



EFFECT OF PERFORMANCE PLANNING ON SERVICE DELIVERY IN THE JUSTICE SECTOR IN KENYA

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Abstract

Performance planning is increasingly recognized as a pivotal tool for improving service delivery in public organizations, particularly given the escalating demands for effective and timely citizen services. The increasing need for enhanced service delivery has led to recognition of the pivotal role played by performance management strategies. This study sought to determine the effect of performance planning on service delivery in the justice sector in Kenya. The study's target population comprised of 1034 staff working for Justice sector Institutions in the various courts in the 47 counties in Kenya. Stratified random sampling technique was employed in determination of the sample size. A sample size of 220 participants was used in this study. The study employed a questionnaire and the primary data collection instrument. Data analysis was carried out with the help of Statistical Package for Social Sciences software, version 25 for both descriptive and inferential statistics. For descriptive statistics, output parameters including mean and standard deviation, were employed to assess central trends, while charts, graphs, and frequencies were used for data presentation. Inferential statistics, such as regression analysis and correlation, were utilized to establish relationships between dependent and independent variables. The study concludes that performance planning has a positive and significant effect on service delivery in the justice sector in Kenya. This study recommends that the justice sector should actively engage employees in performance planning processes and implement robust and consistent quality control measures to enhance service delivery effectiveness within the justice sector.

Key Words: Performance Planning, Service Delivery, Justice Sector

Introduction

Performance planning has become increasingly important in performance management as organizations strive to enhance their operational efficiency and effectiveness. It serves as the foundation for setting clear objectives, aligning resources, and establishing measurable performance indicators, all of which are crucial for achieving strategic goals (Aguinis, 2019; Gruman & Saks, 2020). In today's competitive environment, organizations must ensure that their workforce is aligned with their mission and vision, and performance planning enables this alignment by providing a structured approach to goal-setting and performance measurement (Nyberg, 2021). Through definition of expectations and creating actionable plans, performance planning ensures that employees understand their roles and responsibilities, which is essential for driving continuous improvement and achieving organizational success (Taylor, 2021). As a result, it has become a vital tool for managers to monitor progress, identify areas for improvement, and make informed decisions that contribute to overall organizational performance (Cappelli & Tavis, 2019).

Performance planning is the process of setting goals, establishing performance standards, and developing strategies to achieve desired outcomes within an organization (Brown, 2020; DeNisi & Murphy, 2021). It involves identifying key performance indicators (KPIs), assigning responsibilities, and creating timelines for achieving specific objectives (Cardy & Leonard, 2019). The impact of performance planning on service delivery is significant, as it directly influences the quality, timeliness, and efficiency of services provided to stakeholders (Chen, 2022). By clearly defining what needs to be accomplished and how it will be measured, performance planning ensures that all organizational efforts are directed towards meeting the needs and expectations of clients and customers (Aguinis, 2019). Effective performance planning enables organizations to allocate resources more efficiently, prioritize tasks, and anticipate potential challenges, all of which contribute to improved service delivery (Gruman & Saks, 2020). In turn, this leads to higher levels of customer satisfaction, enhanced reputation, and a competitive edge in the market (Cardy & Leonard, 2019).

Globally, performance planning in the justice sector has seen varying levels of success, with some nations excelling while others face significant challenges (Margetts, 2020; Moynihan, 2021). For instance, in the United States, performance planning has been instrumental in reforming the criminal justice system, with initiatives like performance-based budgeting and strategic planning leading to improvements in case processing times and resource allocation (Grindle, 2019). Similarly, in the United Kingdom, the adoption of performance management frameworks has helped streamline court processes and enhance accountability within the justice system (Garland, 2022). However, not all countries have seen the same level of success. In nations like India, the justice sector has struggled with the effective implementation of performance planning due to issues such as bureaucratic inefficiencies, a lack of resources, and outdated infrastructure, leading to prolonged case backlogs and inconsistent service delivery (Gandhi, 2021). These global examples highlight the critical role of performance planning in ensuring an effective and fair justice system, while also underscoring the challenges that can arise in its implementation (Bhushan, 2020).

In Africa, performance planning within the justice sector has also seen mixed results, with some countries making notable progress while others continue to grapple with systemic challenges (Odote, 2019; Boege et al., 2021). For instance, Rwanda has emerged as a success story, where the implementation of performance-based management systems in the judiciary has significantly reduced case backlogs and improved access to justice (Nkurunziza, 2020). The country's

commitment to judicial reforms and the adoption of performance targets have been pivotal in enhancing service delivery within the justice sector (Boege, 2021). On the other hand, countries like Nigeria and South Africa face ongoing difficulties in their justice systems, including corruption, inefficiency, and inadequate resources, which have hindered the effective implementation of performance planning (Clark, 2021). These challenges have led to delayed justice, overcrowded prisons, and a lack of public trust in the legal system (Mupedziswa, 2020). Despite these obstacles, there are ongoing efforts across the continent to improve the effectiveness of performance planning in the justice sector, with initiatives focusing on capacity building, accountability, and the modernization of judicial processes (Adesina, 2022).

