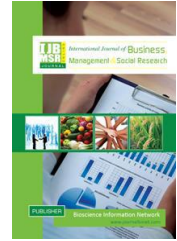


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## Employee involvement in performance appraisal and performance of judiciary Nyeri County, Kenya

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### ABSTRACT

*This study sought to determine the effect of employee involvement in performance appraisal on the performance of Judiciary Nyeri County, Kenya. The study used a descriptive research design. The research was carried out on the employees of 8 courts in Nyeri County. To come up with the sample of 80 respondents, the researcher used a stratified random sampling method. The researcher collected data from sampled respondents using a semi-structured questionnaire. A mean of 3.91 indicated below-average employee involvement. There was a significant relationship ( $\chi^2 = 29.111$ ,  $df=4$ ,  $p=0.000$ ) and performance in the judiciary. The study concluded that employee involvement has an effect on performance appraisal on the performance of judiciary Nyeri County, Kenya. Specifically the higher employee involvement the higher the organizational performance. It was recommended that greater employee involvement would enhance employees' ownership of the process that will reduce negative attitudes that they may have towards the system.*

**Key Words:** Employee involvement, Employee engagement, Employee performance and Organizational performance and Judiciary.

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### I. Introduction

The performance is comprehended as an accomplishment of the association in connection with its set objectives. It incorporates results accomplished or achieved through the commitment of people or groups to the association's vital objectives (Ondoro 2015). The term Performance envelops finances just as conduct results. Organizational Performance is getting increasingly significant, particularly in a market with more noteworthy challenges and dynamics (Hubbard 2009). Organizational performance is estimated through various markers. It ensures the coherence of the association to be focused on a worldwide commercial center (Cania 2014). Typically, the execution of performance indicators accomplished through Human Resources. Human Resources are the key to keeping the association in the market so focused. These Human Resources should be overseen adequately to accomplish the

necessary execution of the association. It is important to oversee deliberately the Human Resources and to adjust at its procedure with hierarchical methodology (Lin and Lee, 2011).

Employee engagement is the enthusiastic duty the representative has to the association and its objectives. A drew in worker is somebody who feels included, submitted, enthusiastic and enabled and exhibits those sentiments in work conduct (Gupta and Kumar, 2012). Much research has shown that employee engagement is fundamentally related to positive hierarchical results, for example, efficiency, consumer loyalty, and decreased truancy (Marelli 2011). Participatory performance appraisal is a basic and demonstrated trait of a compelling performance appraisal system (Roberts, 2003). The hypothetical connection between the PA procedure and worker commitment is established in the idea of hierarchical equity, which predicts how representatives will react to the impression of reasonableness inside their condition (Ghosh et al. 2014). Gruman and Saks (2011) contend that the performance management process will be upgraded by concentrating on representative commitment as a proximal result and key determinant of employment execution. Attention on employee engagement in the performance management process may encourage execution improvement past that reachable through a traditional spotlight on execution itself.

The Judiciary is one of the three parallel arms of government. It's a central strategy to determine debates in the only way with the end goal of securing the rights and freedoms of all, in this manner encouraging the achievement of the standard of law perfect (Mathis and Jackson, 2005). Nevertheless, during a period of cultural change proclaimed by the new Constitution, the Kenyan Judiciary is currently called upon to accomplish more than essentially resolve debates. It must be intentionally repositioned to assume the basic job of securing the Constitution, encouraging social and political strength, and advancing national financial improvement. It will do as such by deciphering and actualizing the Constitution in a way that advances the national qualities and standards of administration. To put it plainly, it bears the burdensome obligation of reviving the goals of the Kenyan People as communicated in the Constitution (Mwenda 2010).

The Judiciary has in the previous scarcely any years started and actualized various changes and projects planned for upgrading straightforwardness and responsibility in the quick conveyance of equity (Sihanya 2010). Usage of Performance Management and Measurement is a basic segment of the changes, which gives a measuring stick to checking, and assessment of progress made towards the accomplishment of Judiciary yearnings just as clear documentation and sharing of increases made in the different change activities (Kibara 2011). Execution of the executives and estimation has now been completely grasped and is in the third cycle of usage. The Judicial Performance Improvement Project (JPIP) was conceptualized in 2012 and is being executed until 2018. The undertaking was intended to scale up, support partner interest in the organization of equity, and re-establish open trust in the Judiciary. It plans to among others improve the practicality of Judiciary administrations will be accomplished through the decrease of blockages in the libraries; expanding efficiencies by having improved offices; and expanding the speed of case goals (Ooko 2018).

