

Performance Reward and Employee Productivity in the Judiciary in Kakamega Region Law Courts, Kenya

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Abstract

The overall performance of the judicial system is determined by the individual productivity of its members. The objective of the study was to ascertain the influence of performance reward on employee productivity in the judiciary. The study adopted a descriptive survey design. The study censured all the 286 targeted respondents. The censure composed of 16 judicial officers and 270. The study had a response rate of 210 respondents which is 73.43% of the censured population. Purposive sampling was used to select judicial officers while censure method was employed in selecting judicial staff. The study use questionnaires and interview schedule as tools of data collection. Data collected from respondents was analysed using both descriptive and inferential statistics by use of the Statistical Package for the Social Science (SPSS) and presented inform in tables and figures using percentages, mean and frequencies. The study found out that there was inadequate adoption of performance reward programmes. The study also found out that there is a positive and significant relationship between performance reward and employees productivity. The study thus recommended that judiciary should put in place performance reward programmes so as to increase their employees productivity.

Keywords: *Judicial staff, judicial officers, performance reward and employees productivity*

Introduction

Background of the Study

Successful organizations have reward programmes that make their employees perform effectively. According to Luthans and Sommers (2005) and Malhotra *et al.* 2007 there are two basic categories of rewards, financial (extrinsic) and non-financial (intrinsic) reward which when used positively can enhance employees performance. Financial rewards means payment that employees receive for their performance such as job promotion, performance bonus, commission, gratuities and gifts. Non-financial rewards are non-monetary/non cash payment that employees receive for their performance especially for social recognition such as certificate acknowledgement, and genuine appreciation. The combination of financial and non-financial reward is referred to as total reward (Armstrong and Stephens, 2006). Worldat Work, a Global Human Resources Association in US that focuses on benefits, compensation, work-life has define total rewards as all of the tools available to the employer for attraction, motivation and

retention of talented employees (Worldat Work, 2007). Chen and Hsieh (2006) also asserted that adoption of total reward system can help retain the best employees and ensure the organization become competitive for its future survival. White (2005) pointed out that a global reward approach should have a balance degree of global consistency with the local culture and practice to ensure successful implementation of rewards programs both globally and locally. Ryan and Deci (2000) indicated that organizations can apply non-monetary rewards to motive their employees for better performance. He asserted that creative use of personalized non-monetary rewards will reinforce positive behaviours and improves retention and performance of employees.

According to Dewhurst *et al.* (2010), non-financial compensation include the opportunity to take on important tasks or projects, managers' praise to employees, and even leadership attention. Employees are likely to divot their effort when they trust that their efforts will be rewarded by the organization management. Choi and Gulati (2004) study observed that financial compensation policy for the judiciary should be designed in order to remove all external pressures thus

allowing judicial staffs and officers to act independently. This independence of the judiciary is an important ingredient of any democratic political system, and any compensation policy which adds external pressures could, therefore, be inappropriate.

Statement of the Research Problem

Despite foresight from the framers of the Constitution, the Judiciary has not been effective enough at ensuring that the public enjoys the right to speedy judicial processes. In particular, slow trial processes have resulted in a steady increase in case backlog thereby conforming to the famous maxim; "justice delayed is justice denied". On top of the Judiciary being underfunded, it is heavily understaffed and many a time ridiculed by the Executive and members of the public alike as corrupt and inefficient. A report by the performance management and measurement steering committee of 2015 found out that lack of confidence in the Judiciary may lead to a number of negative consequences, which include a scenario where some individuals may take the law in their hands and commit offences. The report further finds that the slow disposal of cases also stifles economic development by discouraging investment, let alone undermining the democratic space as contemplated by the constitution of Kenya. This scenario requires that employees of the judiciary put their best foot forward in order to deliver results at the right pace. To be able to ascertain the extent of service delivery by judicial staff, it is important that proper performance reward systems be implemented and managed.

