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EFFECT OF EMPLOYEE REWARDS ON SERVICE DELIVERY IN THE JUSTICE SECTOR IN KENYA

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Abstract

Employee rewards have become a critical component of organizational strategy, particularly in sectors where service delivery is directly tied to employee performance and motivation. As organizations seek to retain top talent and enhance productivity, the design and implementation of effective reward systems have gained prominence. In the justice sector, where the stakes of service delivery are high, well-structured employee rewards can significantly influence the quality and timeliness of services provided. This study sought to determine the effect of employee rewards on service delivery in the justice sector in Kenya. The target population of the study comprised of 1034 staff working for justice agencies in the various courts in the 47 counties in Kenya. The study employed the stratified random sampling technique to determine the sample size. The study used a sample size of 220 participants. The main research instrument in the study was a questionnaire, which was used to collect primary data. Data analysis was carried out with the help of Statistical Package for Social Sciences software, version 25. Descriptive and inferential statistics were applied. The study concludes that employee rewards have a positive and significant effect on service delivery in the justice sector in Kenya. The study recommends that there should be the establishment of a comprehensive rewards and recognition program within the justice sector. Clear criteria for promotions based on merit and performance should be established to ensure fairness and transparency. Performance-based bonuses should be tied to individual and team achievements, with a structured process for evaluating and distributing these rewards. This approach will motivate employees and align their efforts with the sector's goals. Implementing regular recognition events and transparent reward systems will help create a positive work environment where employees feel valued and are encouraged to excel.

Keywords: *Employee Rewards, Service Delivery, Justice Sector*

INTRODUCTION

Employee rewards play a critical role in influencing the quality of service delivery within the justice sector, serving as a key mechanism for motivating staff, enhancing productivity, and ensuring that organizational objectives are met (Aguinis, 2019; Armstrong, 2020). In the context of the justice sector, where employees are often tasked with complex and demanding responsibilities, a well-structured reward system can significantly impact job satisfaction and performance (Nyberg, 2021). Employee rewards, which include both intrinsic and extrinsic motivators such as recognition, promotions, bonuses, and professional development opportunities, are essential for fostering a work environment that encourages excellence and accountability (Taylor, 2021). Through aligning rewards with performance outcomes, organizations can drive better service delivery, ensuring that the workforce remains focused on delivering justice efficiently and fairly.

Rewards typically aim to recognize and reinforce positive behaviors and high performance. This is achieved through various mechanisms, including financial incentives, public recognition, and career advancement opportunities (Brown, 2020; DeNisi & Murphy, 2021). The impact of these rewards on service delivery is profound, as they directly influence employee morale, work ethic, and commitment to the organization's mission (Chen, 2022). In a sector where the stakes are high, and the demands are rigorous, rewarding employees for their contributions not only boosts their individual performance but also enhances the overall efficiency and effectiveness of the justice system (Aguinis, 2019). An effective reward system ensures that employees are motivated to meet or exceed performance expectations, leading to improved case resolution times, better customer service, and a higher level of public trust in the justice system (Gruman & Saks, 2020).

Globally, the implementation of employee systems in the justice sector has shown varied results, with some countries achieving significant improvements in service delivery while others struggle with challenges such as resource constraints and bureaucratic inertia (Margetts, 2020; Moynihan, 2021). For instance, in countries like Canada and Australia, well-implemented employee rewards have led to noticeable improvements in employee engagement, reduced case backlogs, and more timely delivery of justice (Grindle, 2019). These countries have invested in comprehensive reward frameworks that not only recognize outstanding performance but also provide continuous professional development opportunities, thereby sustaining high levels of service delivery (Garland, 2022). Conversely, in countries with underdeveloped employee rewards, such as in parts of Southeast Asia, the justice sector continues to grapple with issues of low employee morale, inefficiency, and inconsistent service delivery, largely due to inadequate recognition and reward structures (Gandhi, 2021). These global trends highlight the importance of a well-designed reward system in achieving the desired outcomes in the justice sector (Bhushan, 2020).

