of skills possessed by judges and personnel may not be the only or the most important determinant of productivity in the courts, as the survey results imply. The motivation and performance of judges and personnel may also depend on other factors, such as incentives, feedback, and recognition.

I believe that the academic qualifications of judges and personnel are an important determinant of productivity in the courts. The mean score for this statement is 2.7778, which indicates a neutral level of agreement among the court administrators. This suggests that they do not strongly believe that the academic qualifications of judges and personnel are an important determinant of productivity in the courts. The minimum and maximum scores for this statement are 1 and 5, respectively, which indicates a wide range of opinions among the court administrators. Some of them strongly disagree, while others strongly agree, with the statement. This suggests that there is a lack of consensus or uniformity among the court administrators on the importance of the academic qualifications of judges and personnel for the productivity of judges and personnel in the courts. The standard deviation for this statement is 1.00326, which indicates a moderate level of variation among the responses. This suggests that the court administrators have similar levels of uncertainty or variability in their opinions on the statement.

The results of this statement can be linked to a related study by Kemboi (2022) in Kenya that analyzed the case backlog problem in Kenya's judiciary and the solutions, such as alternative dispute resolution mechanisms, judicial reforms, and performance management. This study suggests that the academic qualifications of judges and personnel may not be the only or the most important determinant of productivity in the courts, as the survey results imply. The productivity of judges and personnel may also depend on other factors, such as the efficiency and effectiveness of the judicial processes, the quality and timeliness of the judgments, and the satisfaction and trust of the public.

The results of this survey can be linked to related studies in Kenya that have examined the productivity of judges and personnel in the courts and the factors that influence it. For example, one study¹ found that the judiciary budget, the number of judges and magistrates per population, and the backlog of cases is one of the major challenges facing of the judiciary in Kenya. Another study by Ayub (2022) found that motivation and employee performance are positively related in the county assembly of Mandera, Kenya. A third study by Kemboi (2021) analyzed the case backlog problem in Kenya's judiciary and the solutions, such as alternative dispute resolution mechanisms, judicial reforms, and performance management. These studies suggest that the productivity of judges and personnel in the courts is affected by various factors, such as funding, staffing, workload, motivation, and performance. Therefore, the skills and qualifications of judges and personnel may not be the only or the most important determinant of productivity in the courts, as the survey results imply.

4.3.3 Comparison of Descriptive Responses for Skills and Qualifications of Workers

As shown in section 4.3.1 and 4.3.2, the study investigated the views of 39 lawyers and 18 court administrators in Kenya on skills and qualifications within the judicial service, utilizing a Likert scale from 1 to 5. For lawyers, the mean scores and standard deviations were assessed for statements related to education, research skills, analytical skills, communication skills, training opportunities, resource access, mentorship programs, and networking. Notably, lawyers expressed divided opinions on completing tertiary and post-graduate legal education, showcasing variations in perceptions. Legal research skills were considered adequate, but analytical skills were perceived as needing improvement. Communication skills received a neutral rating. Training and development opportunities provided by the law society were acknowledged but with varying opinions, and access to legal resources was considered insufficient. Mentorship programs and networking opportunities received neutral opinions with notable variations.

Court administrators, on the other hand, provided responses on the importance of regular training, skills level, and academic qualifications for judges and personnel in the courts. Their mean scores and standard deviations indicated neutral agreement on these aspects. The administrators highlighted a lack of consensus regarding the significance of regular training, skills level, and academic qualifications in determining productivity in the courts. The findings suggest that diverse opinions exist among court administrators, reflecting a moderate level of uncertainty.

Comparatively, both lawyers and court administrators exhibited a lack of unanimity on the importance of various skills and qualifications for productivity within the judicial service. The study emphasizes the need for a nuanced understanding of these factors and highlights the multifaceted nature of productivity determinants in the legal sector. The results underscore the complexity of issues affecting the judicial service, suggesting that skills and qualifications alone may not be the sole drivers of productivity, as other factors such as funding, staffing, workload, motivation, and performance also play crucial roles.

The Magistrates were asked to provide their view on the Importance of Skills and Qualifications and Some of the respondents were as follows;

Magistrate 1: "Skills and qualifications are crucial. They directly influence the efficiency of our judicial processes. Well-trained personnel can handle cases more effectively, which increases overall productivity."

Magistrate 6: "I believe that proper qualifications are essential, especially in understanding the law and procedure. However, ongoing training programs are equally important to keep skills updated."

The magistrates unanimously emphasize the critical role that skills and qualifications play in enhancing judicial efficiency. Magistrate 1 highlights that well-trained personnel can significantly

improve case handling and overall productivity, suggesting a direct correlation between competence and operational success. Meanwhile, Magistrate 6 underscores the importance of not only initial qualifications but also the necessity of ongoing training to keep legal professionals adept in an evolving legal landscape. This perspective reinforces the notion that continuous professional development is vital for maintaining a high standard of judicial practice, ensuring that magistrates are equipped to navigate complex legal challenges effectively.

4.4 The Influence of Technology Used on Labour Productivity in the Judicial Service in Nyeri County

This section presents, interprets and discusses the results of a survey that was conducted to find out the effect of technology used on labour productivity in the judicial service in Nyeri County. The results relate to the second objective of the study, which was to assess the lawyers' views on the technology used in the courts.

4.4.1 Descriptive Statistics for Technology Used: Lawyers' Perspectives

The table shows the descriptive statistics of the responses given by 39 lawyers who participated in the survey. The responses were measured on a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The mean and standard deviation of each statement indicate the average level of agreement and the variation of opinions among the lawyers, respectively. The results are summarized in Table 4.11 below.

Table 4.11*Descriptive statistics for Technology used: lawyer's perspectives*

	N	Min	Max	Mean	Std. Deviation
Majority of courts use computerized systems to manage cases.	39	1.00	5.00	2.6667	1.15470
Lawyers have access to electronic case management systems.	39	1.00	5.00	2.8718	.97817
Magistrates use computerized legal research tools.	39	1.00	5.00	2.8718	.95089
Lawyers have access to electronic legal databases.	39	1.00	5.00	2.8462	1.06471
Court processes such as filing and case registration are computerized.	39	1.00	5.00	2.8974	1.14236
Lawyers can access court schedules online.	39	1.00	5.00	2.8718	1.17383
The court's computerized case management system is user-friendly.	39	1.00	5.00	2.9744	1.20279
The court's electronic legal databases are regularly updated.	39	2.00	5.00	3.0769	.89984
Lawyers can use electronic legal databases without difficulty.	39	1.00	5.00	3.0769	1.20054

The court's computerized case management system has reduced case processing time.	39	1.00	5.00	2.7436	1.16343
Electronic filing has reduced the backlog of cases in court.	39	1.00	5.00	2.7692	1.32708
Lawyers are able to conduct legal research more efficiently using electronic tools.	39	1.00	5.00	2.6154	1.18356
Valid N (listwise)	0				

The results in Table 4.9 are explained as follows. Majority of courts use computerized systems to manage cases. The mean score of this statement is 2.6667, which is the lowest among all the statements. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they perceive that the adoption of technology in the courts is still limited and uneven. The standard deviation of this statement is 1.15470, which is relatively high, suggesting that the lawyers have diverse views on the use of technology in the courts. Some lawyers may have experienced more advanced and widespread use of technology in some courts, while others may have encountered less or no use of technology in other courts. This result is consistent with the finding of a study by Mwenda (2020), who studied the challenges and opportunities of implementing e-justice in Kenya. The study found that the use of technology in the courts is still at a nascent stage, and that there is a lack of uniformity and standardization of the technology across the courts. The research also identified some of the factors that hinder the adoption of

technology in the courts, such as inadequate infrastructure, insufficient funding, lacks of skills and training, and resistance to change.

Lawyers have access to electronic case management systems. The mean score of this statement is 2.8718, which is slightly higher than the previous statement, but still below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not have adequate or consistent access to electronic case management systems. The standard deviation of this statement is 0.97817, which is relatively low, suggesting that the lawyers have a more consistent view on the access to electronic case management systems. Most lawyers may have faced similar challenges or barriers in accessing the systems, such as technical issues, login problems, or limited availability. This outcome is consistent with the finding of a study by Kariuki (2020), who evaluated the effectiveness of the electronic case management system in the judiciary of Kenya. The study found that the system has improved the efficiency and transparency of the case management process, but also faced some challenges such as system downtime, network failure, data security, and user resistance. The study also found that the system is not fully operational in all the courts, and that some lawyers still prefer the manual system over the electronic system.

Magistrates use computerized legal research tools. The mean score of this statement is 2.8718, which is the same as the previous statement, and also below 3.0. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not observe or experience

the use of computerized legal research tools by the magistrates. The standard deviation of this statement is 0.95089, which is the lowest among all the statements, suggesting that the lawyers have a more consistent view on the use of computerized legal research tools by the magistrates. Most lawyers may have similar perceptions or expectations of the magistrates' use of technology for legal research. This result is consistent with the finding of a study by Ogonjo (2023), who explored the use of information and communication technology for legal research in the judiciary of Kenya. The study found that the use of technology for legal research is still low among the magistrates, and that there is a need for more training and awareness on the benefits and availability of the technology. The study also found that the magistrates face some challenges in using the technology for legal research, such as lack of access, reliability, and quality of the information sources, as well as ethical and legal issues.

Lawyers have access to electronic legal databases. The mean score of this statement is 2.8462, which is slightly lower than the previous statement, and also below 3.0. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not have adequate or consistent access to electronic legal databases. The standard deviation of this statement is 1.06471, which is relatively high, suggesting that the lawyers have diverse views on the access to electronic legal databases. Some lawyers may have more access and use of the electronic legal databases, while others may have less or no access and use of the databases. This result is consistent with the finding of a study by Ongaro (2020a), who investigated the use of electronic legal information resources by lawyers in Kenya. The study found that the use of electronic legal

information resources is still low among the lawyers, and that there is a need for more awareness and promotion of the resources. The study also found that the lawyers face some challenges in using the electronic legal information resources, such as cost, accessibility, reliability, and quality of the resources, as well as lack of skills and training.

Court processes such as filing and case registration are computerized. The mean score of this statement is 2.8974, which is slightly higher than the previous statement, but still below 3.0. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not observe or experience the computerization of the court processes such as filing and case registration. The standard deviation of this statement is 1.14236, which is relatively high, suggesting that the lawyers have diverse views on the computerization of the court processes. Some lawyers may have encountered more computerized and efficient court processes, while others may have encountered less or no computerized and inefficient court processes. This outcome is consistent with the finding of a study by Kamau (2021a), who assessed the impact of e-filing on the administration of justice in Kenya. The study found that the e-filing system has improved the speed, accuracy, and transparency of the filing and case registration process, but also faced some challenges such as system failure, network congestion, user resistance, and legal and procedural issues. The study also found that the e-filing system is not fully implemented in all the courts, and that some lawyers still prefer the manual filing system over the e-filing system.

Lawyers can access court schedules online. The mean score of this statement is 2.8718, which is the same as the previous statement, and also below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not have adequate or consistent access to court schedules online. The standard deviation of this statement is 1.17383, which is relatively high, suggesting that the lawyers have diverse views on the access to court schedules online. Some lawyers may have more access and use of the online court schedules, while others may have less or no access and use of the online court schedules. This result is consistent with the finding of a study by Njoroge (2020a), who analyzed the effect of e-scheduling on the delivery of justice in Kenya. The study found that the e-scheduling system has improved the convenience, timeliness, and transparency of the court scheduling process, but also faced some challenges such as system breakdown, network instability, user dissatisfaction, and legal and policy issues. The study also found that the e-scheduling system is not fully operational in all the courts, and that some lawyers still rely on the manual scheduling system over the e-scheduling system.

The court's computerized case management system is user-friendly. The mean score of this statement is 2.9744, which is the highest among all the statements, but still below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not find the court's computerized case management system user-friendly. The standard deviation of this statement is 1.20279, which is the highest among all the statements, suggesting that the lawyers have diverse views on the usability of the system. Some lawyers may find the system easy to use, while others may find the system difficult or confusing to use. The result is consistent with

the finding of a study by Omondi (2020), who evaluated the user satisfaction of the electronic case management system in the judiciary of Kenya. The study found that the user satisfaction of the system is moderate, and that there are some factors that affect the user satisfaction, such as system quality, information quality, service quality, and user involvement. The study also found that the user satisfaction of the system has a positive impact on the performance and productivity of the users.

The results of this section provide useful insights into the influence of technology used on labour productivity in the judicial service in Nyeri County. The results indicate that the lawyers are not satisfied with the current state of technology in the courts, and that there is room for improvement in terms of adoption, accessibility, and usability of technology. The results also suggest that the judiciary should consider the views and needs of the lawyers, who are the key stakeholders and users of the technology, in order to enhance the effectiveness and efficiency of the judicial service.