In Kenya, performance planning in the justice sector has seen a concerted effort to improve the efficiency and accessibility of legal services, though with varying degrees of success (Mutunga, 2019; Odote, 2021). The Kenyan judiciary has implemented several reforms aimed at enhancing performance, including the introduction of performance contracts for judges and magistrates, the establishment of specialized courts, and the adoption of case management systems (Gichuru, 2020). These initiatives have led to some improvements, such as reduced case backlogs and faster processing times (Maina, 2021). However, challenges remain, particularly in rural areas where access to justice is still limited, and in dealing with issues such as corruption and resource constraints (Kariuki, 2022). Despite these challenges, Kenya's continued focus on performance planning in the judiciary reflects a commitment to enhancing service delivery and ensuring that justice is accessible to all citizens (Odote, 2021). Ongoing reforms and investments in technology and infrastructure are expected to further strengthen the justice sector, making it more efficient and responsive to the needs of the population (Njogu, 2022). On this background, this study sought to determine the effect of performance planning on service delivery in the justice sector in Kenya.

Statement of the Problem

Performance planning is a fundamental aspect of enhancing the effectiveness and efficiency of the justice sector. In Kenya, the integration of performance planning within the judiciary has been instrumental in addressing longstanding issues such as case backlogs and inefficiencies. Notable reforms, including the introduction of performance contracts for judicial officers and the establishment of specialized courts, have led to significant progress. For instance, recent statistics show that the case backlog in Kenya's High Courts has decreased by approximately 18% over the past four years, from 40,000 cases in 2019 to 32,800 cases in 2023 (Wanjiku, 2023). Additionally, the average time to resolve a civil case has improved from 16 months in 2019 to 12 months in 2023 (Muthoni, 2022). Despite these achievements, challenges persist. Resource constraints, infrastructural deficits, and corruption remain significant obstacles, undermining the effectiveness of performance planning efforts (Karanja, 2021). The judiciary continues to grapple with disparities in service delivery, particularly in rural areas, where access to justice remains limited and delays are prevalent (Mwangi, 2022).

While several studies have examined various facets of performance planning within the justice sector, there is a notable gap in understanding its specific impact on service delivery outcomes in Kenya. Research has highlighted the importance of performance planning in improving judicial efficiency and accountability (Aguinis, 2019; Gruman & Saks, 2020). However, most studies have focused on broader themes or other regional contexts, leaving a gap in empirical evidence regarding the direct effects of performance planning on service delivery in Kenya's judicial environment (Nkurunziza, 2020). The existing literature does not sufficiently address how performance planning influences service delivery challenges in Kenya, particularly in terms of rural-urban disparities and the efficacy of recent reforms (Moynihan, 2021). In order to close the

existing research gap and update information in this area of study, this study sought to establish the effect of performance planning on service delivery in the justice sector in Kenya.

Research Objective and Hypotheses

The main objective of this study was to determine the effect of performance planning on service delivery in the justice sector in Kenya.

H₀₁: *Performance planning does not have a significant positive effect on delivery in the justice sector in Kenya.*

Theoretical Review

This study was anchored on the Goal Setting Theory. Goal-setting theory, pioneered by Edwin Locke in the 1960s and further developed by Gary Latham, posits that specific and challenging goals, coupled with appropriate feedback, lead to higher performance levels. The theory advocates that clearly defined objectives, when communicated effectively, significantly enhance task performance by providing direction and motivation (Locke, 1968; Locke & Latham, 2019). According to the theory, goals should be specific, measurable, and challenging to be motivating, and regular feedback helps individuals track their progress and make necessary adjustments (Locke & Latham, 2002). Key proponents, including Locke and Latham, emphasize that goal clarity, commitment, challenge, feedback, and task complexity are critical components that drive performance and improve organizational outcomes (Bondoc, 2022; Rizky & Ardian, 2019). Studies applying this theory have demonstrated its efficacy in various organizational settings, showing improved performance in areas such as employee productivity and service quality (Moynihan, 2021; DeNisi & Murphy, 2021).

Despite its widespread application, goal-setting theory has faced criticism for its potential to encourage unhealthy competition and stress, as well as for its limited applicability to tasks requiring creativity and innovation (Aguinis, 2019; Gruman & Saks, 2020). Critics argue that overly rigid goal-setting can lead to negative outcomes if goals are perceived as unattainable or if they overshadow other important aspects of work, such as teamwork and ethical considerations (Nkurunziza, 2020). This theory remains relevant to this study as it helps in enhancing the understanding of how performance planning impacts service delivery in the Kenya's justice system. Through applying goal-setting principles, this study aimed to explore how clear, challenging goals and effective feedback can enhance service provision within Kenya's judiciary, addressing the sector's unique challenges and improving overall performance (Mwangi, 2022; Muthoni, 2022).

Conceptual Framework

A conceptual framework refers to diagrammatic representation and the presumed association between variables under investigations (Hewson, Vogel & Laurent, 2016). The independent variable was performance planning, while the dependent variable was service delivery in the justice sector in Kenya. The conceptual framework is as depicted in Figure 1.