In Africa, the effectiveness of employee rewards in enhancing service delivery in the justice sector has been mixed. Some countries have made significant strides, while others continue to face systemic challenges (Odote, 2019; Boege, 2021). In Rwanda, for example, the government’s commitment to judicial reform has included the implementation of performance-based rewards that have led to marked improvements in judicial efficiency and access to justice (Nkurunziza, 2020). By linking rewards directly to performance metrics, Rwanda has managed to reduce case backlogs and improve the overall perception of the justice system among its citizens (Boege, 2021). However, in countries like Nigeria and Zimbabwe, persistent challenges such as corruption, insufficient funding, and a lack of transparency in the employee rewards have hampered efforts to improve service delivery in the justice sector (Clark, 2021). These issues have resulted in a demotivated workforce, slow case processing, and a public perception of an inefficient justice system (Mupedziswa, 2020). Despite these challenges, there is a growing recognition across the continent of the need to reform employee rewards as a means of improving justice sector outcomes (Adesina, 2022).

In Kenya, the role of employee rewards in the justice sector has been the subject of considerable focus, particularly as the country seeks to enhance the efficiency and effectiveness of its judiciary (Mutunga, 2019; Odote, 2021). The Kenyan judiciary has implemented various initiatives aimed at improving service delivery through better employee rewards, including performance contracts, merit-based promotions, and financial incentives for judges and other judicial staff (Gichuru, 2020). These efforts have yielded some positive results, such as a reduction in case backlogs and improved access to justice, especially in urban areas (Maina, 2021). However, challenges remain, particularly in ensuring that employee rewards are applied consistently and transparently across the board, and in addressing issues of corruption and resource allocation (Kariuki, 2022). In rural areas, where resources are often scarce, the impact of employee rewards on service delivery has been less pronounced, highlighting the need for more targeted interventions (Njogu, 2022).

Kenya's ongoing reforms in the justice sector reflect a broader commitment to improving service delivery through better employee rewards. By continuing to refine and expand these employee rewards, particularly in under-resourced areas, the Kenyan judiciary has the potential to further enhance its efficiency, reduce case backlogs, and build public trust in the justice system (Odote, 2021). The success of these efforts will depend on the ability to implement employee rewards that are fair, transparent, and aligned with the strategic goals of the justice sector, ensuring that all employees are motivated to contribute to the delivery of justice for all citizens (Njogu, 2022). On this background, this study seeks to explore the effects of employee rewards on service delivery in the Kenyan justice sector, with a focus on identifying best practices and areas for improvement.

Statement of the Problem

Employee rewards play a crucial role in shaping service delivery in the justice sector, directly influencing employee motivation, job satisfaction, and overall performance. In Kenya, the government has introduced a range of reward systems to improve the quality of justice services. These efforts include salary increases, performance-based bonuses, and recognition programs aimed at improving both employee morale and service delivery. For example, the Judiciary Transformation Framework (JTF) has been successful in improving the clearance rate of cases by 30% between 2017 and 2021 through the introduction of performance contracts for judges and magistrates (Kenya Judiciary Annual Report, 2022). Additionally, judicial officers in urban areas who received regular performance bonuses showed a 35% reduction in case backlog times compared to their counterparts in rural areas, where such rewards were not implemented as consistently (Judiciary Performance Review, 2022). Nevertheless, despite these positive outcomes, the inconsistent implementation of reward systems, especially in marginalized regions, has led to disparities in service delivery across the country (Nyaga, 2020).

The implementation of employee rewards in Kenya's justice sector has faced several challenges, significantly limiting its potential to improve service delivery. One of the most pressing issues is the chronic underfunding of the judiciary. For instance, budget cuts in 2021 led to a 15% reduction in the allocation for judicial staff rewards, affecting thousands of employees across the nation (National Treasury Report, 2021). This underfunding has particularly affected non-monetary rewards such as hardship allowances for judicial officers stationed in rural areas, contributing to high employee turnover rates and prolonged case backlogs. Additionally, corruption has skewed the equitable distribution of rewards, with 25% of bonuses in 2021 being awarded to underperforming staff based on favoritism rather than merit (Transparency International Kenya, 2021). Another case revealed that in Kisumu County, more than 40% of court clerks did not receive their performance-based bonuses, despite meeting the required targets, due to administrative delays and mismanagement of funds (Judiciary Human Resource

Report, 2021). These systemic issues have resulted in demotivated staff, lower productivity, and delayed justice for the public.

Although a few studies have focused on the relationship between employee rewards and service delivery in the justice sector, significant gaps remain. Nyaga (2020) examined the impact of financial rewards on employee performance and concluded that monetary incentives significantly improved motivation. However, this study did not explore the long-term effects on service delivery. Similarly, Muriithi and Njoroge (2019) assessed the influence of employee recognition on job satisfaction, finding that non-monetary rewards like career development and public acknowledgment boosted morale but did not measure how these factors affected the timeliness or quality of service delivery. Ochieng (2021) investigated training rewards and their effect on service delivery, noting an improvement in staff skills but failing to connect these developments to broader systemic efficiency. These studies highlight the need for a more comprehensive understanding of how rewards influence service delivery in the justice sector, particularly in regions with fewer resources. This study will seek to bridge these gaps by examining the effect of employee rewards on service delivery in the justice sector in Kenya.