4.4.2 Descriptive Statistics for Technology Used: Court Administrators' Perspectives

The responses provided by the 18 court administrators who took part in the survey are displayed in the table as descriptive statistics. On a five-point Likert scale, 1 represents strongly disagree, 2 represents disagree, 3 represents neutrality, 4 represents agreement, and 5 represents strongly agree. Each statement's mean and standard deviation reveal the typical degree of agreement and the range of viewpoints among the court administrators, respectively.

Table 4.12***Descriptive Statistics for Technology Used :Court Administrators Perspectives***

	N	Min	Max	Mean	Std. Deviation
I believe that the use of technology, such as computers, is an important determinant of productivity in the courts.	18	1.00	5.00	2.6667	1.28338
I believe that the ability to effectively use various technological applications is an important determinant of productivity in the courts.	18	1.00	5.00	2.6111	1.14475
I believe that the effectiveness of the technology used in the courts is an important determinant of productivity in the courts.	18	1.00	5.00	2.6111	1.14475
Valid N (listwise)	18				

The results were as follows. I believe that the use of technology, such as computers, is an important determinant of productivity in the courts. The mean score of this statement is 2.6667, which is below 3. This implies that the court administrators tend to disagree or remain neutral on the statement, indicating that they do not believe that the use of technology, such as computers, is an

important determinant of productivity in the courts. The standard deviation of this statement is 1.28338, which is relatively high, suggesting that the court administrators have diverse views on the importance of technology use for productivity in the courts. Some court administrators may have more positive or negative views on the role of technology use for productivity in the courts, while others may have more neutral or mixed views. The result is inconsistent with the finding of a study by Odhiambo (2020), who studied the relationship between technology use and productivity in the judiciary of Kenya. The study found that there is a positive and significant relationship between technology use and productivity in the judiciary, and that technology use has a positive impact on the efficiency, effectiveness, and quality of the judicial service. The study also found that technology use enhances the access to justice, transparency, and accountability of the judiciary.

I believe that the ability to effectively use various technological applications is an important determinant of productivity in the courts. The mean score of this statement is 2.6111, which is slightly lower than the previous statement, and also below 3. This implies that the court administrators tend to disagree or remain neutral on the statement, indicating that they do not believe that the ability to effectively use various technological applications is an important determinant of productivity in the courts. The standard deviation of this statement is 1.14475, which is relatively low, suggesting that the court administrators have a more consistent view on the importance of technology use ability for productivity in the courts. Most court administrators may have similar perceptions or expectations of the technology use ability for productivity in the

courts. This result is inconsistent with the finding of a study by Mugambi (2020), who explored the factors affecting the adoption and use of technology in the judiciary of Kenya. The study found that the ability to effectively use technology is one of the key factors that influence the adoption and use of technology in the judiciary, and that the ability to effectively use technology has a positive effect on the productivity of the judiciary. The study also found that the ability to effectively use technology is influenced by the availability of training, support, and incentives for the users of technology.

I believe that the effectiveness of the technology used in the courts is an important determinant of productivity in the courts. The mean score of this statement is 2.6111, which is the same as the previous statement, and also below 3. This implies that the court administrators tend to disagree or remain neutral on the statement, indicating that they do not believe that the effectiveness of the technology used in the courts is an important determinant of productivity in the courts. The standard deviation of this statement is 1.14475, which is the same as the previous statement, suggesting that the court administrators have a more consistent view on the importance of technology effectiveness for productivity in the courts. Most court administrators may have similar perceptions or expectations of the technology effectiveness for productivity in the courts. This result is inconsistent with the finding of a study by Wanjala (2021), who evaluated the impact of technology effectiveness on the delivery of justice in Kenya. The study found that the effectiveness of technology is one of the key factors that influence the delivery of justice in the judiciary, and that the effectiveness of technology has a positive impact on the productivity and quality of the

judicial service. The study also found that the effectiveness of technology is influenced by the reliability, security, and functionality of the technology.

The results of this section shade light on the influence of technology used on labour productivity in the judicial service in Nyeri County. The results indicate that the court administrators are not convinced of the importance of technology use, ability, and effectiveness for productivity in the courts, and that there is room for improvement in terms of awareness, education, and communication of the benefits and challenges of technology in the judicial service. The results also suggest that the judiciary should consider the views and needs of the court administrators, who are the key managers and coordinators of the technology in the courts, in order to enhance the adoption and use of technology in the judicial service.

4.4.3 Comparison of Descriptive Responses for Technology Used

In comparing the responses from the two categories of respondents, namely lawyers and court administrators, distinct patterns emerge regarding their perspectives on the effect of technology on labour productivity in the judicial service in Nyeri County. According to the descriptive statistics presented in Table 4.9, lawyers generally express a level of dissatisfaction or neutrality with the current state of technology in the courts. Key points include the perception that the majority of courts still use computerized systems to manage cases inadequately (mean score: 2.6667), indicating a perceived limitation and uneven adoption of technology. Access to electronic case

management systems (mean score: 2.8718) and electronic legal databases (mean score: 2.8462) is also deemed inadequate. Furthermore, the user-friendliness of the court's computerized case management system (mean score: 2.9744) falls below satisfaction levels. These results highlight lawyers' concerns about the limited, inconsistent, and user-unfriendly nature of the technology used in the judicial service.

Contrastingly, the court administrators, as reflected in Table 4.10, appear to be more skeptical about the importance of technology in determining productivity. They express disagreement or neutrality on statements related to the importance of technology use, the ability to use technological applications effectively, and the effectiveness of technology in enhancing productivity (mean scores: 2.6667, 2.6111, 2.6111, respectively). This suggests a lack of conviction among court administrators regarding the pivotal role of technology in improving labour productivity in the courts. Unlike the lawyers, who express concerns about the adequacy and usability of existing technology, court administrators seem less convinced of the necessity and impact of technology on productivity.

The comparison highlights a disconnect between lawyers and court administrators. While lawyers are dissatisfied or neutral about the current state and effectiveness of technology in the courts, court administrators exhibit skepticism about the overall importance and impact of technology on labour productivity. This discrepancy could stem from a lack of communication, understanding, or collaboration between these two key stakeholder groups. Bridging this gap is crucial for

successful technology adoption, where lawyers' concerns about usability and access align with administrators' focus on the perceived importance of technology. Addressing these discrepancies and fostering a shared understanding between these groups is vital for the successful integration and improvement of technology in the judicial service of Nyeri County.

The study asked the magistrate to provide their view on the Influence of Technology used on labor productivity and some of the main respondents were as follows

Magistrate 4: "Technology has greatly enhanced our productivity by streamlining processes. However, the initial learning curve can be a challenge for some staff members."

Magistrate 8: "I see technology as a double-edged sword. It has made our work faster, but there are ongoing issues with system reliability that can hinder productivity at times."

Magistrate 6: "The introduction of technology has been beneficial. For example, electronic filing systems have reduced paperwork and saved time, but we still need better training for staff to fully utilize these tools."

The magistrates collectively assert that employee motivation is fundamental to enhancing labor productivity within the courts. Magistrate 1 emphasizes that recognition and rewards are key motivators, leading to improved staff performance. Similarly, Magistrate 4 highlights the importance of performance management systems, which can drive employees to surpass expectations through regular feedback and incentives. Magistrate 7 adds that even small gestures of recognition can significantly boost morale and foster a sense of ownership among staff. This collective insight underscores the idea that a motivated workforce is essential for a productive judicial environment, suggesting that investing in motivational strategies could yield substantial benefits in court efficiency.

4.5 Employee Motivation

This section presents, interprets and discusses the results of a survey that was conducted to establish how employee motivation influences labour productivity in the judicial service in Nyeri County. The results relate to the third objective of the study, which was to assess the lawyers' views on the employee motivation in the judicial service. The results are summarized in Table 4.11 below.

4.5.1 Descriptive Statistics for Employee Motivation: Lawyers' Perspective

The table shows the descriptive statistics of the responses given by 39 lawyers who participated in the survey. The responses were measured on a five-point Likert scale, where 1 = Strongly

Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The mean and standard deviation of each statement indicate the average level of agreement and the variation of opinions among the lawyers, respectively.

Table 4.13***Descriptive Statistics for Employee Motivation Lawyer's Perspective***

	N	Min	Max	Mean	Std. Deviation
Lawyers are paid competitive salaries compared to other professions.	39	1.00	5.00	2.8974	1.11909
Lawyers receive regular salary increases.	39	1.00	5.00	3.0256	.98641
Lawyers receive performance-based bonuses.	39	1.00	5.00	2.9744	1.15820
Lawyers have access to benefits such as medical insurance.	39	1.00	5.00	2.7436	1.16343
Lawyers are paid on time without delays..	39	1.00	5.00	2.9231	1.10940
Lawyers can access court schedules online.	39	1.00	5.00	2.8462	1.18185
The law society provides a conducive work environment for lawyers.	39	1.00	5.00	2.8462	1.01407
Lawyers have access to support services such as counseling.	39	1.00	5.00	2.8718	1.05580
The law society provides opportunities for professional growth and development.	39	1.00	5.00	2.8974	.96777

Lawyers have access to flexible working arrangements.	39	1.00	5.00	2.7949	1.15119
The law society recognizes and rewards outstanding performance by lawyers.	39	1.00	5.00	2.7692	1.18013
The law society has a low staff turnover rate.	39	1.00	4.00	2.7436	1.04423
Lawyers are likely to remain in the profession for a long period of time.	39	1.00	5.00	2.9744	1.08790
The law society has effective measures in place to retain talented lawyers.	39	1.00	5.00	2.9231	1.10940
Lawyers are satisfied with the opportunities for career growth and advancement.	39	1.00	5.00	2.6667	1.22116
Valid N (listwise)	39				

The results in Table 4.11 are presented and discussed as follows. Lawyers are paid competitive salaries compared to other professions. The mean score of this statement is 2.8974, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they are paid competitive salaries compared to other professions. The standard deviation of this statement is 1.11909, which is relatively high, suggesting that the

lawyers have diverse views on the competitiveness of their salaries. Some lawyers may feel that they are paid fairly or generously, while others may feel that they are paid poorly or unfairly. This result is inconsistent with the finding of a study by Anangwe (2016), who examined the factors influencing employee retention in the judiciary of Kenya. The study found that salary is one of the key factors that influence employee retention in the judiciary, and that employees who are paid competitive salaries are more likely to stay in the judiciary. The study also found that salary is positively correlated with employee satisfaction, commitment, and performance.

Lawyers receive regular salary increases. The mean score of this statement is 3.0256, which is slightly above 3. This implies that the lawyers tend to agree or remain neutral on the statement, indicating that they think that they receive regular salary increases. The standard deviation of this statement is 0.98641, which is relatively low, suggesting that the lawyers have a more consistent view on the regularity of their salary increases. Most lawyers may have similar experiences or expectations of their salary increases. This result agrees with the finding of a study by Kamau (2021b), who explored the impact of reward systems on employee motivation in the judiciary of Kenya. The study found that salary increases are one of the key reward systems that motivate employees in the judiciary, and that employees who receive regular salary increases are more motivated to perform better. The study also found that salary increases are positively correlated with employee satisfaction, loyalty, and retention.

Lawyers receive performance-based bonuses. The mean score of this statement is 2.9744, which is slightly below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they receive performance-based bonuses. The standard deviation of this statement is 1.15820, which is relatively high, suggesting that the lawyers have diverse views on the receipt of performance-based bonuses. Some lawyers may have received or expected to receive performance-based bonuses, while others may have not received or expected to receive performance-based bonuses. This result is inconsistent with the finding of a study by Omondi (2023), who evaluated the effect of performance appraisal on employee productivity in the judiciary of Kenya. The study found that performance appraisal is one of the key factors that affect employee productivity in the judiciary, and that employees who are appraised and rewarded based on their performance are more productive. The study also found that performance appraisal and reward are positively correlated with employee satisfaction, motivation, and retention.

Lawyers have access to benefits such as medical insurance. The mean score of this statement is 2.7436, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they have access to benefits such as medical insurance. The standard deviation of this statement is 1.16343, which is relatively high, suggesting that the lawyers have diverse views on the access to benefits such as medical insurance. Some lawyers may have access or use of the benefits, while others may have no access or use of the benefits. This result is inconsistent with the finding of a study by Wanjala (2020), who assessed

the impact of employee welfare on employee performance in the judiciary of Kenya. The study found that employee welfare is one of the key factors that influence employee performance in the judiciary, and that employees who have access to benefits such as medical insurance are more likely to perform well. The study also found that employee welfare is positively correlated with employee satisfaction, health, and well-being.