Independent Variable

Performance Planning

- Goal Setting
- Key Performance Indicators
- Appraisal Methods

Dependent Variable

Service Delivery

- Case Disposition Rates
- Cost Effectiveness
- Customer Satisfaction

Figure 1: Conceptual Framework

Empirical Review

This section presents empirical literature on performance planning and service delivery.

Performance Planning

According to Hristov, Appolloni, Chirico, and Cheng (2021), performance planning is a methodical and organized method of accomplishing a person's or groups desired objectives over the review year. Given that it forms the cornerstone of service delivery, it is the initial and most crucial part of any performance management system. Employees deliberate on the goals and key performance areas that can be achieved over a specific time frame during this period (Shamin, 2021). According to DeNisi and Pritchard (2022), the performance planning phase of the performance oversight process entails a consensus among managers and employees regarding what the latter must do to attain goals, enhance standards, enhance performance, and build the necessary capabilities. The goal is to make sure that the performance requirements and capabilities associated with the purpose are understood in the context of day-to-day work (Hristov, Appolloni, Chirico & Cheng, 2021). Then, with the assistance of their supervisors and the organization, people are accountable for an individual growth schedule, which offers an educational action plan (Shamin, 2021). Performance planning is vital in providing descriptions regarding the expected outcomes of the individual and organizational service delivery (Marchand, Breton, Saulpic & Côté-Boileau, 2021). According to a research by Gitonga and Nzulwa (2019), failure to align job descriptions with institutional strategic plans and functional strategic plans results in deficiencies and poor performance since job descriptions clearly outline the tasks and intended outcomes that employees are expected to do.

The core operations of the institution are negatively impacted by misalignment issues, including the incapacity of individual rank, targets, credibility, incentive, and staff training processes to focus on the capacity and goals for execution (Marchand *et al.*, 2021). According to Matthews (2022), establishing performance expectations, targets, or objectives at the start of the review period constitutes performance planning. According to a research by Othman & Mahmoud (2020), performance management places a focus on the alignment of corporate goals with personal objectives, constant performance tracking, and retraining and advancement. Furthermore, according to Othman & Mahmoud (2020), both parties involved in performance management procedures will require direction and instructions in the utilization of abilities, the creation of performance contracts and strategies, the planning and execution of performance evaluations, rankings, and the completion of review forms. High standards of individual performance and improved service delivery are both influenced by competencies (Sterken, 2020).

According to Hristov, Chirico & Camilli (2022), institutions in Kenya are expected to define goals that fit into four categories: financial metrics, non-financial metrics, operational metrics, and dynamical metrics. In most subcategories of operational metrics, which are specialized in line with the mission of the institutions, most objectives in public institutions, of which the justice system is one are often the same. Institutions should create a work plan adopting a departmental plan that outlines the main tasks to be completed by the last day of each fiscal year (Särkkä, 2020). At the conclusion of each quarter, the work plans serve as the foundation for review. Work plans are created using existing policy papers, such as the medium-term Plan 2023–2019, Vision 2030, and institutional strategic plans. The required upper management authorities and the institution's accountants then execute the performance contract as a mark of commitment and responsibility (World Bank, 2020). The purpose of this study is to determine how performance planning influences service delivery in Kenya's judicial sector.

An empirical study conducted by Bondoc (2022) explored the impact of goal-setting on organizational performance in the Philippines. This research involved 200 employees from various sectors, including both public and private organizations. Utilizing a quantitative approach, the study employed structured questionnaires to assess employees' perceptions of goal-setting practices and their impact on job performance. The findings revealed that specific and challenging goals significantly enhanced employee performance and organizational outcomes. Employees who received clear, measurable objectives reported higher motivation and productivity. Additionally, the study emphasized the importance of regular feedback, which was crucial in helping employees meet their goals and improve overall organizational effectiveness (Bondoc, 2022).

Rizky and Ardian (2019) did a study to investigate the role of goal-setting in enhancing employee performance within the public sector in Indonesia. The study surveyed 150 public sector employees, including those working in municipal and regional government offices. A mixed-methods approach was employed, combining quantitative surveys with qualitative interviews to gain insights into how goal-setting affected employee motivation and performance. The results indicated that specific and challenging goals positively influenced job satisfaction and performance. However, the study also identified potential drawbacks, such as increased stress and decreased morale from overly ambitious goals. This study emphasizes on the need for balancing goal difficulty with achievable targets to maintain employee well-being and performance (Rizky & Ardian, 2019).

In Kenya, the study conducted by Muthoni (2022) examined the effectiveness of performance planning in the judicial sector of Kenya. The research involved 100 judicial officers from various courts, including High Courts and Magistrate Courts. A quantitative approach was used, with data collected through surveys and an analysis of court records to evaluate changes in performance metrics. The study found that performance contracts had a significant positive impact on case resolution times. Judicial officers adhering to performance contracts demonstrated increased efficiency and better adherence to deadlines. Nonetheless, the study also noted challenges such as inadequate resources and resistance to change, which affected the full realization of performance improvements. This research highlights the role of performance planning in enhancing service delivery within Kenya's judiciary (Muthoni, 2022).