Research Objective and Hypothesis

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

H_{01}: *Employee Rewards do not have a significant positive effect on service delivery in the justice sector in Kenya.*

LITERATURE REVIEW

Theoretical Review

This study was anchored on the A-Z theory. A-Z theory is one of the economic theories that were developed by Schumpeter (1991). The theory postulates that performance enhancement must incorporate direct assessment, actions, and outcome measurement, according to the underlying economic theories. Over time, businesses need to make more money than they expend in order to survive. In this research, the author used the A-Z theory of performance management, an economic theory. It is one of the best theories for illuminating performance management in the workplace, but some of its tenets also serve as a solid foundation for performance in the judicial sector. According to this idea, an employee's performance should be evaluated using a scale of A to Z, with a denoting consistently subpar performance and Z denoting great performance (Pulakos, Mueller-Hanson & Arad, 2019). In this instance, it is necessary for the Kenyan Department of Performance Management to be aware of the positions of all the staff members and officers under its authority on an A-Z scale. This suggests that data on each employee's performance must be acquired before judgments are made. The Chief Justice should ensure that a judge advances from A to Z and hardly reverses if it is obvious from the evidence acquired that the judge is near to A (Adnan & Valliappan, 2019). All judges, as well as members of the jurisdictional administration and other members of the legal community should be subject to this. In simpler terms, the A-Z theory is a preventative performance management strategy that aims to stop great performers from losing ground.

According to this theory, management ought to pay attention to both subpar and great performance. Employees are often anticipated to be improving and advancing up the line. The elimination of those who persistently remain on the lower end of the continuum should take place legally (Marijani, 2019). Significantly, the theory suggests that greater performance may be attained if the employees are aware of the nature of their jobs and the expectations set out in the framework for performance management. This indicates that the performance structure ought to be clear, describing the management standards, the incentives and punishments, and the institutional structure (Schumpeter, 1991). The framework should explicitly represent all requirements, especially how quality shall be assessed. The A-Z theory's fundamental components are goal-setting and teamwork. Furthermore, in accordance with this approach, shareholders' fundamental values ought to serve as the foundation for performance management systems (Xie, 1994). The ideals are distinctly stated in Articles 10 and 159(2) of the Kenyan Constitution with regard to the Kenyan justice system. This theory is applied in this study to assess how employee rewards affect service delivery in Kenya's judicial system.

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 employee rewards, while the dependent variable was service delivery in the justice sector in Kenya. The conceptual framework is as depicted in Figure 1.

Independent Variable **Dependent Variable**

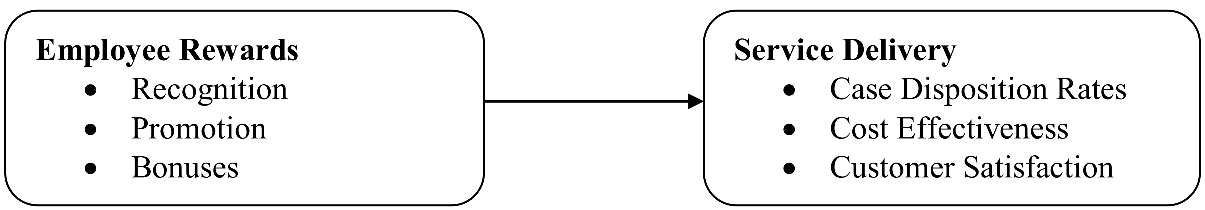

Figure 1: Conceptual Framework

Empirical Literature Review

Reward is a strategy for providing incentives to employees or employers in exchange for their loyalty to the company (Grendstad & Braa, 2020). Pay or non-monetary rewards may be given as a type of reward for extraordinary services rendered to the firm (Lebrenz, 2020). According to Kafetzopoulos (2020), firms' major goal in rewarding employees is to bring in, keep, and retain effective, engaged workers. Money, grades, performance-based incentives or performance pay, increments, vouchers, acknowledgement or prizes, revenue sharing, vacation packages, health insurance, promotions, and bonuses are just a few of the several forms of rewards a business may provide its staff (Zaid & Jaaron, 2020). They are usually used to acknowledge and motivate employees' job performance. This is done to ensure the organization as a whole may benefit from more productive, motivated staff. Uninspired personnel, on the other hand, may lead the organization to fail by irritating and discouraging other employees. Rewards are thought of as distinct from pay, yet they might be monetary, incur a cost to the business, and are often in line with organizational objectives (Grendstad & Braa, 2020). There are both internal and external rewards. Internally satisfying incentives are known as intrinsic rewards (Girginov, Peshin & Belousov, 2019). People need to understand that their contributions to the organization count in order to be motivated, as money alone is insufficient (Guarini, Magli, & Francesconi, 2020).