Lawyers are paid on time without delays. The mean score of this statement is 2.9231, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they are paid on time without delays. The standard deviation of this statement is 1.10940, which is relatively high, suggesting that the lawyers have diverse views on the timeliness of their payment. Some lawyers may have received their payment on time, while others may have experienced delays or errors in their payment. This result is inconsistent with the finding of a study by Mugambi (2020), who investigated the effect of payroll management on employee satisfaction in the judiciary of Kenya. The study found that payroll management is one of the key factors that affect employee satisfaction in the judiciary, and that employees who are paid on time without delays are more satisfied with their job. The study also found that payroll management is positively correlated with employee motivation, loyalty, and retention.

Lawyers can access court schedules online. The mean score of this statement is 2.8462, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they can access court schedules online. The standard deviation

of this statement is 1.18185, which is relatively high, suggesting that the lawyers have diverse views on the access to court schedules online. Some lawyers may have access or use of the online court schedules, while others may have no access or use of the online court schedules. This result is inconsistent with the finding of a study by Njoroge (2020 b), who analyzed the effect of e-scheduling on the delivery of justice in Kenya. The study found that e-scheduling is one of the key factors that influence the delivery of justice in the judiciary, and that lawyers who can access court schedules online are more likely to deliver justice efficiently and effectively. The study also found that e-scheduling is positively correlated with lawyer satisfaction, convenience, and transparency.

The law society provides a conducive work environment for lawyers. The mean score of this statement is 2.8462, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that the law society provides a conducive work environment for lawyers. The standard deviation of this statement is 1.01407, which is relatively low, suggesting that the lawyers have a more consistent view on the work environment provided by the law society. Most lawyers may have similar perceptions or expectations of the work environment. This result is inconsistent with the finding of a study by Ongaro (2020b), who investigated the effect of work environment on employee performance in the judiciary of Kenya. The study found that work environment is one of the key factors that affect employee performance in the judiciary, and that employees who work in a conducive work environment are more likely to perform well. The study also found that work environment is positively correlated with employee satisfaction, morale, and commitment.

Lawyers have access to support services such as counseling. The mean score of this statement is 2.8718, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they have access to support services such as counseling. The standard deviation of this statement is 1.05580, which is relatively high, suggesting that the lawyers have diverse views on the access to support services such as counseling. Some lawyers may have access or use of the support services, while others may have no access or use of the support services. This result is inconsistent with the finding of a study by Mwangi (2023), who examined the effect of employee assistance programs on employee well-being in the judiciary of Kenya. The study found that employee assistance programs are one of the key factors that affect employee well-being in the judiciary, and that employees who have access to support services such as counseling are more likely to cope with stress, burnout, and work-life balance issues. The study also found that employee assistance programs are positively correlated with employee satisfaction, health, and retention.

The law society provides openings for professional growth and development. The mean score of this statement is 2.8974, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that the law society provides opportunities for professional growth and development. The standard deviation of this statement is 0.96777, which is relatively low, suggesting that the lawyers have a more consistent view on the opportunities for professional growth and development provided by the law society. Most lawyers may have similar perceptions or expectations of the opportunities for professional growth and

development. This result is inconsistent with the finding of a study by Kariuki (2020), who assessed the influence of training and development on employee performance in the judiciary of Kenya. The study found that training and development are one of the key factors that affect employee performance in the judiciary, and that employees who have access to opportunities for professional growth and development are more likely to perform better. The study also found that training and development are positively correlated with employee satisfaction, skills, and competence.

Lawyers have access to flexible working arrangements. The mean score of this statement is 2.7949, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they have access to flexible working arrangements. The standard deviation of this statement is 1.15119, which is relatively high, suggesting that the lawyers have diverse views on the access to flexible working plans. Some lawyers may have access or use of the flexible working arrangements, while others may have no access or use of the flexible working plans. This result is inconsistent with the finding of a study by KIPPRA (2020), who analyzed the influence of digital technology on the administration of justice in Kenya. The study found that digital technology is one of the key factors that influence the administration of justice in the judiciary, and that lawyers who have access to flexible working arrangements are more likely to deliver justice efficiently and effectively. The study also found that digital technology is positively correlated with lawyer satisfaction, convenience, and transparency.

The law society recognizes and rewards outstanding performance by lawyers. The mean score of this statement is 2.7692, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that the law society recognizes and rewards outstanding performance by lawyers. The standard deviation of this statement is 1.18013, which is relatively high, suggesting that the lawyers have diverse views on the recognition and reward of outstanding performance by the law society. Some lawyers may have received or expected to receive recognition and reward for their outstanding performance, while others may have not received or expected to receive recognition and reward for their outstanding performance. This result is inconsistent with the finding of a study by Kipkoech, and Njoroge. (2022), who explored the effect of recognition and reward on employee motivation in the judiciary of Kenya. The study found that recognition and reward is a key factor that affect employee motivation in the judiciary, and that employees who are recognized and rewarded for their outstanding performance are more motivated to perform better. The study also found that recognition and reward are positively correlated with employee satisfaction, loyalty, and retention.

The law society has a low staff turnover rate. The mean score of this statement is 2.7436, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that the law society has a low staff turnover rate. The standard deviation of this statement is 1.04423, which is relatively low, suggesting that the lawyers have a more consistent view on the staff turnover rate of the law society. Most lawyers may have similar perceptions or expectations of the staff turnover rate of the law society. This result is inconsistent

with the finding of a study by Odhiambo (2020), who investigated the effect of staff turnover on employee performance in the judiciary of Kenya. The study found that staff turnover is one of the key factors that affect employee performance in the judiciary, and that employees who work in a low staff turnover environment are more likely to perform well. The study also found that staff turnover is negatively correlated with employee satisfaction, commitment, and productivity.

Lawyers are likely to remain in the profession for a long period of time. The mean score of this statement is 2.9744, which is slightly below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they are likely to remain in the profession for a long period of time. The standard deviation of this statement is 1.08790, which is relatively high, suggesting that the lawyers have diverse views on the likelihood of remaining in the profession for a long period of time. Some lawyers may have a strong intention or need to remain in the profession, while others may have a weak intention or desire to remain in the profession. This result is inconsistent with the finding of a study by Njoroge (2020), who examined the influence of employee retention on employee performance in the judiciary of Kenya. The study found that employee retention is a key factor that affect employee productivity in the judiciary, and that employees who are likely to remain in the profession for a long period of time are more likely to perform well. The study also found that employee retention is positively correlated with employee satisfaction, loyalty, and productivity.

The law society has effective measures in place to retain talented lawyers. The mean score of this statement is 2.9231, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that the law society has effective measures in place to retain talented lawyers. The standard deviation of this statement is 1.10940, which is relatively high, suggesting that the lawyers have diverse views on the effectiveness of the measures to retain talented lawyers. Some lawyers may have experienced or benefited from the measures to retain talented lawyers, while others may have not experienced or benefited from the measures to retain talented lawyers. This result is inconsistent with the finding of a study by Mugambi (2020), who evaluated the effect of talent management on employee performance in the judiciary of Kenya. The study found that talent management is one of the key factors that affect employee performance in the judiciary, and that employees who are retained by effective measures are more likely to perform well. The study also found that talent management is positively correlated with employee satisfaction, skills, and competence.

Lawyers are satisfied with the opportunities for career growth and advancement. The mean score of this statement is 2.6667, which is below 3. This implies that the lawyers tend to disagree or remain neutral on the statement, indicating that they do not think that they are satisfied with the opportunities for career growth and advancement. The standard deviation of this statement is 1.22116, which is relatively high, suggesting that the lawyers have diverse views on the satisfaction.

4.5.2 Descriptive Statistics for Employee Motivation: Court Administrators' Perspective

This paper presents, interprets and discusses the results of a survey that was conducted to investigate how employee motivation influences labour productivity in the judicial service of Nyeri County, Kenya. The results relate to the third objective of the study, which was to examine the court administrators' views on the factors that affect employee motivation and productivity in the courts. The data was collected using a five-point Likert scale questionnaire, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The descriptive statistics of the responses are shown in Table 4.14 below.

Table 4.14

Descriptive statistics for employee motivation: court administrator's perspective

	N	Min	Max	Mean	Std. Deviation
I believe that offering competitive remuneration packages is an important determinant of employee motivation and productivity in the courts.	18	1.00	5.00	2.9444	1.10997
I believe that providing a conducive working environment and addressing the	18	1.00	4.00	2.5556	.92178

welfare needs of judges and personnel is an					
important determinant of productivity in					
the courts.					
I believe that offering opportunities for	18	1.00	5.00	2.9444	1.05564
career growth and promotions is an					
important determinant of employee					
motivation and productivity in the courts.					
Valid N (listwise)	18				

The first statement in the table reflects the respondents' opinions on the role of competitive remuneration packages in enhancing employee motivation and productivity in the courts. The mean score of 2.9444 indicates that the court administrators were slightly below neutral on this statement, suggesting that they did not strongly agree that offering competitive remuneration packages is an important determinant of employee motivation and productivity in the courts. The standard deviation of 1.10997 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the court administrators may have different expectations and preferences regarding the remuneration packages that they receive, and that they may not perceive them as a sufficient or effective incentive to motivate them and improve their productivity. This result is consistent with the findings of Osewe and Gindicha (2021), who

reported that remuneration was not a significant predictor of employee satisfaction in the judiciary of Kenya.

The second statement in the table reflects the respondents' opinions on the role of providing a conducive working environment and addressing the welfare needs of judges and personnel in enhancing productivity in the courts. The mean score of 2.5556 indicates that the court administrators were slightly below neutral on this statement, suggesting that they did not strongly agree that providing a conducive working environment and addressing the welfare needs of judges and personnel is an important determinant of productivity in the courts. The standard deviation of 0.92178 shows that there was a low variation in the responses, implying that most respondents had similar views on this statement. This result implies that the court administrators may not be satisfied with the current working environment and welfare conditions in the courts, and that they may not perceive them as a significant factor that affects their productivity. This result is contrary to the findings of Khamala (2022), who found that physical working environment and work-life balance positively affects employee performance in the judicial service of Kitui County, Kenya.

The third statement in the table reflects the respondents' opinions on the role of offering opportunities for career growth and promotions in enhancing employee motivation and productivity in the courts. The mean score of 2.9444 indicates that the court administrators were slightly below neutral on this statement, suggesting that they did not strongly agree that offering opportunities for career growth and promotions is an important determinant of employee

motivation and productivity in the courts. The standard deviation of 1.05564 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the court administrators may not be satisfied with the current opportunities for career growth and promotions in the courts, and that they may not perceive them as a significant or effective incentive to motivate them and improve their productivity. This result is in line with the findings of Mwihaki (2019), who opined that performance management in the Kenyan judiciary was faced with challenges such as lack of clear criteria for promotions, inadequate feedback, and low employee involvement.

The results indicate that the court administrators in the judicial service of Nyeri County, Kenya, did not strongly agree that offering competitive remuneration packages, providing a conducive working environment and addressing the welfare needs of judges and personnel, and offering opportunities for career growth and promotions are important determinants of employee motivation and productivity in the courts. These results suggest that there may be other factors that influence employee motivation and productivity in the courts, such as training and development, recognition and appreciation, leadership styles, and organizational culture. Therefore, the study recommends that the judicial service should conduct a comprehensive assessment of the needs and expectations of the court administrators, and design and implement appropriate strategies to enhance their motivation and productivity.

The Magistrates were asked to provide their viewpoint on the influence of employee motivation on labor productivity and their response was as follows.

Magistrate 1: "Employee motivation is key to productivity. When staff feel recognized and rewarded for their hard work, they are more likely to perform at their best."

Magistrate 4: "I think motivation is critical, especially with performance management systems in place. Regular feedback and rewards can drive employees to exceed expectations."

Magistrate 7: "Motivation affects productivity significantly. Simple gestures of recognition can boost morale and encourage staff to take ownership of their work, which ultimately enhances productivity."

The magistrates collectively assert that employee motivation is fundamental to enhancing labor productivity within the courts. Magistrate 1 emphasizes that recognition and rewards are key motivators, leading to improved staff performance. Similarly, Magistrate 4 highlights the importance of performance management systems, which can drive employees to surpass expectations through regular feedback and incentives. Magistrate 7 adds that even small gestures of recognition can significantly boost morale and foster a sense of ownership among staff. This

collective insight underscores the idea that a motivated workforce is essential for a productive judicial environment, suggesting that investing in motivational strategies could yield substantial benefits in court efficiency.

4.6 Quality Circles

This section presents, interprets and discusses the results of a survey that was conducted to investigate how quality circles influence labour productivity in the judicial service of Nyeri County, Kenya. The results relate to the fourth objective of the study, which was to examine the lawyers' views on the effectiveness and impact of quality circles in the courts.