Service Delivery

Worldwide, public sector organizations are strained to provide greater, more unified services while boosting effectiveness (Guarini, Magli, & Francesconi, 2020). Both industrialized and developing nations continue to use the public as a key tool for development (Zakaria, Wei, Abdullah, and Yusoff, 2021). According to Ndevu and Muller (2019), this is done within a framework that aims to achieve financial and allocative efficacy; equity, fairness, and impartiality; protection; competitiveness and contestability; assured sustainability of service where the public's interest guidelines prevail regardless of competitive markets; mitigation against the possibility that privatized services will fail; and a reduction in transaction costs. A market-driven public service governance or entrepreneurial culture is replacing the conventional model of structures and provision of public services, which was founded on the tenets of bureaucratic organizational structure, planning and centralization, direct control, and self-sufficiency (Nthebe, Swart, & Queiros, 2020). These shifting expectations have forced the public sector to reframe its mission, sharpen its customer focus, and create integrated service delivery models. Eneanya (2021) asserts that service delivery entails placing the demands of the client at the center of all decisions, from the creation and implementation of the strategy through its formulation. The quality of the service is the main characteristic of public service delivery. Glas, Henne, and Essig (2021) illustrate that good customer service exhibits thoughtfulness, civility, information, and quickness.

In their 2022 study, Suthewasinnon, Hoque, and Nyamori emphasized a number of characteristics that contribute to the quality of a service, including timeliness, volume/amount, accessibility/convenience, availability, accuracy, safety, appropriateness or suitability, as well as more esthetic qualities like pleasantness and simplicity. Along with the cost and effectiveness of the service in question, equality and legitimacy are recognized as important considerations in service delivery (Suthewasinnon, Hoque, & Nyamori, 2022). Transparency, involvement, meeting user needs, and accessibility are said to be the essential elements of responsive service delivery, according to Steen, Teles, and Torsteinsen (2019). They are aware of the kind and amount of services that will be offered, and they may logically anticipate receiving these services. If the proper level of service fails to be delivered, customers have the right to file a complaint and seek redress, and service delivery institutions are needed to established service quality goals, indicate their performance against them, and act transparently and responsibly on behalf of the providers of services (Kloot & Martin, 2020). User engagement is a crucial component of public service delivery. On the possible spectrum of user engagement in service delivery, Eneanya (2021) outlines five points: information, consultation, collaboration, delegation, and control. The Canadian public sector, for instance, has a checklist that employees may use to gauge their progress toward quality growth.

According to Maajid, Samad, Tazilah, Sudarmoyo & Hanaysha (2019), quality organizations needs to request their clients to clarify their requirements and standards, continually meet those requirements while managing the expectations of those clients, encourage proactive staff participation in meeting those needs, and foster employee innovation to continuously improve processes. In order to successfully implement any quality services program, they need foster a "people first" culture where cooperation is valued, embrace the risk involved with innovation, encourage a continuous learning environment, and show visible leadership for workers (Negoita, 2021). The Public Service Quality Charter (1992) constituted an intentional attempt by the Portuguese government to instill trust in a public administration system that had minimal support from the general populace (Mautla, Mazenda, & Mushayanyama, 2022). The charter brings together several efforts made over the previous ten years to raise the caliber of services offered by public organizations (Dladla, 2021). It included several of the significant traits outlined by the OECD (1996), such as increased transparency and simplicity in service delivery, greater integration at the point of delivery, better arrangements for welcoming the public, plans for handling complaints and seeking redress, and also less centralized system of services (Caixote, Mothusi, & Molokwane, 2020). The Canadian federal government recognized all employees' contributions towards the leadership and quality of their outputs and, consequently, to the achievement of the organization in advancing its Declaration of Quality Services Principles (1994), which also considered the needs of its customers as well as its own corporate budgetary and other needs (Nthebe, Swart, & Queiros, 2020).

President Clinton issued a directive to all executive departments and federal agencies in the USA in 1995 directing them to post customer service guidelines in a format that is easily accessible to consumers. All operations that directly offer significant services to the entire public are subject to these obligations, including those conducted in association with state and local governments. Results of the yearly monitoring of performance against these requirements are released (Marchand, Breton, Saulpic, and Côté-Boileau, 2021). Public organizations are urged to conduct employee surveys to get feedback on how to provide better customer service along with steps to reward staff who go above and beyond expectations. In order to better serve common client groups, agencies must also act outside their own spheres of authority. Current public service delivery practices adhere to the norms established at the time (Marchand, Breton, Saulpic, and Côté-Boileau, 2021). In a bid to help public organizations change their attention from an inward to an

outward emphasis and improve their accessibility to clients, the Australian government vehemently supported the broad deployment of government service charters. With more than 115 charters expected to be completed by the middle of 1998, this project was meant to encompass all government departments, agencies, and businesses offering services to the general public (Majid et al., 2019). The Citizen's Charter (1991), enacted in the UK, is arguably the most well-known, longest-running, and most mentioned of these projects. Many of the ideas that have been implemented in other nations may be traced back to it.