According to Marchand, Breton, Saulpic, and Côté-Boileau (2002), intrinsic motivations might include providing workers with meaningful work, autonomy, the ability to assume responsibility in their areas of competence, and possibilities for professional growth. Extrinsic incentives are often material ones like money, job growth, accolades, bonuses, and vacation time. Extrinsic benefits encourage an employee to work hard and go above and beyond the call of duty, increasing the likelihood that they may get several paychecks in a lump sum. Bonus plans differ from organization to organization. In contrast, other organizations award incentives based on performance, which can be personal and could result in a form of prejudice, which can dissuade employees and create setbacks, so leaders must be more cautious and impartial (Ngobeni, 2021). Some organizations guarantee fixed incentives, which eradicate the aspect of asymmetric information. According to Matthews (2022), a rewards system ought to determine an employee's abilities and weaknesses so as to enhance performance. If the staff members fall short of the goal, a career development strategy may be put in place through training and the provision of a suitable reward system to improve their performance (Mujtaba & Shuaib, 2020). The reward should be in accordance with the company's aims and properly recognize each employee's commitment to the high levels of accomplishment of their particular teams.

DeNisi & Murphy (2019) found that when the monitoring process is closely connected to incentives, people being evaluated appear to accept it more and feel more content with it. Any firm that wants to achieve its goals and objectives should use rewards systems, according to Mokoele, Masenya, and Makalela (2021). This indicates that in order to do this, senior management must clearly and adequately define each employee's function. Every created business must have clearly specified goals and objectives, which means that each employee's job must be described in depth, explicitly communicated to them, and appropriately rewarded or corrected for performance (Ngobeni, 2021). In Kenyan public institutions, it is customary to review performance more often in relation to bonuses than to promotions (Riany, Were, & Kihara, 2021). Additionally, the Kenyan public sector monitoring system does not always guarantee that high-performing personnel are treated equitably in terms of the monitoring and any resultant promotions. Management must consider compensation raises and promotions when creating a monitoring framework for a company (Shahnaei, 2019).

Employees are more motivated to work when they receive regular promotions as a result of a monitoring system at work, according to studies like those by Dladla (2021) and Akhtar & Sushil (2021). According to studies, factors like advancement, appreciation, and a better work environment give employees more opportunities, which directly or indirectly affect how satisfied they are with their job objectives (Grendstad & Braa, 2020; Girginov, Peshin, & Belousov, 2019). A study by Yavuz (2004) in Turkey on the use of reward strategies and their influence on public sector performance. The study explored both monetary and non-monetary rewards, finding them to have an impact on the performance of Turkish firms. There was a significant positive impact on performance. This study analyzed the role of employee needs preference employing Maslow's needs theory, and in the case of physiological needs, monetary rewards were the best (Yavuz, 2004). Physiological needs are prime and most primary to guide other needs, so finances will be the first reward approach before non-financial rewards. In Turkey, employees were more focused on the monetary approach. The current study gave weight to both monetary and non-monetary factors. The moderating role of organizational factors, specifically culture and management style, gives weight to the matter.

A study in Tanzania, Imbahale (2016), carried out research on monetary and non-monetary rewards toward service delivery. The main objective was to analyze and examine the monetary and non-monetary rewards of service delivery. A positive influence of both monetary and non-monetary rewards affected the delivery of services for Tanzanian firms. Training was proposed as the guide to the best non-monetary reward strategy. The above study failed to cross-examine the impact of leadership styles and culture on firm performance. Imbahale (2016)'s research dwells on much training as non-monetary, fails to critically examine monetary factors, and fails to articulate the role of organizational factors in the delivery of services.