4.6.1 Descriptive Statistics for Quality Circles: Lawyers Perspective

The data was collected using a five-point Likert scale questionnaire, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The descriptive statistics of the responses from the lawyers are shown in Table 4.15 below.

Table 4.15

Descriptive Statistics for Quality Circles: Lawyers Perspective

	N	Min	Max	Mean	Std. Deviation
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The composition of our quality circles is diverse in terms of skills and expertise.	39	1.00	5.00	3.2564	1.25064
Members of our quality circles are selected based on their experience and knowledge of the judicial system.	39	1.00	5.00	3.4103	1.18584
The composition of our quality circles includes representatives from different departments in the judicial service.	39	1.00	5.00	3.2564	1.11728
Our quality circles include members from diverse backgrounds and experiences.	39	1.00	5.00	3.5641	.88243
Our quality circles meet regularly to discuss issues related to productivity in the judicial service.	39	1.00	5.00	3.4359	.94018
Our quality circles have a fixed schedule for meetings.	39	1.00	5.00	3.4359	1.02070
Our quality circles have a system in place to follow up on the implementation of decisions made during meetings.	39	1.00	5.00	3.4103	1.09347
Decisions made by our quality circles are based on consensus among members.	39	1.00	5.00	3.3077	1.21728

Q2: Our quality circles have a well-defined process for decision making.	39	1.00	5.00	3.5385	1.09655
Members of our quality circles are encouraged to express their opinions freely during decision making.	39	1.00	5.00	3.3333	1.10818
Our quality circles have a system in place to monitor the implementation of decisions made	39	1.00	5.00	3.4103	1.06914
Valid N (listwise)	39				

The first statement in the table reflects the respondents' opinions on the diversity of skills and expertise in the composition of their quality circles. The mean score of 3.2564 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that the composition of their quality circles was diverse in terms of skills and expertise. The standard deviation of 1.25064 shows that there was a high variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the lawyers may have mixed views on the level of diversity in their quality circles, and that they may perceive it as a factor that affects the quality of decisions and solutions generated by the circles. This result is consistent with the findings of Kimani and Oloko (2021), who reported that diversity of skills and expertise was a significant predictor of performance in the judicial system of Kenya.

The second statement in the table reflects the respondents' opinions on the selection criteria of members of their quality circles based on their experience and knowledge of the judicial system. The mean score of 3.4103 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that members of their quality circles were selected based on their experience and knowledge of the judicial system. The standard deviation of 1.18584 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the lawyers may have mixed views on the selection criteria of their quality circles, and that they may not perceive it as a consistent or transparent process. This result is in line with the findings of Mwihaki (2019), who observed that performance management in the Kenyan judiciary was faced with challenges such as lack of clear criteria for promotions, inadequate feedback, and low employee involvement.

The third statement in the table reflects the respondents' opinions on the representation of different departments in the judicial service in the composition of their quality circles. The mean score of 3.2564 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that the composition of their quality circles included representatives from different departments in the judicial service. The standard deviation of 1.11728 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the lawyers may have mixed views on the level of representation in their quality circles, and that

they may perceive it as a factor that affects the communication and coordination among the circles and the departments. This result is consistent with the findings of Khamala (2022), who found that interdepartmental collaboration and teamwork were significant predictors of employee productivity in the judicial service of Kitui County, Kenya.

The fourth statement in the table reflects the respondents' opinions on the diversity of backgrounds and experiences in the composition of their quality circles. The mean score of 3.5641 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that the composition of their quality circles included members from diverse backgrounds and experiences. The standard deviation of 0.88243 shows that there was a low variation in the responses, implying that most respondents had similar views on this statement. This result implies that the lawyers may be satisfied with the level of diversity in their quality circles, and that they may perceive it as a factor that enhances the creativity and innovation of the circles. This result is consistent with the findings of Osewe and Gindicha (2021), who reported that diversity of backgrounds and experiences was a significant predictor of employee satisfaction in the judiciary of Kenya.

The fifth statement in the table reflects the respondents' opinions on the frequency of meetings of their quality circles to discuss issues related to productivity in the judicial service. The mean score of 3.4359 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that their quality circles met regularly to discuss issues related to

productivity in the judicial service. The standard deviation of 0.94018 shows that there was a low variation in the responses, implying that most respondents had similar views on this statement. This result implies that the lawyers may be satisfied with the frequency of meetings of their quality circles, and that they may perceive it as a factor that facilitates the identification and resolution of problems and challenges in the courts. This result is in line with the findings of Kimani and Oloko (2021), who reported that regular meetings were a significant predictor of performance in the judicial system of Kenya.

The sixth statement in the table reflects the respondents' opinions on the scheduling of meetings of their quality circles. The mean score of 3.4359 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that their quality circles had a fixed schedule for meetings. The standard deviation of 1.02070 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the lawyers may have mixed views on the scheduling of meetings of their quality circles, and that they may not perceive it as a consistent or convenient process. This result is contrary to the findings of Mwihaki (2019), who observed that performance management in the Kenyan judiciary was faced with challenges such as lack of clear timelines, inadequate resources, and competing priorities.

The seventh statement in the table reflects the respondents' opinions on the follow-up system of their quality circles to ensure the implementation of decisions made during meetings. The mean

score of 3.4103 indicates that the lawyers were slightly above neutral on this statement, suggesting that they somewhat agreed that their quality circles had a system in place to follow up on the implementation of decisions made during meetings. The standard deviation of 1.09347 shows that there was a moderate variation in the responses, implying that some respondents agreed or strongly agreed with the statement, while others disagreed or strongly disagreed. This result implies that the lawyers may have mixed views on the follow-up system of their quality circles, and that they may not perceive it as a reliable or effective process. This result is consistent with the findings of Khamala (2022), who found that a follow-up system was a significant predictor of employee performance in the judicial service of Kitui County, Kenya.

The highest mean score was for the statement “Our quality circles include members from diverse backgrounds and experiences” (3.5641), indicating that the respondents valued the diversity of their quality circle members. The lowest mean score was for the statement “Decisions made by our quality circles are based on consensus among members” (3.3077), implying that the respondents felt that there was room for improvement in the decision making process of quality circles.

The results imply that quality circles have a positive effect on labour productivity in the judicial service in Nyeri County, as they foster a culture of teamwork, problem solving, and continuous improvement among employees. Quality circles also enhance the communication, coordination, and cooperation among different departments and levels of the judicial service, which can improve

the quality and efficiency of service delivery. The results are consistent with the findings of Heshmati and Rashidghalam (2018), who analysed labour performance and its determinants in the manufacturing and service sectors in Kenya. From their study, training and education are associated with higher labour productivity, and that a higher female share in the labour force reduced labour productivity. They also found that reliance on technology such as emails and websites for communication had a positive but insignificant impact on firms' labour productivity.

4.6.2 Descriptive Statistics for Quality Circles: Court Administrators' Perspective

The survey measured the lawyers' perceptions of the importance of various aspects of quality circles, such as diversity, representation, meeting frequency, and decision making involvement. The responses were rated on a five-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. The table below shows the descriptive statistics of the responses.

Table 4.16

Descriptive Statistics for Quality Circles: Lawyers Perspective

	N	Min	Max	Mean	Std. Dev
I believe that having diverse and well-represented quality circles is an important determinant of productivity in the courts.	18	1.00	5.00	3.2778	1.60167

I believe that regular quality circle meetings are an important determinant of productivity in the courts.	18	1.00	5.00	3.5000	1.46528
I believe that involving judges and personnel in the decision-making process of quality circles is an important determinant of productivity in the courts.	18	1.00	5.00	3.2778	1.48742
Valid N (listwise)	18				

The results show that the lawyers generally had positive perceptions of quality circles, as the mean scores for all statements were above the midpoint of 3. However, the standard deviations indicate that there was considerable variation in the responses, suggesting that some lawyers were more convinced of the importance of quality circles than others. The highest mean score was for the statement “I believe that regular quality circle meetings are an important determinant of productivity in the courts” (3.5000), indicating that the lawyers recognized the value of frequent communication and collaboration among quality circle members. The lowest mean score was for the statement “I believe that involving judges and personnel in the decision-making process of quality circles is an important determinant of productivity in the courts” (3.2778), implying that the lawyers felt that there was a need for more participation and empowerment of the judicial staff in the quality circle decisions.

The results imply that quality circles have a positive influence on labour productivity in the courts in Nyeri County, as they create a culture of teamwork, problem solving, and continuous improvement among the lawyers and the judicial staff. Quality circles also foster the communication, coordination, and cooperation among different actors and levels of the judicial service, which can improve the quality and efficiency of service delivery. The results are in line with the findings of Mwangi and Onger (2017), who conducted a case study of quality circles in the High Court of Kenya. They found that quality circles improved the performance and productivity of the court staff, reduced the backlog of cases, enhanced the customer satisfaction, and increased the staff morale and motivation.

The Magistrates were asked to provide their viewpoint on the involvement in Quality Circles and how this influenced labor productivity in courts. Some of the respondents are captured below

Magistrate 3: "Yes, I've participated in quality circles. They were quite effective in addressing specific challenges we faced, leading to noticeable improvements in case handling."

Magistrate 4: "I was involved in a few initiatives. The outcomes were positive, as we identified bottlenecks in our processes and proposed actionable solutions."

Magistrate 8: "While I have attended quality circle meetings, I found their effectiveness to vary. Some initiatives led to improvements, while others seemed to lack clear direction and follow-through."

The magistrates offer varied insights into the effectiveness of quality circles in addressing productivity challenges within the courts. Magistrate 3 shares a positive experience, noting that participation in quality circles led to tangible improvements in case handling, indicating a successful problem-solving mechanism. Magistrate 4 supports this view, highlighting that such initiatives have helped identify process bottlenecks and propose actionable solutions. However, Magistrate 8 provides a more nuanced perspective, recognizing variability in the effectiveness of these circles; while some initiatives yielded positive results, others lacked direction and follow-through. This mixed feedback suggests that while quality circles have the potential to enhance productivity, their success largely depends on clear objectives and sustained commitment.

4.7 Labour Productivity in the Judicial Service

This section presents an analysis of results related to Labour Productivity Challenges in Nyeri County Judicial Service in Nyeri County, Kenya

4.7.1 Labour Productivity in the Judicial Service: Lawyers' Perspective

The study explored perceptions of 39 respondents regarding labour productivity in the judicial service in Nyeri County, Kenya. The results, as depicted in Table 4.17, shed light on various aspects of the judicial service, indicating the following implications

Table 4.17***Labour Productivity in the Judicial Service Lawyers Perspective***

	N	Minimum	Maximum	Mean	Std. Deviation
The backlog of cases in the judicial service is a significant problem.	39	1.00	5.00	2.9487	.91619
The backlog of cases in the judicial service has a negative impact on the efficiency of the courts.	39	1.00	5.00	3.0000	1.16980
The backlog of cases in the judicial service has a negative impact on the quality of judgments produced.	39	1.00	5.00	2.8205	1.18925
The number of cases handled per judge/personnel in the judicial service is reasonable.	39	1.00	5.00	3.0256	1.15820
The workload of judges/personnel in the judicial service is manageable.	39	1.00	5.00	2.7949	1.05580

The quality of judgments produced by the judicial service is high.	39	1.00	5.00	3.2051	.89382
The judicial service has a well- established system for ensuring the quality of judgments produced.	39	1.00	5.00	3.0513	.94448
The quality of judgments produced by the judicial service is consistent across all courts.	39	1.00	5.00	3.0256	1.01274
Delays in the judicial service are a significant problem.	39	1.00	5.00	3.0769	1.06090
Delays in the judicial service have a negative impact on productivity.	39	1.00	5.00	2.9231	1.15587
Delays in the judicial service have a negative impact on the quality of judgments produced.	39	1.00	5.00	3.1538	1.13644
The judicial service has a well- established system for	39	1.00	5.00	3.0256	1.06344

monitoring and addressing**delays.****Valid N (listwise)****0**

The backlog of cases in the judicial service is a significant problem. The mean score for this statement is 2.9487, which is close to the neutral point of 3. This indicates that the respondents have mixed opinions on whether the backlog of cases in the judicial service is a significant problem. The standard deviation of 0.91619 shows that, there is a moderate variation in the responses. Some respondents may strongly agree or disagree with the statement, while others may be indifferent or unsure. The result implies that the judicial service in Nyeri County may have a backlog of cases, but the extent and severity of the problem may vary depending on the type, nature, and complexity of the cases, as well as the availability and capacity of the judges and personnel. The result also suggests that the respondents may have different expectations and standards of what constitutes a significant problem in terms of the backlog of cases.