Kenya introduced the citizen's service delivery charter for the first time in 2019. Its implementation was sluggish, as it has been in many other nations, mostly due to resistance and distrust on the side of public employees. According to Steen, Teles, and Torsteinsen's (2019) analysis of this skepticism, many people view the charter as an inadequate public relations effort. However, as a tool for policy, it touches on issues of wide-spread public concern that politicians should avoid. It is necessary to find ways to make public services more user-friendly. Waste must be reduced and subpar services must be improved. Such endeavors have been made through the Charter program (Magoro, 2022). It has brought attention to the necessity of raising management and accountability standards for the public sector. It tries to change the public service's culture so that it recognizes the critical significance of customers' impressions of service quality and delivery. The government has prioritized excellent service provision in the justice system as part of its plan to provide reliable, well-liked, and effective public services, and it has continued to do so as of late (Negoita, 2021).

Research Methodology

Cross-Sectional survey research design was utilized in this study and positivism research philosophy. Positivism research philosophy was the most appropriate in the study to examine the effect of performance planning on service delivery in the justice sector in Kenya. The unit of analysis comprised of all staff working in the justice sector, from all the 47 counties in Kenya. The unit of observation was staff working in the justice sector from 10 counties, and comprising of The Chief Magistrate, Senior Principal Magistrate, Deputy Registrar, Court Administrator, Heads of Public Prosecution, Heads of Prison Wardens, Advocates, Probation Officers, and State Councils. The target population comprised of 1034 staff the herein stated categories in the justice sector.

In order to get a suitable sample size for this investigation, a three-stage sampling process was used. First off, the researcher was unable to gather data from all 47 counties in Kenya due to the size of the country's 47 counties and the time constraints placed on doing the study. In this study, stratified random sampling was used in the selection of an appropriate sample size. The target population was grouped into six strata, which contain six categories that make up the target population as in the populated table above. As noted by Kothari (2019), a sample size less than 10% of the population being studied can produce research findings in a study. Because of the vast number of targeted participants in the present research, the researcher picked a sample size of 20%, which is regarded appropriate for producing findings.

To get the 10 sample counties, the researcher randomly picked them from the 47 counties, but was doing it in a way to ensure diversity. The counties were chosen for the study based on their previously delineated zones, ensuring that each county was addressed in the final sample size. The study guaranteed that counties having more than one magistrate court were included in each area for a larger perspective; nevertheless, only two Magistrate's Court stations were analyzed in each county. Therefore, the sample size, and thus the unit of observation was 10 counties. The respondents therefore consisted of 2 Chief Magistrate (Head of two subordinate Court in the County); 2 Senior principal magistrates (deputy to each head of the court) 2 Deputy Registrars (In charge of the High courts), 3 Courts' Administrator (Administrator in charge the High & Lower

courts), 3 Head of Public Prosecution and 3 Head of prison wardens (In the High Court and lower Courts) in each of the 10 counties selected. This means that from the 10 randomly selected counties and the 9 top ranks selected for this study, 220 respondents participated in the study, who constitute the units of analysis. The study's sample size is therefore 220 respondents.

Table 1: Sample Size

Population characteristics	Population	Sample Size
The Chief Magistrate	94	20
Senior Principal Magistrate	94	20
Deputy Registrar	94	20
Courts' Administrator	141	30
Head of Public Prosecution	141	30
Head of Prison Wardens	141	30
Court Attorneys	141	30
Probation Officers	141	30
State Council	47	10
Total		220

The study made use of structured questionnaires to collect primary data. A pilot study was conducted in three counties, collecting data from 22 randomly selected staff in the court stations. The court stations included were those located in Nairobi, Kiambu and Muranga Counties. According to Yevale (2016), the sample size for a pilot study should be 10 percent of the sample projected for the parent study. The pilot group comprised of 10 percent of the sample size (22). The study used two forms of validity tests: content validity and face validity and construct validity. The content validity of the study was improved through seeking experts' opinions in the area of study, specifically the supervisors. The face validity of research tool was improved by conducting a pilot test and also changing any ambiguous and unclear question. Construct validity was assessed by the use of Confirmatory factor analysis (CFA). Reliability of the research instrument was measured using Cronbach's alpha. A Cronbach's alpha value of 0.7 was deemed as acceptable. The pilot test results showed that the research instrument was valid and reliable.

The questionnaires generated quantitative data. Descriptive and inferential statistics were used in analyzing quantitative data with the help of the Statistical Package for Social Sciences (SPSS version 24) statistical software. Descriptive statistics included frequencies, percentages, mean, and standard deviation. Inferential statistics included Pearson correlation coefficient and multiple linear regression analysis. Service delivery in the functional model was the dependent variable whilst independent variable was performance planning. The empirical model's functional relationship was as follows:

The regression model was;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where; Y represents service delivery; B₀ represents Constant; β₁- β₄ represent coefficients of determination; X₁ represents performance planning; and ε represents error term.

Research Findings and Discussions

The sample size of this study consisted of 220 staff in the justice sector in Kenya. The questionnaire response rate was as shown in Table 2.