Uzonna (2013) conducted a study on the influence of motivational factors on the performance of Credit West Bank in Cyprus City. The study found a positive relationship between motivation and performance. This was clearly managed through monetary rewards that laid the foundation for motivation. This study failed to articulate reward as an independent variable but studied reward as a measure of motivation. It failed to point out the organization factor's role in bank performance. The study examined banks and not devolved units, and it was in Cyprus and not Kenya. Furthermore, it used performance as a dependent variable and not the delivery of services.

The current study therefore prioritized reward strategies and the delivery of services for the Nairobi city devolved unit. Mutsoli & Kiruthu (2019) conducted a Kenyan study on the influence of monetary rewards on hospitals in the Nairobi devolved unit. The study found that there was a positive influence between monetary rewards and the delivery of services in hospitals in Kenya. The cultural composition had a negative impact on the delivery of services for hospitals in Nairobi, as most cultures were archaic and backward in nature. Moraa (2019) examined motivating elements for the performance of Kenyan NPS and found that motivation was spiced up through monetary rewards. The study recommended a salary review for employees' well-being. This study failed to point out the organization factor's role in performance. Furthermore, it used motivation as an independent variable and not rewards strategies; it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for the Nairobi city devolved unit.

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 employee rewards 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.

A three-stage sampling process was used. 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 employed 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 simple linear regression analysis. Service delivery in the functional model was the dependent variable whilst independent variable was employee rewards. 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; B_0 represents Constant; β_1 represent coefficients of determination; X_1 represents employee rewards; and ε represents error term.

RESEARCH FINDINGS AND DISCUSSIONS

The study employed a sample size of 220 respondents in the justice sector in Kenya. The questionnaire response rate was as shown in Table 2.

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 et al., (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.

Employee Rewards

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

Table 3: Aspects of Employee Rewards

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Employees are appreciated for their contributions to the organization	1.5	3.0	6.7	73.3	15.6	3.985	0.691
There are formal recognition programs in place to celebrate success	0.00	5.2	8.1	73.3	13.3	3.948	0.650
Recognition is given fairly and consistently across the organization	2.2	3.7	14.1	68.1	11.9	3.837	0.765
Promotion decisions are based on merit and	7.4	15.6	10.4	52.6	14.1	3.504	1.139

performance							
The court provide opportunities for career advancement	0.00	1.5	12.6	69.6	16.3	4.007	0.592
Annual bonuses are offered as incentives to encourage good service performance	0.7	5.9	15.6	61.5	16.3	3.867	0.780
Employees are provided with clear criteria for advancement	0.7	0.7	7.4	76.3	14.8	4.037	0.565
The organization provides bonuses based on individual and team performance	5.2	19.3	15.6	49.6	10.4	3.407	1.074

The findings of the study showed that the majority of the respondents agreed with a mean of 3.986 (SD=0.682) that employees are appreciated for their contributions to the justice sector. In addition, the findings showed that a majority of the respondents indicated their agreement with the fact that there were formal recognition programs in place to celebrate success as shown by 3.948 (SD=0.650). These findings concur with the findings of the study by DeNisi & Murphy (2019), which found that when the monitoring process is closely connected to rewards, people being evaluated appear to accept it more and feel more content with it, and that any firm that wants to achieve its goals and objectives should use rewards systems.

Again, the findings of the study showed that a majority of the respondents agreed with a mean of 3.837 (SD=0.765) that recognition is given fairly and consistently across the justice sector. The study findings also showed that a majority of the respondents agreed that promotion decisions are based on merit and performance as shown by a mean of 3.504 (SD=1.139), and that the justice sector provides opportunities for career advancement to the employees as shown by a mean of 4.007 (SD=0.592). These findings of the study concur with the findings of the study by Mokoele, Masenya and Makalela (2021), which indicates that in order to do this, senior management must clearly and adequately define each employee's function, each employee's job must be described in depth, explicitly communicated to them and appropriately rewarded or corrected for performance (Ngobeni, 2021).

In addition, the study findings showed that a majority of the respondents agreed with a mean of 3.867 (SD=0.780) that annual bonuses are offered as incentives to encourage good service in the justice sector in Kenya. Also, the study findings showed that a majority of the respondents agreed that employees are provided with clear criteria for advancement as shown by a mean of 4.037 (SD=0.565), and that the justice sector provides bonuses based on individual and team performance as shown by a mean of 3.407 (SD=1.074). The findings of this study concur with the findings of the study by Riany, Were, & Kihara, 2021), which asserts that in the Kenyan public institutions, it is customary to review performance more often in relation to bonuses and promotions, and that the management considers compensation raises and promotions when creating a monitoring framework for a company (Shahnaei, 2019).