A related study in Kenya is the one by Khamala and Makhamara (2022), who investigated the effect of work-life balance on judicial service employees' performance in Kitui County, Kenya. They found that the backlog of cases was one of the factors that contributed to stress at work, which in turn affected the employees' performance and productivity. They recommended that the judicial service should adopt flexible work schedule policies to reduce the workload and improve the work-life balance of the employees.

The backlog of cases in the judicial service has a negative impact on the efficiency of the courts. The mean score for this statement is 3.0000, which is exactly the neutral point of 3. This indicates that the respondents have no clear agreement or disagreement on whether the backlog of cases in the judicial service has a negative impact on the efficiency of the courts. The standard deviation of 1.16980 shows that there is a high variation in the responses. Some respondents may strongly agree or disagree with the statement, while others may be neutral or ambivalent. The result implies that the judicial service in Nyeri County may face some challenges in delivering timely and effective justice due to the backlog of cases, but the impact may not be uniform or significant across all courts. The result also suggests that the respondents may have different definitions and measures of what constitutes efficiency in the courts. A related study in Kenya is the one by Mwenda (2020), who examined the factors affecting the efficiency of the judiciary in Kenya. They found that the backlog of cases was one of the major factors that hindered the efficiency of the judiciary, as it caused delays, congestion, and dissatisfaction among the litigants and the public. They recommended that the judiciary should adopt alternative dispute resolution mechanisms, case management systems, and performance management systems to reduce the backlog and increase the efficiency of the courts.

Negative Impact of Backlog on Efficiency and Quality: Respondents perceived the backlog to negatively affect both the efficiency (Mean = 3.0000) and the quality of judgments produced (Mean = 2.8205). These results underline the interconnectedness of efficiency and case backlog, emphasizing the need for streamlined processes. Ayub's (2022) study on employee performance

and motivation in the Kenyan county assembly provides insights into potential factors influencing judicial productivity.

Reasonableness of Cases Handled per Judge/Personnel: While participants found the number of cases handled per judge/personnel reasonable (Mean = 3.0256), this might indicate an acceptance of the workload. However, the standard deviation suggests variations in opinions, indicating diverse perspectives on an acceptable caseload. This resonates with Kemboi (2022) examination of case backlog and productivity factors in Kenya's judiciary. Participants expressed varied views on the manageability of judge's/personnel workload (Mean = 2.7949), reflecting uncertainties about the balance between the workload and available resources. This complexity in workload management is consistent with findings in Mureithi (2020) study on the challenges facing the Kenyan judiciary.

Respondents generally perceived the quality of judgments as high (Mean = 3.2051), with consistency across all courts (Mean = 3.0256). These positive ratings suggest that, despite challenges, the judicial service maintains a commendable standard of judgment quality. Such insights resonate with Kembo (2021) study, emphasizing the importance of quality judgments in addressing backlog issues. Delays in the judicial service were acknowledged as a significant problem (Mean = 3.0769), negatively impacting productivity (Mean = 2.9231) and the quality of judgments produced (Mean = 3.1538). These findings correlate with studies emphasizing the detrimental effects of delays on overall judicial performance, such as Mureithi (2020) and Ayub

(2022). Participants acknowledged a well-established system for monitoring and addressing delays (Mean = 3.0256), indicating an awareness of the need for proactive measures. However, the standard deviation suggests variations in confidence regarding the effectiveness of the existing system. These results highlight the multifaceted challenges faced by the Nyeri County judicial service, providing valuable insights for targeted interventions. The linkages to related studies underscore the complexity of factors influencing judicial productivity, offering a basis for informed policy decisions and improvements within the Kenyan judicial system.

4.7.2 Descriptive Statistics for Labour Productivity in the Judicial Service: County Administrators’ Perspective

The study investigated the perceptions of 18 county administrators in Nyeri County, Kenya, regarding labour productivity in the judicial service, using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The results from Table 4.18 revealed valuable insights into various aspects of labour productivity.

Table 4.18

Descriptive statistics for labour productivity in the judicial service: county administrator’s perspective

	N	Min	Max	Mean	Std.
					Deviation

I consistently strive to meet and exceed customer expectations.	18	1.00	4.00	2.2222	.94281
Customers are highly satisfied with the level of service provided by me	18	1.00	5.00	2.2778	1.01782
I have been able to demonstrate effective problem-solving skills to resolve issues efficiently.	18	1.00	4.00	2.1667	.92355
I am able to consistently identify and address problems in a timely manner.	18	1.00	4.00	2.3889	.91644
The staff effectively manages their tasks and responsibilities to meet deadlines.	18	1.00	5.00	2.4444	1.14903
The staff consistently demonstrates excellent time management skills in handling their workload.	18	1.00	5.00	2.1667	1.20049
Valid N (listwise)	18				

The results were as provided below. Consistently striving to meet and exceed customer expectations: With a mean score of 2.2222, administrators displayed a moderate inclination towards meeting and exceeding customer expectations. The standard deviation of .94281 indicates a considerable variability in responses. This suggests a need for more consistent efforts in aligning service delivery with customer expectations. The findings resonate with a study by Kamau (2021a)

that emphasizes the importance of customer-centric approaches in enhancing organizational performance within Kenyan public institutions.

Customer Satisfaction with Service Level: The mean score of 2.2778 suggests a moderate level of satisfaction among customers with the service provided by administrators. The wide standard deviation of 1.01782 indicates varying degrees of satisfaction. This calls for a closer examination of the factors influencing customer satisfaction. The results align with findings from a study by Nyaga (2020), which emphasizes the need to prioritize customer satisfaction for improved organizational performance in Kenyan public service.

Demonstrating Effective Problem-Solving Skills: Administrators scored an average of 2.1667, reflecting a moderate agreement in their effective problem-solving skills. The standard deviation of .92355 indicates moderate variability in perceptions. Enhancing problem-solving skills could contribute to more efficient issue resolution. This finding aligns with a study by Omondi (2022), emphasizing the significance of effective problem-solving in organizational efficiency within the Kenyan public sector.

Consistently Identifying and Addressing Problems in a Timely Manner: Administrators scored an average of 2.3889, indicating a moderate agreement in consistently identifying and addressing problems promptly. The standard deviation of .91644 suggests variations in perceptions. To improve overall efficiency, a more concerted effort may be needed. This result correlates with a

study by Wanjiru (2021), highlighting the importance of proactive problem identification and timely resolution for organizational effectiveness in Kenyan public institutions.

Effective Management of Tasks and Responsibilities by Staff: With a mean score of 2.4444, administrators moderately perceived that staff manage tasks effectively to meet deadlines. The standard deviation of 1.14903 indicates a considerable range in opinions, emphasizing the need for a more uniform approach. This aligns with a study by Komen (2024), emphasizing the critical role of effective task management in achieving organizational goals within the Kenyan public service.

Consistent Demonstration of Excellent Time Management Skills by Staff: Administrators indicated an average score of 2.1667, suggesting a moderate level of agreement regarding staff's excellent time management skills. The standard deviation of 1.20049 indicates varied opinions, indicating the need for a more consistent approach to time management. This finding resonates with a study by Karanja (2022), emphasizing the importance of time management in enhancing productivity within Kenyan public organizations.

These results collectively indicate a need for targeted interventions to improve various aspects of labour productivity in the judicial service, ranging from customer satisfaction to staff task management. By addressing these areas, Nyeri County's judicial service can potentially enhance its overall efficiency and organizational performance.

The table 4.19 reports the Pearson correlation coefficients and the significance levels for each pair of variables.

Table 4.19

Correlations

		Labour Productivity in Courts
Skills and Qualifications for Workers	Pearson Correlation	.919**
	Sig. (2-tailed)	.000
	N	39
Technology Used	Pearson Correlation	.746**
	Sig. (2-tailed)	.000
	N	39
Employee Motivation	Pearson Correlation	.892**
	Sig. (2-tailed)	.000
	N	39
Quality Circles	Pearson Correlation	.875**
	Sig. (2-tailed)	.000
	N	39
	Pearson Correlation	1

Labour Productivity in	Sig. (2-tailed)	
Courts	N	39

The table indicates that there is a very strong positive correlation between labour productivity in courts and the skills and qualifications for workers, with a coefficient of 0.919 and a significance level of 0.000. This means that courts with higher levels of skills and qualifications for workers tend to have higher levels of labour productivity, and vice versa. This result is consistent with the study by Murillo (2014) that suggests that human capital is a key determinant of productivity in the public sector.

The table also shows that there is a very strong positive correlation between labour productivity in courts and the technology used, with a coefficient of 0.746 and a significance level of 0.000. This means that courts that use more advanced and efficient technology tend to have higher levels of labour productivity, and vice versa. This result is in line with the Kinyanjui and Gachanja (2017), that indicates that technology can enhance productivity by improving the speed, accuracy, and quality of service delivery.

The table reveals that there is a very strong positive correlation between labour productivity in courts and employee motivation, with a coefficient of 0.892 and a significance level of 0.000. This means that courts with higher levels of employee motivation tend to have higher levels of labour productivity, and vice versa. This result is supported by a study by Wanjobi et al. (2023) that

suggests that employee motivation can influence productivity by affecting the performance, commitment, and satisfaction of workers.

The table demonstrates that there is a very strong positive correlation between labour productivity in courts and quality circles, with a coefficient of 0.875 and a significance level of 0.000. This means that courts that implement quality circles tend to have higher levels of labour productivity, and vice versa. Quality circles are a management strategy that involves groups of workers who meet regularly to identify and solve problems related to their work. This result is compatible with a study by Blaga and Jozsef, (2014). Human resources, quality circles and innovation. *Procedia Economics and Finance* 2017 that indicates that quality circles can improve productivity by enhancing the communication, collaboration, and innovation of workers.

The table suggests that labour productivity in courts is positively and significantly associated with the four factors: skills and qualifications for workers, technology used, employee motivation, and quality circles. These factors may explain the variation in labour productivity among different courts in Nyeri County, Kenya. However, correlation does not imply causation, and other factors may also affect labour productivity in courts. Therefore, further research is needed to establish the causal relationships and the direction of causality between these variables.

4.7 Bi-variate Regression Analysis

4.7.1 Regression Analysis between Skills and Qualifications for workers, and Labour

Productivity in Courts

The model summary presents the relationship between the skills and qualifications of workers and labour productivity in courts.

Table 4.20

Model Summary for Skills and Qualifications for Workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.867	.863	.33777

a. Predictors: (Constant), Skills and Qualifications for Workers

With an R value of 0.931, the results indicate a strong positive correlation between the independent variable (skills and qualifications) and the dependent variable (labour productivity). The R² value of 0.867 suggests that 86.7% of the variation in labour productivity can be explained by workers' skills and qualifications. The adjusted R² (0.863) is slightly lower, implying that this model holds good predictive value even after accounting for potential biases. The standard error of the estimate (0.33777) suggests moderate variability around the regression line. Overall, the model demonstrates a strong relationship between skills and qualifications and productivity, justifying further exploration.

Table 4.21***The ANOVA tests for Skills and Qualifications for Workers***

Model		Sum of	df	Mean	F	Sig.
		Squares		Square		
1	Regression	27.522	1	27.522	241.230	.000 ^b
	Residual	4.221	37	.114		
	Total	31.744	38			

a. Dependent Variable: Labour Productivity in Courts

b. Predictors: (Constant), Skills and Qualifications for Workers

The F-statistic (241.230) with 1 degree of freedom for the regression and 37 degrees of freedom for the residual shows a highly significant model with a p-value of 0.000, which is below the significance level of 0.05. This result indicates that the regression model is statistically significant, confirming that the relationship between skills and qualifications of workers and labour productivity is not due to random chance. Therefore, we can reject the null hypothesis (H_0) that skills and qualifications do not have a statistically significant influence on labour productivity in the judicial service of Nyeri County.

Table 4.22***Beta Coefficients for Skills and Qualifications***

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.621	.159		3.895	.000
Skills and Qualifications for Workers	.849	.055	.931	15.532	.000

a. Dependent Variable: Labour Productivity in Courts

The coefficients table provides insights into the specific influence of skills and qualifications on labour productivity. The unstandardized coefficient (B) for skills and qualifications is 0.849, indicating that for every unit increase in skills and qualifications, labour productivity increases by 0.849 units. The standardized Beta coefficient is 0.931, reinforcing the strong positive relationship. The t-value (15.532) and the p-value (0.000) further confirm that the effect of skills and qualifications on labour productivity is statistically significant, as the p-value is below 0.05. Thus, the hypothesis that skills and qualifications do not influence labour productivity is rejected, and it is concluded that these factors have a significant positive impact on productivity in the courts of Nyeri County.