Questionnaires' Response Rate

The sample size of the study comprised of 220 top management personnel working in the justice sector in Kenya. In particular, the sample size comprised of individuals from selected high court stations in various counties in Kenya. The selected high court are located in 10 counties that included Mombasa, Garissa, Machakos, Murang'a, Nyeri, Nakuru, Bungoma, Kajiado, Kisii and Nairobi. These counties were selected because on the basis of the previously 8 demarcated regions in Kenya, and from each of the two regions with large numbers of counties, 1 more county was selected, making a total of 10, court stations from which data was collected. In each court station, 22 top management posts were considered that include, therefore, the total sample size was 220 respondents. Table 2 shows the results of response rate;

Table 2: Response Rate

Category	Sample Size	Response	Response Rate (%)
The Chief Magistrate	20	19	95.00
Senior Principal Magistrate	20	18	90.00
Deputy Registrar	20	17	85.00
Courts Administrator	30	28	93.33
Head of Public Prosecution	30	27	90.00
Head of Prison Wardens	30	29	96.66
Court Attorneys	30	28	93.33
Probation Officers	30	29	96.66
State Council	10	9	85.00
Total	220	203	91.66

Out of 220 questionnaires which were distributed, 203 were duly filled and returned. The drop-off and pick-up-later method yielded the high response rate of 91.66%. According Locharoenrat (2019), response rate is the ratio of the interviewed respondents to the sample size intended to be covered by the study. According to Nundy, Kakar, Bhutta, Nundy, Kakar & Bhutta (2022), a response rate of 75 per cent is adequate for analysis, for making conclusions and making inferences about a population. In addition, Wu, Zhao & Fils-Aime (2022) indicates that a response rate of 60% and above is acceptable for analysis. Further, Kothari (2019) indicates that a response rate of 50% should be considered average, 60% to 70% considered adequate while a response rate of above 70% should be regarded as excellent. This implies that the response rate of 91.36% was adequate for analysis, drawing conclusions and reporting.

Performance Planning

The study sought to establish the level of agreement of the respondents with various statements relating to the influence of performance planning on service delivery in the justice sector. The findings of the study were presented in table 3.

Table 3: Aspects of Performance Planning

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Deviation
The employees set performance targets at the beginning of every year	0.6	4.4	10.4	65.9	18.5	3.970	0.732
There is budgetary planning for every activity in the organization	0.00	5.1	21.6	60.6	12.7	3.807	0.718
Employees are engaged in all planning activities in the organization	0.00	1.5	12.6	65.2	20.7	4.052	0.627
Performance planning has provided descriptions regarding the expected outcomes of the individual and organizational service delivery	0.00	1.5	17.0	71.1	10.4	3.904	0.571
Performance planning has enhanced customer satisfaction to a great extent	0.00	2.2	16.3	68.1	13.3	4.026	0.618
Performance planning is always given the first priority in the organization's activities	0.00	5.2	17.0	64.4	13.3	3.859	0.704
Performance planning in the organization has led to enhanced service quality	2.2	7.4	16.3	62.2	11.9	3.741	0.846
Employee goal setting improves service performance.	0.00	14.1	18.5	54.8	12.6	3.659	0.874

The findings of the study established that the majority of the respondents agreed with a mean of 3.970 (SD 0=0.732) that the employees in the justice sector set performance targets at the beginning of every year. These findings concur with the findings of the study conducted by Shamin

(2021), which asserts that employees deliberate on the goals and key performance areas that can be achieved over a specific time frame during this period. In addition, the findings showed that the majority of the respondents agreed with a mean of 3.807 (SD=0.718) that there is budgetary planning for every activity in the organization. The findings of the study agreed with the findings of the study by Hristov, Chirico & Camilli (2022), which asserts that institutions are expected to define goals that fit into four categories: financial metrics, non-financial metrics, operational metrics, and dynamical metrics.

Further, the study findings showed that the majority of the respondents agreed with a mean of 4.052 (SD=0.627) that employees are engaged in all planning activities in the justice sector in Kenya. More so, the study findings established that the majority of the respondents agreed that performance planning has provided descriptions regarding the expected outcomes of the individual and organizational service delivery as shown by a mean 3.904 (SD=0.571). The study findings showed that the majority of the respondents agreed that performance planning has enhanced customer satisfaction to a great extent as shown by a mean of 4.026 (SD=0.618). These findings concur with the findings presented by DeNisi and Pritchard (2022), which asserts that the performance planning phase of the performance oversight process entails a consensus among managers and employees regarding what the latter must do to attain goals, enhance standards, enhance performance, and build the necessary capabilities. The study by Hristov, Appolloni, Chirico & Cheng (2021) also asserts that the goal is to make sure that the performance requirements and capabilities associated with the purpose are understood in the context of day-to-day work.

The findings of the study also showed that a majority of the respondents agreed that performance planning is always given the first priority in the organization's activities as shown by a mean of 3.859 (SD=0.704). As shown by a mean of 3.741 (0.846), the study findings showed the agreement of the respondents with the statement elucidating that performance planning in the justice sector has led to enhanced service quality, and that employee goal setting improves service performance as shown by a mean of 3.659 (SD=0.874). The findings concur with the findings of the study conducted by Othman & Mahmoud (2020), which asserts that performance management places a focus on the alignment of corporate goals with personal objectives, constant performance tracking, and retraining and advancement. The study Othman & Mahmoud (2020) adds that both parties involved in performance management procedures will require direction and instructions in the utilization of abilities, the creation of performance contracts and strategies, the planning and execution of performance evaluations, rankings, and the completion of review forms.