Objective of the Study

To ascertain the influence of performance reward on employee productivity in the judiciary in Kakamega Region Law Courts, Kenya.

Research hypotheses

H0: Performance rewards do not have any significant effect on employee productivity in the judiciary in Kakamega Region Law Courts, Kenya.

Conceptual Framework

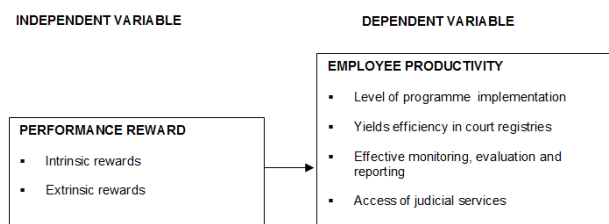


Figure 1: Conceptual Framework
 (Source: Researcher Self conceptualization, 2016)

Literature Review

Expectancy theory of motivation

The concept of expectancy was originally contained in the Valency-instrumentality-expectancy (VIE) theory, which was formulated by Vroom (1964). The Expectancy theory has three main motivational forces based on 'valence', 'instrumentality' and 'expectancy'. Valence stands for value-meaning the attractiveness of the outcomes. Instrumentality refers to the degree to which improved job performance is expected to lead to desired outcomes, that is, the belief that if we do one thing it will lead to another. Expectancy entails the degree to which increased effort is perceived to lead to increased job performance, that is, the probability that action or effort will lead to an outcome. Expectancy is also a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome (Vroom, 1964). Job motivation occurs when a clearly perceived relationship exist between performance and outcome to satisfy employees' needs. This is shown by linking bonuses and incentive schemes to employees' efforts.

It is argued that a new reward system only motivates employees if; employees believe that they can achieve what is being asked for; employees believe that achieving what is asked for will generate a reward; and employees value the reward sufficiently. If, therefore, judicial employees do not feel able to achieve what is being asked for by the community, or if they do not believe that changing their behavior will reliably bring them the rewards, or if they do not think the additional rewards on offer are big enough, then expectancy theory predicts that the new system will fail to enhance their motivation. According to Spector (2000), expectancy theory explains how rewards lead to behavior by considering internal cognitive states that results to employees' motivation. Also, Daft (2003, in Dartey-Baah, 2010), expectancy theory proposes that motivation depends on the individual employees' expectations about their ability to perform tasks and in turn receive desired rewards.

Performance reward and employees productivity

Cawley, Keeping and Levy (2015) asserted that employee productivity is a way of asking employees to provide self-ratings on performance standards, which are then compared with the manager's ratings and discussed. Managers and employees usually review and discuss the accomplishments before they become part of the appraisal which results in fewer disconnects between the employee's view and manager's view of the contributions. These contributions can be used as input for promotion or pay decisions. Studies have shown that employee accomplishments are effective predictors of how successfully employees are likely to perform at higher job levels (Spencer & Spencer, 1994).

Nowadays, organizations are using competency models which form a basis for their performance management systems. Competency models articulate the

knowledge, abilities, skills, and other characteristics that are considered to be most instrumental for achieving positive organizational productivity (Nzuve & Njeru, 2013). Edward and Christopher (2006) asserted that people do not automatically come to work, work harder or continue to work but they need to be motivated in order to share and fulfill the organization’s vision. This is mainly achieved through adopting performance reward in the organization.

Numerous studies have found out that there is a positive effect between reward structures and employees performance. Sarin and Mahajan (2001) rewards structure have a positive influence on team performance while Lee and Wong (2006) study found out employees reward does have an impact on the company’s innovation performance. Ali and Ahmed (2009) confirmed the same by finding out that there is a statistically significant relationship between reward and recognition on one hand, and motivation and satisfaction on the other hand. Their study revealed that if rewards in form of recognition offered were altered, then there would be a corresponding change in work motivation and satisfaction of employees. Usha and Shakthi (2014) study on commercial banks revealed that there is significant relationship between rewards and job satisfaction of employees. This means that the higher the rewards given to the employees, the higher their job satisfaction which results to increase in their productivity.