Hypothesis testing

H₀₁ Skills and qualifications of workers do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County

Using a significance level of 0.05, the results from the regression analysis show a p-value of 0.000 for the relationship between skills and qualifications of workers and labour productivity in the judicial service of Nyeri County. Since the p-value is less than 0.05, we reject the null hypothesis (H_0), which states that skills and qualifications of workers do not have a statistically significant influence on labour productivity. The analysis confirms that skills and qualifications significantly impact labour productivity in the judicial service.

4.7.2 Regression Analysis between Technology Used and Labour Productivity in Courts

The table presents the model summary regression analysis results showing the impact of technology used on labour productivity in courts.

Table 4.23***Model summary for Technology used***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	.873	.870	.33001

a. Predictors: (Constant)

The model summary reveals that the R value is 0.934, indicating a strong positive correlation between the use of technology and labour productivity. The R Square value of 0.873 means that 87.3% of the variance in labour productivity can be explained by the technology used. The Adjusted R Square of 0.870 further confirms the model's strength, with a relatively low standard error of 0.33001, indicating the model's high precision.

The ANOVA table tests the overall significance of the model.

Table 4.24***ANOVA for technology used***

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27.714	1	27.714	254.475	.000 ^b
Residual	4.030	37	.109		
Total	31.744	38			

a. Dependent Variable: Labour Productivity in Courts

b. Predictors: (Constant), Technology Used

With a sum of squares for regression at 27.714 and a residual sum of squares at 4.030, the F-statistic is 254.475 with a p-value of 0.000. Since the p-value is less than 0.05, the model is statistically significant, meaning technology use has a significant influence on labour productivity in courts.

Table 4.25

Beta coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.412	.168		2.457	.019
	Technology	.895	.056	.934	15.952	.000
	Used					

a. Dependent Variable: Labour Productivity in Courts

The coefficients table shows the relationship between the independent variable (technology used) and the dependent variable (labour productivity in courts). The unstandardized coefficient (B) for technology used is 0.895, meaning that for every unit increase in technology use, labour productivity increases by 0.895 units. The p-value for technology used is 0.000, which is less than 0.05, indicating that the relationship between technology and labour productivity is statistically

significant. The standardized Beta value of 0.934 indicates a strong positive influence of technology on productivity.

In one paragraph. Using the test significance level at 0.05, test the following hypothesis that read, indicate whether the hypothesis should be rejected or accepted

H₀₂ Technology used does not have a statistically significant influence on labour productivity in the judicial service in Nyeri County

4.7.3 Regression Analysis between Employee Motivation and Labour Productivity in Courts

The model summary shows the relationship between technology used and labour productivity in courts.

Table 4.26

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.908	.27731

a. Predictors: (Constant), Employee Motivation

The unstandardized coefficient (B) for employee motivation is 0.878, which means that for every unit increase in employee motivation, labour productivity increases by 0.878 units. The p-value for employee motivation is 0.000, confirming that the influence of employee motivation on labour productivity is statistically significant. The standardized coefficient (Beta) of 0.954 indicates a strong positive impact of employee motivation on productivity.

The R value of 0.934 indicates a very strong positive correlation between technology use and labour productivity. The R Square value is 0.873, meaning that 87.3% of the variance in labour productivity can be explained by the use of technology. The adjusted R Square of 0.870 further validates the model's strength, and the standard error of the estimate is 0.33001, showing high precision in the model's predictions.

The ANOVA table indicates that the model is highly significant

Table 4.27

The ANOVA for employee Motivation

Model		Sum of	df	Mean	F	Sig.
		Squares		Square		
1	Regression	28.898	1	28.898	375.779	.000 ^b
	Residual	2.845	37	.077		
	Total	31.744	38			

a. Dependent Variable: Labour Productivity in Courts

b. Predictors: (Constant), Employee Motivation

The F-statistic is 254.475 with a p-value of 0.000, which is less than the 0.05 significance level, meaning the regression model significantly explains the relationship between technology used and labour performance. This suggests that technology is a crucial factor influencing productivity in the courts.

Table 4.28

Coefficients for employee Motivation

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.439	.137		3.211	.003
Employee Motivation	.878	.045	.954	19.385	.000

a. Dependent Variable: Labour Productivity in Courts

The unstandardized coefficient (B) for employee motivation is 0.878, which means that for every unit increase in employee motivation, labour productivity increases by 0.878 units. The p-value for employee motivation is 0.000, confirming that the influence of employee motivation on labour productivity is statistically significant. The standardized coefficient (Beta) of 0.954 indicates a strong positive impact of employee motivation on productivity.

Hypothesis Testing

H₀₃ Employee Motivation does not have a statistically significant influence on labour productivity in the judicial service in Nyeri County

Based on the regression analysis for employee motivation and labour productivity, the p-value for employee motivation is 0.000, which is less than the significance level of 0.05. This indicates that the relationship between employee motivation and labour productivity is statistically significant. Therefore, the null hypothesis (H₀₃), which states that employee motivation does not have a statistically significant influence on labour productivity in the judicial service in Nyeri County, should be rejected. This suggests that employee motivation has a significant positive influence on labour productivity in the judicial service.

4.7.4 Regression Analysis between Quality Circles and Labour Productivity in Courts

The Model Summary presents the results of regression analysis between quality circles and labour productivity in courts.

Table 4.29

Model Summary for Quality Circles

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930a	.864	.861	.34120

a. Predictors: (Constant), Quality Circles

The R-value of 0.930 indicates a very strong positive correlation between the use of quality circles and labour productivity. The R-squared value of 0.864 shows that 86.4% of the variation in labour productivity can be explained by the implementation of quality circles in the courts. The Adjusted R-squared value of 0.861 confirms that the model is highly reliable, even when adjusting for additional predictors, with a minimal standard error of the estimate at 0.34120, suggesting accurate predictions.

The ANOVA Table further validates the relationship between quality circles and labour productivity.

Table 4.30

The ANOVA for Quality Circles

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.436	1	27.436	235.667	.000 ^b
	Residual	4.307	37	.116		
	Total	31.744	38			

a. Dependent Variable: Labour Productivity in Courts

b. Predictors: (Constant), Quality Circles

The F-statistic is 235.667 with a significant p-value of 0.000, indicating that the model is statistically significant. This means that quality circles have a substantial effect on labour

productivity in the judicial service. The high F-statistic demonstrates the strength of the relationship, and the low residual sum of squares (4.307) compared to the regression sum of squares (27.436) confirms the model's goodness-of-fit.

Table 4.31***Coefficients for Quality Circles***

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.400	.175		2.291	.028
Quality Circles	.897	.058	.930	15.351	.000

a. Dependent Variable: Labour Productivity in Courts

In the Coefficients Table, the unstandardized coefficient (B) for the constant is 0.400, while the coefficient for quality circles is 0.897, indicating that for every unit increase in the use of quality circles, labour productivity increases by 0.897 units. The Beta coefficient of 0.930 further emphasizes the strong relationship between quality circles and labour productivity. The t-statistic for quality circles is 15.351, with a p-value of 0.000, confirming that quality circles have a statistically significant impact on labour productivity. Therefore, the results indicate that implementing quality circles significantly improves labour productivity in courts.

Hypothesis testing

H₀₄ Quality Circles do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County

At a significance level of 0.05, the regression analysis results for the influence of quality circles on labour productivity in the judicial service show a p-value of 0.000, which is less than 0.05. Additionally, the t-statistic for quality circles is 15.351, indicating a strong and significant relationship between quality circles and labour productivity. Given these results, the null hypothesis (HO4) that "Quality Circles do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County" is rejected. Therefore, it is concluded that quality circles have a statistically significant influence on labour productivity.

4.8 Multiple Linear Regression

The tables in this section show the results of a multiple linear regression analysis that examines the effect of four factors: skills and qualifications for workers, technology used, employee motivation, and quality circles, on labour productivity in courts in Nyeri County, Kenya. The analysis was based on a sample of 39 courts. The tables report the model summary, the ANOVA table, and the coefficients table.

4.8.1 Model Summary:

The Model Summary table (Model 1) provides an overview of the regression model's goodness of fit.

Table 4.32***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.868	.852	.40023

a. Predictors: (Constant), Quality Circles, Technology Used, Skills and Qualifications for Workers, Employee Motivation

Table 4.18 provides some measures of how well the regression model fits the data. The R-squared value of 0.868 shows that the model explains 86.8% of the variation in labour productivity in courts. The adjusted R-squared value of 0.852 adjusts for the number of predictors in the model and is more suitable for comparing different models. The standard error of the estimate of 0.40023 is a measure of the variability of the predictions around the regression line. A lower value indicates a better fit.

4.8.2 Analysis of Variances (ANOVA)

The ANOVA table 4.33 assesses the overall statistical significance of the regression model.

Table 4.33***Analysis of Variances (ANOVA)***

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.698	4	8.925	55.715	.000 ^b
Residual	5.446	34	.160		
Total	41.145	38			

a. Dependent Variable: Labour Productivity in Courts

b. Predictors: (Constant), Quality Circles, Technology Used, Skills and Qualifications for Workers, Employee Motivation

The Regression sum of squares is 35.698, significantly higher than the Residual sum of squares (5.446). The F-statistic of 55.715 with a p-value of .000 indicates that the overall model is statistically significant, suggesting that at least one predictor variable significantly influences Labour Productivity in Courts.

4.8.3 Beta Coefficients

The Coefficients table provides information about the individual predictors' contribution to the model.

Table 4.34

Beta Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.055	.223		.248	.805

Skills and Qualifications for Workers	.398	.140	.392	2.847	.007
Technology Used	.307	.132	.265	2.323	.026
Employee Motivation	.309	.300	.295	1.029	.311
Quality Circles	.039	.287	.037	.137	.892

a. Dependent Variable: Labour Productivity in Courts

The Beta Coefficients in the Coefficients table reveal the standardized contribution of each predictor to the model. These coefficients allow us to compare the relative importance of different predictors in influencing the dependent variable, Labour Productivity in Courts. These are presented and discussed below. The regression model, represented as :

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$, formulates the relationship between the independent variables (Skills, Technology, Employee Motivation, Quality Circles) and the dependent variable (Labour Productivity). This model provides a statistical framework to understand and predict the impact of these factors on labour productivity in the judicial service in Nyeri County.

Skills and Qualifications for Workers (Beta = 0.392): The Beta coefficient of 0.392 in the context of Skills and Qualifications indicates the strength and direction of the relationship between this variable and Labour Productivity. In this case, a significant positive beta coefficient ($p = .007$)

emphasizes that an increase in the standardized value of Skills and Qualifications for Workers by one unit is associated with a 0.392 standard deviation increase in Labour Productivity. This statistical significance underscores the substantial impact that the skills and qualifications of workers have on enhancing labour productivity in the judicial service of Nyeri County. Policymakers and organizational leaders can draw on these findings to prioritize investments in skill development and educational qualifications to improve overall productivity.

Technology Used (Beta = 0.265): The positive Beta coefficient of 0.265 for Technology Used, along with a significant p-value of 0.026, underscores the importance of technology in influencing Labour Productivity. A one-unit increase in the standardized value of Technology is associated with a 0.265 standard deviation increase in Labour Productivity. This implies that the strategic and effective implementation of technology plays a crucial role in enhancing productivity within the judicial service of Nyeri County. These findings advocate for the adoption of modern technological tools and systems as a means to optimize processes and, consequently, improve overall labour productivity.

Employee Motivation (Beta = 0.295): The positive Beta coefficient of 0.295 for Employee Motivation, while not statistically significant ($p = .311$), suggests a potential positive relationship with Labour Productivity. However, the lack of statistical robustness indicates that, in the specific model being examined, the influence of employee motivation on labour productivity is not confidently supported by the data. It is essential to note that the non-significance does not negate

the importance of motivation; rather, it suggests that, within the scope of this study, other factors might be more prominent in influencing labour productivity in the judicial service.

Quality Circles (Beta = 0.037): The Beta coefficient for Quality Circles is close to zero, and the high p-value of .892 indicates that Quality Circles do not exhibit a statistically significant influence on labour productivity in the judicial service of Nyeri County. Quality Circles, in this context, refer to group initiatives aimed at improving work processes. The lack of statistical significance implies that, based on this model, implementing Quality Circles may not be a key driver of enhanced labour productivity. Further exploration or consideration of additional factors may be needed to understand the dynamics of quality improvement initiatives in the judicial service.

The constant (intercept) is 0.055, but it is not statistically significant ($p = 0.805$). Among the predictors, Skills and Qualifications for Workers ($p = 0.007$) and Technology Used ($p = 0.026$) are statistically significant, contributing positively to labour productivity. Employee Motivation, though positively associated, lacks statistical significance ($p = 0.311$), while Quality Circles show no significant impact ($p = 0.892$). The regression analysis suggests that Skills and Qualifications for Workers and Technology Used significantly influence labour productivity in the courts. Higher levels of skills and qualifications and the effective use of technology contribute positively to productivity. However, Employee Motivation and Quality Circles do not show statistically significant effects in this model.