Service Delivery

The study sought to establish the level of agreement of the respondents with various statements relating to service delivery in the justice sector. The findings of the study were presented in table 4.

Table 4: Aspects of Service Delivery

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Citizens have assurance of quality services offered in the organization	1.5	3.7	17.8	63.0	14.1	3.956	0.762
The court station efficiently handles and resolves cases in a timely manner	2.2	2.2	10.4	72.6	12.6	3.973	0.717
The court station effectively utilizes resources to deliver services at a reasonable cost	1.5	5.2	19.3	63.7	10.4	3.911	0.765
This court has proved able to meet its delivery of services targets for the last three years	2.2	8.1	24.4	60.0	5.2	3.578	0.805
The people we have served have been very satisfied with the services	0.7	14.1	14.1	50.4	20.7	3.763	0.964
Customer feedback is regularly collected and used to improve products/services	0.7	8.9	27.4	53.3	9.6	3.622	0.809
The staff can use technology quickly and skillfully	2.2	11.9	37.8	43.0	5.2	3.870	0.844
Employees understand the importance of delivering high-quality service to customers	0.7	1.5	17.8	66.7	13.3	3.904	0.656

The study findings showed that the majority of the respondents agreed with a mean of 3.956 (SD=0.762) that citizens have assurance of quality services offered in the organization. In addition, the findings of the study showed that majority of the respondents agreed with a mean of 3.973 (SD=0.717) that the court station efficiently handles and resolves cases in a timely manner. The findings of the study concur with the findings of the study by Suthewasinnon, Hoque, and Nyamori (2022), which emphasized a number of characteristics that contribute to the quality of a service, including timeliness, volume/amount, accessibility/convenience, availability, accuracy, safety, appropriateness or suitability, as well as more esthetic qualities like pleasantness and simplicity. These findings of the study were in agreement with the findings of the study conducted by Steen, Teles, and Torsteinsen (2019), which asserts that along with the cost and effectiveness of the service in question, equality and legitimacy are recognized as important considerations in service delivery. The study by Steen, Teles, and Torsteinsen (2019) also highlights that transparency, involvement, meeting user needs, and accessibility are essential elements of responsive service delivery.

The findings also found out that most of the respondents indicated their agreement with a mean of 3.911 (SD=0.765) that the justice sector effectively utilizes resources to deliver services at a reasonable cost. The study as well showed the agreement with the respondents with a mean of 3.578 (SD=0.805) that the court has proved able to meet its delivery of services targets for the last three years. The findings of the study showed that the majority of the respondents agreed with a mean of 3.763 (SD=0.964) that the people served in the justice sector have been very satisfied with the services. The findings of the study concur with the findings of the study conducted by Maajid, Samad, Tazilah, Sudarmoyo & Hanaysha (2019), which asserts that quality organizations needs to request their clients to clarify their requirements and standards, continually meet those requirements while managing the expectations of those clients, encourage proactive staff participation in meeting those needs, and foster employee innovation to continuously improve processes.

Additionally, the findings of the study showed that a majority of the respondents agreed that Customer feedback is regularly collected and used to improve products/services with a mean of 3.622 (SD=0.809). With a mean of 3.370 (SD=0.844), the study also showed that a majority of the respondents agreed that the staff can use technology quickly and skillfully, and that the employees understand the importance of delivering high-quality service to customers in the justice sector as shown by a mean of 3.904 (SD=0.656). These findings concur with the assertions made by the study conducted by Ndevu and Muller (2019), which asserts that service delivery should be done within a framework that aims to achieve financial and allocative efficacy; equity, fairness, and impartiality; protection; competitiveness and contestability; assured sustainability of service where the public's interest guidelines prevail regardless of competitive markets; mitigation against the possibility that privatized services will fail; and a reduction in transaction costs.

Correlation Analysis

Pearson product-moment correlation coefficient was utilized to assess the association between performance planning and service delivery. The findings were as presented in Table 5.

Table 5: Correlation Coefficients

	Service Delivery		Performance Planning	
Service Delivery	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	203		
Performance Planning	Pearson Correlation	.840**	1	
	Sig. (2-tailed)	.000		
	N	203	203	

As shown in Table 5, the results showed that there exists a relationship between performance planning and service delivery in the justice sector in Kenya ($r=0.840$, $p\text{-value}=0.000$). The $p\text{-value}$ of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings agree with These findings agree with Othman & Mahmoud (2020) study which reveals that performance management places a focus on the alignment of corporate goals with personal objectives, constant performance tracking, and retraining and advancement. According to Othman & Mahmoud (2020), both parties involved in performance management procedures will require direction and instructions in the utilization of abilities, the creation of performance contracts and strategies, the planning and execution of performance evaluations, rankings, and the completion of review forms.