Research Methodology

The study adopted a descriptive survey research design and was conducted in Western Region of Kenya that falls within the jurisdiction of Kakamega High Court. This will include Butali, Kakamega, Butere, Mumias and Vihiga Court Stations. The target population composed of all the judicial officers who were the key informants of the study as well as the judicial staff serving the judiciary within Kakamega High Court jurisdiction.

Purposive sampling technique was used to select the key informants who participated in the study and these included all judges and magistrates within Kakamega High Court jurisdiction. This method was employed because the targeted judicial officers had privileged access to information that forms the basis of this study and for this reason their views cannot be wished away. Judicial staff was censured for the study.

Table 1: Census of respondents

Category	
Judicial officers	16
Judicial staff	270
Total	286

Source: Kakamega Region Judiciary HR Department

The study collected primary data by means of questionnaire and interview schedule.

Before the actual data collection, piloting of the questionnaires were done on 5 judicial officers and 24 judicial staff within Webuye Law Courts which falls within Bungoma/Busia region.

The purpose of the of the pilot study was to find out weaknesses, if any, that might be in the research instruments and check on the clarity of the items in the questionnaires. Piloting enabled the researcher to get comments from respondents on specific items which may require moderation and refinement and feedback informed the refinement of the research instrument. Since the calculated coefficient of reliability of 0.855 in Table 2 is higher than the standard threshold of 0.70 used in social research, then the instrument was reliable for subsequent data analysis (Mugenda and Mugenda, 2003).

Table 2: Reliability Test

Cronbach's Alpha	N of Items
.855	30

Source: Field data (2016)

Study data was analyzed by use of both descriptive as well as inferential statistical procedures with the aid of the Statistical Package for the Social Sciences (SPSS) version 20. Spearman’s rank-order Correlation Coefficient and multiple regression model were used to analyse data relating to all the study objectives. All statistical measurements were performed at either 95% or 99% confidence level. The following multiple linear regression model was used: $Y = \alpha_0 + \alpha_1 PR + \epsilon$. Where; PR= Performance reward; Y=Employees’ productivity; α_0 is a constant which is the value of dependent variable when all the independent variables are 0; α_i ; $i = 1, 2, 3, 4$ is the regression coefficients which measures the change induced by X_i ; $i=1, 2, 3, 4$ on Y and ϵ is the error term.

Data Analysis and Discussion

Response rate of respondents

Table 3: Respondents response rate

Response	Judicial officers		Judicial staff		Total	
	f	%	f	%	f	%
Collected	10	62.25%	200	74.07%	210	73.43%
Uncollected	6	37.5%	70	25.93%	76	26.57%
Total	16	100%	270	100%	286	100%

Source: Field data (2016)

The study had a response rate of 210(73.43%) which is deemed adequate to be used for data analysis. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% is rated very good.

Descriptive statistical analysis

Table 4: Performance reward in the judiciary

	N	Mean
Warnings and discipline for non-performance	210	3.4143
Performance recognition by praise	210	3.2381
There is opportunity for advancement of knowledge and skills	210	3.1143
Complaints on job performance are resolved	210	3.0667
There is promotion at work place	210	3.0429
Rewards given in form of money and gifts	210	2.9619
Valid N (listwise)	210	

Source: Field data (2016)

Table 4 results on whether there is warning and discipline of non-performance, performance recognition by praise, opportunity for advancement of knowledge and skills, complaints on job performance are resolved, promotion at work place and reward given are in form of money and gifts indicated that the respondents were not sure of these practices of performance reward. This was illustrated by a mean of 3.41, 3.23, 3.11, 3.07, 3.04 and 2.96 respectively. The study results imply that performance reward as a performance management practice adoption is still in its initial stage in the judiciary.