Nyeri County was one of the stations focused on the JTF activity to clear the immense build-up of cases. Notwithstanding another constitution and the continuous legal changes, the scientist finds that administration conveyance in the legal procedure is yet unacceptable. In Nyeri County, there are still instances of missing documents; case overabundances and individuals travel similarly as Nyahuru town in excess of a hundred kilometers from the courts. The Court User Satisfaction Survey (2016 - 2017) demonstrated that the County scored a court client fulfillment file of 57% route underneath the objective of 80% and behind different County's, for example, Nairobi (64%) and Malindi (83%). The Performance Management and Measurement Understandings Evaluation Report (2016/2017) demonstrated that Kitale High Court had the most elevated accumulation decrease of 46 percent while Nyeri scored 13%. Bungoma Environment and Land Court (ELC) was the best performing court with an accumulation decrease of 85 percent while Nyeri scored 6%. Bomet Magistrates' Court had the most elevated Magistrates courts excess decrease of 81% contrasted with Nyeri's 49%. This study, therefore, sought to determine the effect of employee involvement in performance appraisal on the performance of judiciary Nyeri County, Kenya.

## II. Materials and Methods

This study was conducted between the years 2018 and 2019. The study used a descriptive research design. According to [Gravetter and Forzano \(2012\)](#), a descriptive research design involves measuring a set of variables, as they exist naturally. The research was carried out on the employees of 08 courts in Nyeri County. These are Othaya, Baricho, Mukurweini, Nyeri, Wanguru, Kerugoya, Karatina, and Gichugu. These courts were selected because they have the largest number of employees. The 08 courts had a population of 267 employees. To come up with the sample size, the researcher used a stratified random sampling method. The study, therefore, had a sample of 80 respondents drawn from 08 courts in Nyeri County as shown in [Table 01](#).

**Table 01. Sampling frame of the study**

Court	Number of employees	Sample (30% * N)
Othaya	17	5
Baricho	18	5
Mukurweini	20	6
Nyeri	99	30
Wanguru	22	7
Kerugoya	49	15
Karatina	23	7
Gichugu	19	6
Total	267	80

The researcher collected data from sampled respondents using a semi-structured questionnaire. A pre-test of the questionnaire was conducted in Nakuru County courts where 08 questionnaires were administered to sampled employees in the courts, which had a similar work environment. To test the reliability of the questionnaire in providing viable information for the study. Cronbach alpha was used to assess reliability whereby a coefficient of 0.7 and above will indicate high reliability ([Dawson 2009](#)). A Cronbach alpha coefficient of 0.785 was realized. In this study, the researcher developed the questionnaire based on the indicators identified in the conceptual framework. Further, the researcher's supervisor reviewed the questionnaire. Pilot data also assisted the researcher in identifying items in the research instrument that may not elicit the relevant information. Modification of such items was made to ensure the research tools elicit the anticipated data. Quantitative data were analyzed using descriptive statistics, that is, frequencies, percentages, means and standard deviations. Chi-square tests were used to establish relationships. Analysis of data was conducted with the help of SPSS. Findings were presented in form of tables.

## III. Results and Discussion

### Demographic characteristics of respondents

The study collected background data on the respondents. This included the gender, age, level of education and working experience of the respondents. Findings in [Table 02](#) show that the majority 64.4% (n=47) of the respondents in the study were male. The findings show that slightly less than half 42.5% (n=31) of the respondents were aged between 26 and 35 years while 30.1% (n=22) of the respondents were aged between 36 and 45 years. The mean age of respondents was 33.4 years. This shows that the majority of respondents in the study were young (below 35 years). The findings show that slightly above half 52.1% (n=38) of the respondents had acquired a bachelor's degree while 32.9% (n=24) had acquired a diploma. The findings also show that slightly less than half 43.8% (n=32) of the respondents had between 6 and 10 years of working experience while 35.6% (n=26) had between 1 and 5 years of experience.