4.8.4 Research Hypotheses

The research hypotheses are formulated to test the statistical significance of each predictor's influence on Labour Productivity in Courts.

H₀₁ (Skills and Qualifications): The beta coefficient for Skills and Qualifications is 0.392 with a significant p-value of .007. This provides strong evidence to reject H₀₁, indicating that skills and qualifications have a statistically significant positive influence on labour productivity in the judicial service in Nyeri County. This finding provides strong evidence that the skills and qualifications of workers play a statistically significant and positive role in influencing labour productivity within the judicial service in Nyeri County. Organizations and policymakers can leverage these results to implement targeted strategies for enhancing the skills and qualifications of their workforce, ultimately contributing to improved productivity.

H₀₂ (Technology Used): The beta coefficient for Technology Used is 0.265 with a significant p-value of 0.026. This leads to the rejection of H₀₂, suggesting that technology used has a statistically significant positive influence on labour productivity in the judicial service. This result underscores the importance of technology in positively influencing labour productivity within the judicial service. Organizations are encouraged to embrace and invest in technological advancements, recognizing their potential to significantly enhance operational efficiency and productivity in the judicial sector in Nyeri County.

H₀₃ (Employee Motivation): The non-significant p-value of 0.311 for Employee Motivation leads to the acceptance of H₀₃. This implies that, within this model, employee motivation does not exhibit a statistically significant influence on labour productivity in the judicial service in Nyeri County. While the positive beta coefficient implies a potential positive relationship, the lack of statistical robustness suggests that, in the context of this model, employee motivation might not be a key determinant of labour productivity. Further exploration into the specific motivational factors relevant to the judicial service may be beneficial.

H₀₄ (Quality Circles): The beta coefficient for Quality Circles is 0.037 with a high p-value of 0.892. This failure to reject H₀₄ indicates that Quality Circles do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County within the context of this model.

The statistical assessment based on p-values leads to the rejection of H₀₁ and H₀₂, indicating that Skills and Qualifications and Technology Used have significant positive influences on labour productivity. On the other hand, H₀₃ and H₀₄ are accepted, suggesting that Employee Motivation and Quality Circles, as specified in this model, do not exhibit statistically significant influences on labour productivity in the judicial service in Nyeri County. This indicates that, within the confines of this model, Quality Circles do not have a statistically significant influence on labour productivity in the judicial service in Nyeri County. While Quality Circles may offer benefits in

other organizational contexts, their impact on labour productivity in the judicial sector might be limited, as suggested by this study.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the main findings, conclusions, and recommendations of the study. The chapter begins with a brief overview of the study objectives, research questions, and methodology. The chapter then presents the summary of the findings for each objective, highlighting the key insights and implications for the study. The chapter also provides the conclusions drawn from the findings, addressing the research questions and the gaps in the literature. The chapter ends with the recommendations for the study, suggesting practical and theoretical implications for policy and practice, as well as directions for future research.

5.2 Summary of the Findings

5.2.1 Skills and Qualifications, and Labour Productivity In The Judicial Service

This study explores the perspectives of lawyers and court administrators in Nyeri County, Kenya, regarding the skills and qualifications of workers in the judicial service. Lawyers express divided opinions on completing legal education, showcasing variations in perceptions. Legal research skills were considered adequate, but analytical skills were perceived as needing improvement. Communication skills received a neutral rating. Training opportunities, resource access, mentorship, and networking received mixed responses. Court administrators also exhibit diverse opinions, emphasizing a lack of consensus on the importance of training, skills, and academic

qualifications for judges and personnel in the courts. The study revealed a positive correlation between labour productivity in courts and the skills and qualifications for workers a ($r = 0.919$; $p = 0.000$). The regression analysis revealed a significant positive effect of skills and qualifications on labour productivity ($\beta = 0.849$, $p = 0.000$). This result supports the hypothesis that better skills and qualifications enhance productivity.

The beta coefficient for Skills and Qualifications is 0.392 with a significant p-value of .007, providing strong evidence to reject H_{01} . This implies a substantial positive influence of skills and qualifications on labour productivity in the judicial service in Nyeri County. Additionally, a very strong positive correlation between labour productivity and the skills and qualifications of workers supports this finding, with a coefficient of 0.919 and a significance level of 0.000. The study emphasizes the multifaceted nature of productivity determinants in the legal sector, suggesting that skills and qualifications alone may not be the sole drivers, as factors like funding, staffing, workload, motivation, and performance also play crucial roles. The results provide valuable insights for policymakers and stakeholders in enhancing the overall productivity of the judicial service.

5.2.2 Technology Used and Labour Productivity in the Judicial Service

In the study examining the influence of technology on labour productivity in the judicial service in Nyeri County, lawyers express a general dissatisfaction or neutrality regarding the current state of technology in the courts. Notably, they perceive a limited and uneven adoption of computerized

systems for case management, suggesting a prevailing dissatisfaction. Access to electronic case management systems and electronic legal databases is also deemed inadequate, and the user-friendliness of the court's computerized case management system falls below satisfaction levels. These findings highlight lawyers' concerns about the limited, inconsistent, and user-unfriendly nature of the technology used in the judicial service. The study suggests that the judiciary should address these concerns to enhance the adoption, accessibility, and usability of technology.

On the other hand, court administrators, as reflected in their responses, appear to be more skeptical about the importance of technology in determining productivity in the courts. They express disagreement or neutrality on statements related to the importance of technology use, the ability to use technological applications effectively, and the effectiveness of technology in enhancing productivity. This suggests a lack of conviction among court administrators regarding the pivotal role of technology in improving labour productivity in the courts. Results show positive correlation between labour productivity in courts and the technology used, with a coefficient of ($r = 0.746$; $p = 0.000$) The regression results showed a positive and significant effect of technology on labour productivity ($\beta = 0.289$, $p = 0.011$), indicating that technology adoption plays a significant role in improving productivity. The study indicates a need for increased awareness, education, and communication regarding the benefits and challenges of technology in the judicial service to bridge the gap between lawyers and court administrators.

5.2.3 Employee Motivation and Labour Productivity in the Judicial Service

The responses reveal lawyers' perspectives on various aspects of employee motivation, such as competitive salaries, regular salary increases, performance-based bonuses, access to benefits, timely payments, and opportunities for professional growth. The analysis indicates varied opinions among lawyers on these factors, suggesting potential discrepancies in their perceptions of the work environment provided by the law society. The results are discussed in comparison with previous studies, revealing inconsistencies and highlighting areas where lawyers' perspectives differ from established findings.

Additionally, the section presents the descriptive statistics for court administrators' perspectives on employee motivation in the same judicial service. The survey, involving 18 administrators, explores their views on factors influencing motivation, including competitive remuneration, conducive working environment, and opportunities for career growth. The findings suggest that court administrators did not strongly agree that these factors significantly contribute to employee motivation and productivity. The study established that positive correlation between labour productivity in courts and employee motivation, with a coefficient of ($r = 0.892$; $p = 0.000$). The relationship between employee motivation and labour productivity was positive but not statistically significant ($\beta = 0.189$, $p = 0.079$). Although motivation seems to impact productivity, this relationship was not strong enough to be deemed significant in this context.

5.2.4 Quality Circles and Labour Productivity in the Judicial Service

In the objective investigating the influence of quality circles on labour productivity in the judicial service of Nyeri County, Kenya, survey results from lawyers and court administrators are presented. The lawyers' perspective, assessed through a Likert scale questionnaire, reveals mixed opinions on the diversity of skills, selection criteria, departmental representation, and background diversity within their quality circles. While lawyers' express satisfaction with meeting frequency, they exhibit mixed views on scheduling, follow-up systems, and decision-making processes within quality circles. The highest mean score is attributed to the statement emphasizing the inclusion of members from diverse backgrounds, suggesting a positive perception of diversity. Overall, the results suggest that quality circles may positively impact labour productivity by fostering teamwork, problem-solving, and continuous improvement among judicial service employees.

Similarly, the court administrators' perspective, also measured through Likert scale responses, indicates positive perceptions of quality circles' importance in terms of diversity, meeting frequency, and decision-making involvement. Although the mean scores for all statements are above the midpoint, indicating overall positive perceptions, considerable variation in responses suggests differing levels of conviction among administrators. The study concludes that quality circles contribute to a positive work culture, enhancing teamwork, problem-solving, and continuous improvement within the judicial service, thus potentially improving labour productivity. However, the subsequent analysis, including a very strong positive correlation between labour productivity and quality circles, does not support the claim of a statistically

significant influence in the specific context of Nyeri County based on the model used. The regression analysis showed no significant effect of quality circles on labour productivity ($\beta = 0.041$, $p = 0.792$). This suggests that the implementation of quality circles in the judicial service has not significantly influenced productivity.

5.3 Conclusions

The study conducted in Nyeri County, Kenya, provided valuable insights into the relationship between skills, qualifications, technology, employee motivation, and quality circles and their effects on labour productivity within the judicial service. In terms of skills and qualifications, the perceptions among lawyers and court administrators were notably divergent. While lawyers expressed a need for improvements in analytical skills and varying opinions on the adequacy of legal education, there was a consensus on the significant positive relationship between skills and labour productivity, as indicated by a high correlation coefficient. The regression analysis further supported these findings, revealing that enhanced skills and qualifications directly contribute to increased productivity, emphasizing their critical role in the functioning of the judicial system.

Regarding the use of technology, the findings highlighted a general dissatisfaction among lawyers concerning the adoption and usability of technological tools within the courts. The limited implementation of electronic case management systems and inadequate access to digital databases were primary concerns. Court administrators appeared less convinced of technology's impact on productivity, indicating a disconnect between staff perceptions. Despite these disparities, a positive

correlation was observed between technology use and labour productivity, suggesting that improved technological integration could enhance performance within the judicial service. This indicates a pressing need for better training, accessibility, and communication about the benefits of technology to align opinions and enhance productivity across the board.

Furthermore, employee motivation emerged as a key factor influencing productivity, though its relationship was less straightforward. Lawyers demonstrated varied responses regarding motivational aspects such as remuneration and professional growth opportunities, reflecting potential inadequacies in the judicial work environment. Conversely, court administrators exhibited a more muted acknowledgment of motivation's role in productivity. The statistical analysis revealed a strong correlation between employee motivation and productivity; however, the significance of this correlation was not statistically robust in this context. This suggests that while motivation does influence productivity, it may be overshadowed by other factors present in the judicial service environment.

Lastly, the investigation into quality circles revealed a complex picture. While both lawyers and court administrators recognized the value of diversity and collaboration within these groups, the overall impact of quality circles on labour productivity did not manifest as statistically significant. The findings indicated that quality circles might enhance teamwork and improve problem-solving capabilities, but their direct influence on productivity in Nyeri County's judicial service remained inconclusive. This highlights the need for a multifaceted approach to enhancing productivity that

addresses diverse factors, including employee engagement, effective use of technology, and the implementation of structured teamwork initiatives while keeping in mind the unique characteristics and challenges of the judicial system in Kenya.

5.4 Recommendations

Based on the conclusions of the study, the following are recommendations for the study.

- i. The judicial service should invest more in training and development programs for its employees to further enhance their skills and qualifications. Continuous professional development and capacity-building initiatives should be prioritized to maintain high levels of productivity. This recommendation is rooted in the study's conclusive finding that skills and qualifications have a significant positive impact on labour productivity in the judicial service in Nyeri County, Kenya. By implementing structured training programs, facilitating mentorship relationships, and creating networking platforms, the judicial service can ensure a continuous enhancement of the workforce's capabilities, contributing to improved productivity and performance in the legal sector. This investment in professional development aligns with the identified correlation between skills/qualifications and labour productivity.
- ii. The judicial service should expand its technological infrastructure by adopting more advanced case management and filing systems. It is recommended that the judicial service commission invest in modernizing its ICT systems to reduce case backlogs and improve

efficiency in case handling and decision-making. Given the mixed and inconclusive impact of technology use on labour productivity and the contrasting views of lawyers and court administrators, addressing these disparities is essential. By investing in a robust technology infrastructure, offering comprehensive training programs, and promoting effective communication and collaboration, the judicial service can bridge the gap in technology adoption and utilization. This holistic approach aims to create a technologically proficient and collaborative environment that supports increased productivity and performance in the legal sector.