Inferential statistical analysis

Correlational analysis

Table 5: Relationship between performance reward and employees productivity

		Employees productivity	Performance reward
Employees productivity	Correlation Coefficient		
	Sig. (2-tailed)	1	
Performance reward	Correlation Coefficient	.546**	
	Sig. (2-tailed)	.000	1
	N	210	210

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

Field data (2016)

Results in Table 5 show that there is a strong positive and significant relationship between performance reward and employees productivity in the judiciary at 99% level of confidence (r=0.546, $\alpha=0.000$ and p-value=0.01 thus $\alpha < p$ -value). The results thus show that adoption of performance reward leads to a very high improvement in employees' productivity which concurs with the study findings of Usha and Shakthi (2014); Lee and Wong (2006); Ali and Ahmed (2009); and Sarin and

Mahajamwho found a positive relationship between performance reward and employees performance.

Regression analysis

Table 6: Regression results on performance reward and employees productivity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.286	.283	.34738

a. Predictors: (Constant), Performance reward

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.062	1	10.062	83.384	.000 ^b
	Residual	25.100	208	.121		
	Total	35.162	209			

a. Dependent Variable: Employees productivity

b. Predictors: (Constant), Performance reward

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.942	.128		22.924	.000
	Performance reward	.367	.040	.535	9.131	.000

a. Dependent Variable: Employees productivity

Source: Field data (2016)

On regression model summary, Table 6 results indicate that there is a high positive relationship between performance reward and employees productivity in the judiciary (r=0.535) which concurs with the correlation results in Table 5. The results also show that 28.6% variance in employee productivity can be accounted to performance reward (r²=0.286). This imply that 71.4% variance in employees productivity was not explained and can be attributed to other factors rather than performance reward. Table 6 results on ANOVA reveal that performance reward is significant in determining employees productivity in the judiciary thus the overall regression model was deemed appropriate in measuring the extent to which performance reward predict employees productivity because the F-test is significant at 95% confidence level (F=83.384, $\alpha=0.000$, p=0.05 hence $\alpha < p$ -value). Regression coefficient results in Table 6 indicate the extent to which performance reward determines employees productivity in the judiciary. Based on the results, the equation for simple linear regression model can be written as; $Y=2.942+0.367PR+e$. Where **Y** represents employees productivity and **PR** represents performance reward and **e** represents error term. Beta of 0.367 means that every 0.367 units of use of performance reward contribute to a corresponding 1 unit in employees productivity. The results also indicate that performance reward is statistically significant in explaining employees productivity in the judiciary at 95% confidence level ($\alpha=0.000$ and p-value=0.05 thus $\alpha < p$ -value).

The results of the regression in Table 6 was therefore used to test the research hypothesis, “**H₀**: performance reward does not have any significant effect on employee productivity in the judiciary”. The null hypothesis of the study was thus rejected at 95% level of confidence since the beta value was not equal to 0 ($\beta \neq 0, 0. \neq 0.367$) hence the study concluded that there is a positive and significant relationship between performance reward and employees productivity in the judiciary in Kakamega Region Law Courts, Kenya.

Conclusions

It can be concluded that performance reward adoption is still in its initial stage in the judiciary due to high number of respondents who were not sure whether there is warning and discipline of non-performance, performance recognition by praise, opportunity for advancement of knowledge and skills, complaints on job performance are resolved, promotion at work place and reward given are in form of money and gifts. The study also concluded that there is a strong positive and significant relationship between performance reward and employees productivity in the judiciary thus adoption of performance reward practices in the judiciary leads to a very high improvement in employees' productivity.

Recommendations

Since the study found out that there is a very strong positive and significant relationship between performance reward and employees productivity in the judiciary, the study recommends that the judiciary should embrace performance reward practices for it to realize high employees productivity. This can be achieved through warning and discipline of non-performance, performance recognition by praise, provision of opportunity for advancement of knowledge and skills, resolving job complaints on job performance, promotion at work place and giving reward in form of money and gifts to employees.

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