### Employee involvement in performance management in the judiciary

Respondents in the study were asked to describe employee involvement in performance appraisals. The majority of the respondents disagreed that the judiciary gives employees information on the performance management system (M=4.02, SD=1.360). The majority of the respondents disagreed that employees are trained on how performance appraisals are conducted (M=4.13, SD=1.307). The majority of the respondents also disagreed that employees are knowledgeable on the performance management

system (M=4.06, SD=1.328). The findings show that the majority of the respondents agreed that employees look forward to making their contributions to the performance management system (M=1.84, SD=1.281). The majority of the respondents disagreed that employee contributions are taken seriously by management (M=4.93, SD=1.407). The majority of the respondents disagreed employees are consulted in designing of the performance management system (M=4.25, SD=1.616). The majority of the respondents also disagreed that feedback of the performance appraisals is availed to the employees (M=4.17, SD=1.319).

**Table 02. Demographic characteristics of respondents**

Characteristic	Category	Frequency (n=73)	Percent (%)
Gender	Male	47	64.4
	Female	26	35.6
Age (years)	18- 25	9	12.3
	26 - 35	31	42.5
	36 -45	22	30.1
	46 -55	9	12.3
	Over 55	2	2.7
Level of education	Diploma	24	32.9
	Bachelor's degree	38	52.1
	Postgraduate degree	11	15.1
Experience (years)	1-5	26	35.6
	6-10	32	43.8
	11-15	9	12.3
	16-20	6	8.2

**Table 03. Employee involvement in performance management in the judiciary**

	N	Min	Max	M	SD
The judiciary gives employees information on the performance management system	73	1	5	4.02	1.360
The employees are trained on how performance appraisals are conducted	73	1	5	4.13	1.307
The employees are knowledgeable about the performance management system	73	1	5	4.06	1.328
Employees look forward to making their contributions to the performance management system	73	2	5	1.84	1.281
Employees contributions are taken seriously by management	73	1	5	4.93	1.407
The employees are consulted in designing the performance management system	73	1	5	4.25	1.616
Feedback of the performance appraisals is availed to the employees	73	1	5	4.17	1.319
Average				3.91	1.374

### Organisational performance of the judiciary

Organisation performance in the study was assessed by having the respondent's rate service quality a scale of 01 (very high) to 05 (very low). Findings in [Table 04](#) show that service quality was rated as fair (M=3.9, SD=1.028). This suggests that there were gaps in service quality indicating that organisational performance in the judiciary had not acquired its full potential.

**Table 04. Organisational performance of the judiciary**

Particular	N	Min	Max	M	SD
Service Quality	73	1	5	3.90	1.028

### Relationship between employee involvement and performance in the judiciary

Chi-square tests were conducted between employee involvement and performance in the judiciary. There was a significant relationship ( $\chi^2 = 29.111$ ,  $df=4$ ,  $p=0.000$ ) and performance in the judiciary. This finding is therefore in agreement with the findings of [Makhubela et al. \(2016\)](#) which revealed that

employees were not involved in the development of the PMS. It is in agreement with the findings of Maina (2015) where employees felt that there were limited transparency and minimal communication. It is also in agreement with the findings of Biketi (2010) who found that there was a moderate level (51.5%) of employees' participation in performance management. Ismail (2013) also noted that they are not involved in the design of their jobs and that their input is often left out in a performance appraisals system.

**Table 05. Chi-square tests between employee involvement and performance**

Statistical particulars	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.111 <sup>a</sup>	4	.000
Likelihood Ratio	37.049	4	.000
Linear-by-Linear Association	1.329	1	.249
N of Valid Cases	78		

#### IV. Conclusion

Employee involvement has an effect on performance appraisal on the performance of judiciary Nyeri County, Kenya. Specifically the higher employee involvement the higher the organisational performance. The current study found that there was no consultation with employees on the designing of the performance management system. Employees felt that management did not take their contributions seriously. The majority of the respondents also disagreed that feedback of the performance appraisals is availed to the employees. The lack of employee involvement is, therefore, a contributing factor in the low organisational performance of the judiciary. Greater employee involvement will enhance employees' ownership of the process, which will reduce negative attitudes that they may have towards the system.

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