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 Sutheewasinnon, 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 employee rewards and service delivery. The findings were as presented in Table 5.

Table 5: Correlation Coefficients

		Service Delivery	Employee Rewards
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	203	
Employee Rewards	Pearson Correlation	.486**	1
	Sig. (2-tailed)	.000	
	N	203	203

As presented in Table 5, the study established that there exists a relationship between employee rewards and service delivery in the justice sector in Kenya (r=0.486, p-value =0.000). The p-value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings agree with DeNisi & Murphy (2019) that when the monitoring process is closely connected to incentives, people being evaluated appear to accept it more and feel more content with it, and that advancement, appreciation, and a better work environment give employees more opportunities, which directly or indirectly affect how satisfied they are with their job objectives, hence, improved service delivery (Grendstad & Braa, 2020; Girginov, Peshin, & Belousov, 2019).

Regression Analysis

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

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486[a]	0.236	0.228	.25097

a. Predictors: (Constant), Employee Rewards

The r squared (R^2) represents the proportion of variance in the outcome variable (employee rewards) that can be explained by the predictor variable included in the model. In this case, as shown in Table 6, the R^2 was 0.236, indicating that approximately 23.6% of the variance in service delivery can be accounted for by employee rewards.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.281	1	9.281	147.355	.000[b]
	Residual	12.663	201	.063		
	Total	21.944	202			

a. Dependent Variable: Service Delivery

b. Predictor: (Constant), Employee Rewards

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 3.888 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 employee rewards 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
	Employee rewards	0.444	0.058	0.404	7.647	0.000

a. Dependent Variable: Service Delivery

The Regression Equation was;

$Y = 0.522 + 0.444X$

The findings of the study revealed that employee rewards has a positive and significant effect on service delivery in the justice sector in Kenya ($\beta=0.444$, p-value=0.000). This means that for every unit increase in employee rewards, the dependent variable is expected to increase by 0.444 units. The p-value of 0.000 indicates that the relationship between employee rewards and the dependent variable is highly statistically significant. These findings concur with the findings of Mokoele, Masenya and Makalela (2021), which reveals that in order to enhance service delivery, senior management must clearly and adequately define each employee's function. Every created business must have clearly specified goals and objectives, which means that each employee's job must be described in depth, explicitly communicated to them, and appropriately rewarded or corrected for performance, and this translates to effective service delivery.

Conclusions

This study concludes that employee rewards has a positive and significant effect on service delivery in the justice sector in Kenya. The study found out that a well-structured reward system motivates employees, leading to better performance and higher quality service. This implies that continued improvement in employee rewards leads to an improvement in service delivery in the justice sector in Kenya.

Recommendations

This study recommends that the Kenyan justice sector implement a performance-based reward system to motivate employees toward improved efficiency. The introduction of rewards tied directly to specific performance metrics, such as the timely resolution of cases or high customer satisfaction ratings, would foster a culture of accountability and excellence.

This study recommends that the justice sector establish a transparent and equitable reward structure to ensure that all employees are fairly recognized for their contributions. A clear and well-communicated reward system eliminates ambiguity and potential biases, making it easier for employees to understand the criteria for earning rewards.

This study recommends that the justice sector integrate non-monetary rewards, such as professional development opportunities, flexible work arrangements, and additional leave days, into its reward system. While financial incentives are important, non-monetary rewards can often be more sustainable and equally impactful in enhancing employee motivation and satisfaction. Professional development, such as sponsored training or educational programs, not only rewards employees but also equips them with new skills, improving their long-term career prospects and enhancing the overall capacity of the justice sector. Flexible work arrangements, such as remote working options or adjusted working hours, can help employees achieve a better work-life balance, reducing stress and improving job satisfaction.

Areas for Further Research

Further research could focus on exploring the long-term impact of employee rewards on service delivery. While this study focuses on the immediate effects of employee rewards on service delivery in the justice sector, further research could explore the long-term impact of these rewards. Longitudinal studies could assess how sustained employee reward programs influence job satisfaction, retention rates, and service delivery over several years. This would provide a deeper understanding of how consistent rewards shape organizational culture and performance in the long run. In addition, further research could conduct a comparative analysis of reward systems across different sectors. It could examine how the justice sector's reward systems compare to those in other sectors, such as healthcare, education, or private industries. By analyzing the effectiveness of different reward models, researchers could identify best practices that could be adapted for the justice sector, providing insights into how different incentive structures affect service delivery and employee motivation in diverse environments.

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