Regression Analysis

Linear regression analysis was used to assess the effect of performance planning on service delivery in the Justice sector in Kenya. Table 6 shows the variation in service delivery that can be explained by performance planning.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	0.261	0.278	0.2332

a. Predictors: (Constant), Performance Planning

The r squared (R^2) represents the proportion of variance in the outcome variable (performance planning) that can be explained by the predictor variable included in the model. In this case, as shown in Table 6, the R^2 was 0.261, indicating that approximately 26.1% of the variance in service delivery can be accounted for by performance planning.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.125	4	9.281	147.355	.000 ^b
	Residual	13.353	212	.063		
	Total	50.477	202			

a. Dependent Variable: Service Delivery

b. Predictor: (Constant), Performance Planning

The Analysis of Variation (ANOVA) results provide information about the overall fit of the regression model and the significance of the predictor in explaining the variance in the dependent variable (service delivery). As shown in Table 7, the F-statistic is 147.355 was greater than the F-critical of 2.372 from the F-distribution table. In addition, a significance level (Sig.) less than a chosen alpha level (commonly 0.05) indicates that the regression model is statistically significant. Therefore, a significance level of 0.000 indicates that the regression model is highly significant. The results show that the regression model, which includes performance planning is highly significant in explaining the variance in service delivery in the justice sector in Kenya.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.522	0.061		8.557	0.000
Performance Planning	0.205	0.059	0.198	3.484	0.000

a. Dependent Variable: Service Delivery

The Regression equation was;

$$Y = 0.522 + 0.205X_1$$

The study findings indicated that performance planning has a positive and significant effect on service delivery in the justice sector in Kenya ($\beta_1=0.205$, p-value=0.000). This means that for every

unit increase in performance planning, the dependent variable is expected to increase by 0.205 units. The p-value of 0.000 indicates that the relationship between performance planning and the dependent variable is statistically significant at the 0.05 significance level. These findings are in concurrence with Smith and Brown (2020) findings that clear goal-setting, continuous feedback mechanisms, and the utilization of technology to streamline legal processes enhances service delivery in organizations. Smith and Brown (2020) add that these strategies are integral to improving efficiency, reducing case processing times, and enhancing overall service delivery within the justice system. The study conducted by Hernandez and Calve (2019) has shown that performance planning influences how performance management is perceived and enacted within justice institutions.

Conclusions

The study concludes that performance planning has a positive and significant effect on service delivery in the justice sector in Kenya. Through setting clear goals, providing continuous feedback, and aligning individual objectives with organizational goals, performance planning helps employees understand their roles better and work more efficiently. This shows that continuous improvement in performance planning leads to an improvement in service delivery in the justice sector in Kenya.

Recommendations for the Study

- The study recommends that the justice sector in Kenya should adopt a comprehensive approach to goal-setting to enhance service delivery. Goals should be aligned with the sector's core mandate and designed using the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework. Specific goals might include reducing case backlogs, improving case resolution times, and ensuring equitable access to justice. These goals should be measurable, incorporating indicators such as the number of cases resolved, average resolution time, and satisfaction rates among court users. To ensure goals are realistic and relevant, the justice sector must consider resource constraints and operational challenges, focusing on objectives that directly improve justice delivery. Regular reviews of progress are essential to track performance, address challenges, and revise targets to accommodate emerging priorities. Engaging stakeholders, including judiciary staff, administrators, and the public in setting and reviewing these goals will enhance accountability, transparency, and alignment with the sector's needs.
- The study recommends that the justice sector should develop robust Key Performance Indicators (KPIs) to track its operational performance and service delivery outcomes. These KPIs should include metrics such as the average time taken to resolve cases, the resolution rate of filed cases, and public satisfaction levels with judicial processes. Technology can play a pivotal role in monitoring these indicators in real time through data analytics and performance dashboards. This approach enables timely identification of challenges and implementation of corrective measures. For example, data analytics might reveal delays in specific courts, prompting reallocation of resources to address inefficiencies. Benchmarking against international standards and best practices can also help the sector set realistic improvement targets and measure progress over time. Such KPIs will provide a clear, data-driven picture of the sector's performance and areas requiring intervention.
- The study recommends that the justice sector should establish transparent and objective appraisal systems to evaluate staff performance and motivate excellence. One effective method is 360-degree feedback, which gathers input from supervisors, peers, and court users to provide a well-rounded assessment. Appraisals should be linked to performance-based rewards to encourage productivity and professionalism. They should also identify

skill gaps and inform the development of targeted training programs, ensuring that staff are equipped to meet the demands of their roles. Training supervisors on effective appraisal techniques is crucial for ensuring fairness, consistency, and alignment with organizational objectives. Additionally, incorporating technology in appraisal processes can streamline evaluations and improve accuracy, fostering a culture of accountability and continuous improvement within the justice sector.

Recommendations for Further Research

This research recommends that future research should investigate how performance planning impacts employee satisfaction within the justice sector. Understanding the relationship between performance planning processes and employee morale can provide insights into how performance management practices influence job satisfaction and retention. This research could explore factors such as the perceived fairness of performance evaluations, the clarity of performance expectations, and the effectiveness of feedback mechanisms. In addition, further studies should examine the effectiveness of performance-based rewards in motivating employees and improving service delivery. Research could focus on identifying the types of rewards that have the greatest impact on employee performance and satisfaction. Additionally, studies could explore how different reward structures affect various employee groups within the justice sector and how to design a reward system that meets diverse needs.

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