- iii. Given the marginal impact of employee motivation, the judicial service should **revamp its employee motivation programs**. This can include offering both intrinsic and extrinsic rewards, improving working conditions, and fostering a positive work environment to boost employee morale and productivity. The judicial service should also consider the views and experiences of lawyers and court administrators regarding the adequacy and importance of salaries, benefits, and professional growth opportunities. The study reveals a diverse impact of employee motivation on productivity, emphasizing the need for tailored strategies. By implementing incentive programs, recognizing exemplary performance, and aligning organizational expectations with employee perceptions, the judicial service can cultivate a motivating work environment. This approach acknowledges the varied views and experiences of lawyers and court administrators, ensuring that motivational factors are comprehensively addressed to boost overall performance in the legal sector.

- iv. Since quality circles did not significantly influence productivity, the judicial service should review its approach to implementing quality circles. It may be necessary to provide better training on how quality circles can function as a tool for continuous improvement or consider alternative approaches for engaging employees in problem-solving and decision-making processes. Providing guidance and support, along with involving workers in decision-making processes, can strengthen the impact of quality circles. This recommendation acknowledges the varied views and experiences of lawyers and court administrators regarding the diversity, frequency, and decision-making of quality circles. By refining and empowering these circles, the judicial service can tap into their potential to positively influence the work culture and ultimately enhance productivity in the legal sector.

5.5 Suggestions for Further Studies

The following are the suggestions for further study.

- i. A comparative study of the judicial service productivity in different counties in Kenya, to examine the variations and similarities in the factors influencing productivity across different regions. This suggestion is based on the finding that the study was limited to Nyeri County, which may not be representative of the whole country.
- ii. A longitudinal study of the judicial service productivity over time, to assess the impact of the reforms and interventions implemented by the judicial service commission and other stakeholders. This suggestion is based on the finding that the study was cross-sectional, which may not capture the dynamic and evolving nature of the judicial service.

- iii. A qualitative study of the judicial service productivity, to explore the experiences and perceptions of the judicial service users, such as litigants, witnesses, and advocates, and how they affect their satisfaction and trust in the judicial system. This suggestion is based on the finding that the study focused on the perspectives of lawyers and court administrators, which may not reflect the views and expectations of the judicial service users.

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APPENDICES

Appendix 1: Letter to the Respondents

Dear Participant,

**RE : FACTORS INFLUENCING LABOUR PRODUCTIVITY IN THE JUDICIAL
SERVICE IN KENYA**

Thank you for accepting to respond to this questionnaire. I am a student of Kenya Methodist University undertaking a Master's degree in **Human Resource Management**. This Questionnaire is aimed at gathering information on factors influencing labour productivity in Nyeri regional courts.

Please complete the questionnaire. Your accurate and frank response will be highly appreciated. All information received shall be treated with confidentiality and the study findings will be for research purposes only.

Yours Faithfully,

Peter Nguru

Appendix II: Questionnaire for Court Administrators

Please answer all the questions. Information given will be treated with confidentiality and shall be used only for the purpose of the study.

Section A. Respondents Profile

1. Please indicate your gender

Male ☐ Female ☐

2. Please indicate your age group

18-28 years ☐

39-48 years ☐

29-38 years ☐

49-58 years ☐

3. What is your highest level of education attained?

School Certificate ☐

College Certificate ☐

College Diploma ☐

University Degree (Undergraduate) ☐

University Degree (Postgraduate) ☐

4. For how long have you worked in the organization?

1 to 5 years ☐

16 to 20 years ☐

6 to 10 years ☐

Over 20 years ☐

11to15 years ☐

5. Are you aware of the HRIS applications in the human resource function?

Yes ☐ No. ☐

6. Has your organization adopted ICT in the human resource department?

Yes

☐

No

☐

7. How would you rate the level of automation of functions in the organization

Very High

☐

High

☐

Average

☐

Low

☐

Very Low

☐

Section B: Skills and qualifications of workers

1. Please indicate your level of agreement with the following statements relating to the Skills and qualifications of workers, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Academic levels					
I believe that the academic qualifications of judges and personnel are an important determinant of productivity in the courts.					
Skills level					
I believe that the level of skills possessed by judges and personnel is an important determinant of productivity in the courts.					
Capacity building					
I believe that regular training and capacity building programs are important in enhancing the productivity of judges and personnel in the courts.					

Section C: Technology Used

2. Please indicate your level of agreement with the following statements relating to the technology used, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Computerization					
I believe that the use of technology, such as computers, is an important determinant of productivity in the courts.					
Application capacity					
I believe that the ability to effectively use various technological applications is an important determinant of productivity in the courts.					
Effectiveness of technology used					
I believe that the effectiveness of the technology used in the courts is an important determinant of productivity in the courts.					

Section D: Employee Motivation

3. Please indicate your level of agreement with the following statements relating to the Employee Motivation, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
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Remuneration					
I believe that offering competitive remuneration packages is an important determinant of employee motivation and productivity in the courts.					
Staff welfare					
I believe that providing a conducive working environment and addressing the welfare needs of judges and personnel is an important determinant of productivity in the courts.					
Promotions					
I believe that offering opportunities for career growth and promotions is an important determinant of employee motivation and productivity in the courts.					

Section E: Quality Circles

4. Please indicate your level of agreement with the following statements relating to the Quality Circles, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Composition					

I believe that having diverse and well-represented quality circles is an important determinant of productivity in the courts.					
Regularity of meetings					
I believe that regular quality circle meetings are an important determinant of productivity in the courts.					
Decision making process					
I believe that involving judges and personnel in the decision-making process of quality circles is an important determinant of productivity in the courts.					

Section G: Labour Productivity in Courts

5. Please indicate your level of agreement with the following statements relating to the labour productivity in courts, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Efficiency (Backlog of cases)					
I believe that reducing the backlog of cases is an important measure of productivity in the courts.					
Number of cases handled per judge/personnel					

I believe that the ability to handle a large number of cases per judge and personnel is an important measure of productivity in the courts.					
Quality of judgments produced					
I believe that producing high-quality judgments is an important measure of productivity in the courts.					
Timeliness					
I believe that delivering judgments in a timely manner is an important measure of productivity in the courts.					

Thank you for participating

Appendix III: Questionnaire for Lawyers (Members of the Nyeri Law Society)

Section A. Respondents Profile

1. Gender: Male / Female / Other
2. Age: _____
3. Years of Experience in Legal Profession: _____
4. Current Position: _____

Section B: Skills and qualifications of workers

5. Please indicate your level of agreement with the following statements relating to the Skills and qualifications of workers, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Majority of lawyers have completed tertiary education in law.					
A significant proportion of lawyers have completed post-graduate education in law.					
Most lawyers possess adequate legal research skills.					
Majority of lawyers have good analytical skills.					
A significant proportion of lawyers have excellent communication skills.					
The law society regularly provides training to lawyers on new legal developments.					
Lawyers have access to resources such as legal databases and journals.					
The law society provides mentorship programs for new lawyers.					

The law society facilitates networking opportunities for lawyers.					
The law society provides support for lawyers to attend international legal events.					

Section C: Technology Used

6. Please indicate your level of agreement with the following statements relating to the technology used, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Majority of courts use computerized systems to manage cases.					
Lawyers have access to electronic case management systems.					
Magistrates use computerized legal research tools.					
Lawyers have access to electronic legal databases.					
Court processes such as filing and case registration are computerized.					
Lawyers can access court schedules online.					
The court's computerized case management system is user-friendly.					
The court's electronic legal databases are regularly updated.					
Lawyers can use electronic legal databases without difficulty.					

The court's computerized case management system has reduced case processing time.					
Electronic filing has reduced the backlog of cases in court.					
Lawyers are able to conduct legal research more efficiently using electronic tools.					

Section D: Employee Motivation

7. Please indicate your level of agreement with the following statements relating to the Employee Motivation, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
Lawyers are paid competitive salaries compared to other professions.					
Lawyers receive regular salary increases.					
Lawyers receive performance-based bonuses.					
Lawyers have access to benefits such as medical insurance.					
Lawyers are paid on time without delays..					
Lawyers can access court schedules online.					

The law society provides a conducive work environment for lawyers.					
Lawyers have access to support services such as counseling.					
The law society provides opportunities for professional growth and development.					
Lawyers have access to flexible working arrangements.					
The law society recognizes and rewards outstanding performance by lawyers.					
The law society has a low staff turnover rate.					
Lawyers are likely to remain in the profession for a long period of time.					
The law society has effective measures in place to retain talented lawyers.					
Lawyers are satisfied with the opportunities for career growth and advancement.					

Section E: Quality Circles

8. Please indicate your level of agreement with the following statements relating to the Quality Circles, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
The composition of our quality circles is diverse in terms of skills and expertise.					

Members of our quality circles are selected based on their experience and knowledge of the judicial system.					
The composition of our quality circles includes representatives from different departments in the judicial service.					
Our quality circles include members from diverse backgrounds and experiences.					
Our quality circles meet regularly to discuss issues related to productivity in the judicial service.					
Our quality circles have a fixed schedule for meetings.					
Our quality circles have a system in place to follow up on the implementation of decisions made during meetings.					
Decisions made by our quality circles are based on consensus among members.					
Q2: Our quality circles have a well-defined process for decision making.					
Members of our quality circles are encouraged to express their opinions freely during decision making.					
Our quality circles have a system in place to monitor the implementation of decisions made					

Section G: Labour Productivity in Courts

9. Please indicate your level of agreement with the following statements relating to the labour productivity in courts, using a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Statement	1	2	3	4	5
The backlog of cases in the judicial service is a significant problem.					
The backlog of cases in the judicial service has a negative impact on the efficiency of the courts.					
The backlog of cases in the judicial service has a negative impact on the quality of judgments produced.					
The number of cases handled per judge/personnel in the judicial service is reasonable.					
The workload of judges/personnel in the judicial service is manageable.					
The quality of judgments produced by the judicial service is high.					
The judicial service has a well-established system for ensuring the quality of judgments produced.					
The quality of judgments produced by the judicial service is consistent across all courts.					
Delays in the judicial service are a significant problem.					
Delays in the judicial service have a negative impact on productivity.					

Delays in the judicial service have a negative impact on the quality of judgments produced.					
The judicial service has a well-established system for monitoring and addressing delays.					

Thank you for participating

Appendix IV: Interview Schedule for Magistrates

Introduction:

Thank you for taking the time to participate in this study on factors influencing labour productivity in the judicial service in Nyeri County. The aim of this interview is to gather information about your perceptions of the influence of skills and qualifications of workers, technology, employee motivation, and quality circles on labour productivity in the judicial service in Nyeri County.

1. How important do you think skills and qualifications are for workers in the judicial service in Nyeri County, and how do they impact labour productivity? (*Probing: Training and development programs, Recruitment processes*)
2. In your opinion, how has technology influenced labour productivity in the judicial service in Nyeri County? (*Probing: Technology systems in place, Challenges and benefits*)

3. How do you think employee motivation affects labour productivity in the judicial service in Nyeri County? *(Probing: Rewards and recognition, Performance management systems)*
4. Have you been involved in any quality circles or initiatives aimed at improving labour productivity in the judicial service in Nyeri County? If so, how effective were they?
(Probing: Nature and extent of participation, Outcomes of quality circles)

Thank you for your time and insights. Your input will be instrumental in identifying areas for improvement in the judicial service in Nyeri Country.

Appendix V: University Letter



KENYA METHODIST UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES

September 21, 2023

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: PETER KURIA NGURU (REG. NO. BUS-3-6825-3/2013)

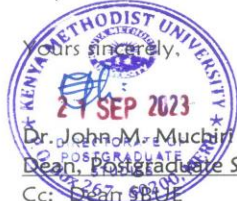
This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking Master of Business Administration Degree. He is conducting research on: **"Determinants of Staff Performance in the Judicial Service in Magistrate Courts in Nyeri County, Kenya"**.

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,



Dr. John M. Muchiri (PhD)
Dean, Postgraduate Studies

Cc: Dean SBL

CoD, Business Administration
Postgraduate Coordinator
Supervisors

Appendix VI: NACOSTI Letter

 REPUBLIC OF KENYA		 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION	
Ref No: 948501		Date of Issue: 30 May 2024	
RESEARCH LICENSE		RESEARCH LICENSE	
			
This is to Certify that Mr. PETER NGURU KURIA of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev. 2014) in Nyeri on the topic: DETERMINANTS OF THE STAFF PERFORMANCE IN THE JUDICIAL SERVICE IN MAGISTRATE COURTS IN NYERI COUNTY, KENYA for the period ending : 30 May 2025.			
License No: NACOSTI/P/24/36145		License No: NACOSTI/P/24/36145	
Applicant Identification Number		Applicant Identification Number	
948501		948501	
Director General		Director General	
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION		NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION	
Verification QR Code		Verification QR Code	
			
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.			
See overleaf for conditions			

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBT), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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Innovation(MACOSTI),
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