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EMPLOYEE TRAINING AND ORGANIZATIONAL PERFORMANCE IN GARISSA HIGH COURT, KENYA

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ABSTRACT

The performance of organizations in Kenya's judiciary is still a big issue, with the judiciary still struggling with consistent case backlogs, poor staff utilization, and the challenge of delivering services, especially in marginalized areas. The internal human resource practices that may be hindering the effectiveness of the institutions may have been a source of concern in terms of challenges in performance in the Garissa High Court, where efforts have been made to improve performance and access to justice. The research aimed at establishing the relationship between training of employees and organizational performance of Garissa High Court Kenya. This study was based on Social Exchange Theory. The type of research employed was descriptive, with a total of 163 respondents, including judicial officers, administrative staff, and support personnel who were considered a stratified sample. Structured questionnaires were used to gather data that were then subjected to descriptive statistics, correlation, and regression analysis. Descriptive statistics indicated moderate levels of employee training (M = 2.240, SD = 0.662) and organizational performance (M = 2.309, SD = 0.790). Results of the correlation performed showed that organizational organizational performance - employee training are positively and significantly correlated (r = .432, p = .000).Results of regression analysis showed that employee training was significant about organizational performance. The study found that training leads to improved performance, and it is recommended to build capacity and invest in resources to boost judicial efficiency and achieve better results in judicial services.

KEYWORDS: *Employee Training, Organizational Performance and Garissa High Court*

BACKGROUND OF THE STUDY

Employee training is an important dimension of employee empowerment because it equips employees with the knowledge, skills, and competencies required to perform their duties effectively. Through continuous training, employees become more competent, confident, and capable of handling changing work demands, making appropriate decisions, and improving the quality of services they provide. In public institutions such as the judiciary, training is particularly important because employees operate in complex and highly regulated environments that require continuous development of professional and technical competencies (Wright & Bonett, 2020; Tensay & Singh, 2020).

The relationship between employee training and organizational performance is reflected in improved employee productivity, service quality, efficiency, and institutional effectiveness. Employees who receive relevant and adequate training are better positioned to perform their responsibilities accurately and efficiently, thereby contributing to the achievement of organizational objectives. In judicial institutions, employee training can enhance the capacity of staff to manage court processes, support timely case handling, reduce operational inefficiencies, and improve the quality of services provided to court users (Casaleiro et al., 2021; Figueiredo et al., 2025).
Within the Kenyan public sector, employee training has similarly been identified as an important mechanism for improving organizational performance. Training enhances employees' capacity to adapt to institutional reforms, adopt new work practices, and contribute to teamwork and innovation. Monari (2021) observed that employee training and development, contribute to improved teamwork, innovation, and institutional alignment in public organizations. In the judiciary, capacity-building initiatives have also been associated with efforts to improve service efficiency, strengthen employee competencies, and enhance public confidence in judicial services (Rothmann & Rossouw, 2020).

Despite the recognized importance of employee training in improving organizational performance, limited empirical attention has been directed toward judicial institutions in underserved regions of Kenya. Existing studies have largely concentrated on sectors such as healthcare, education, and state corporations, leaving a contextual gap concerning how training influences performance in courts. In

particular, there is limited evidence on whether the adequacy, relevance, and availability of training among employees at the Garissa High Court contribute to improved organizational performance through enhanced productivity, efficiency, timely service delivery, and effective handling of court-related responsibilities. Therefore, examining employee training in relation to organizational performance at the Garissa High Court can provide context-specific evidence on the contribution of employee development to the effectiveness of judicial service delivery.

Statement of the Problem

The performance of judicial institutions is central to the delivery of justice, yet the Garissa High Court continues to face challenges in achieving its expected outcomes. Persistent delays in case processing, low staff morale, and declining service quality highlight weaknesses in organizational performance. These challenges directly affect the efficiency, credibility, and public trust in the court, undermining its ability to dispense justice in a timely and effective manner. Despite efforts to strengthen the judicial system, the gap between expected performance and actual outcomes remains evident.

Underlying these performance challenges are employee training issues that remain poorly understood. Employees at Garissa High Court face constraints in areas such as opportunities for growth and development. The lack of clarity on how the employee training, external competitiveness, compensation philosophy, performance-based incentives, and pay structure specifically influence organizational performance points to significant knowledge gaps. Without addressing these employee training-related factors, judicial reforms risk overlooking the human resource dynamics that are critical to sustaining efficiency and service quality.

This study seeks to bridge these gaps by examining the role of employee training in shaping organizational performance at Garissa High Court. By focusing on how specific employee training influence case resolution rates, staff engagement, and service delivery, the research provides empirical evidence to guide targeted reforms. The findings generate actionable insights that strengthen institutional performance not only at the Garissa High Court but also within similar judicial contexts across Kenya.

Objective of the Study

To determine the relationship between employee training and organizational performance at the Garissa High Court, Kenya.

THEORETICAL REVIEW

Social Exchange Theory

Social Exchange Theory (SET), developed from the work of Homans (1958) and Blau (1964), explains workplace relationships as processes of reciprocal exchange in which employees respond to the treatment and support they receive from their organizations. In the context of employee training, the theory suggests that when an organization invests in employees through relevant training opportunities, employees may perceive this investment as organizational support and develop an obligation to reciprocate through positive work behaviours. Training therefore represents an organizational investment that can strengthen employees' willingness to contribute towards organizational goals (Cropanzano et al., 2017).

Applied to the Garissa High Court, SET proposes that providing employees with training opportunities can enhance their knowledge, skills, confidence, and ability to perform their assigned responsibilities. Employees who perceive that the institution is committed to developing their professional capabilities may respond through greater commitment, cooperation, productivity, and improved execution of their duties. Thus, employee training can create a reciprocal relationship in which the organization's investment in employee development is potentially returned through improved employee performance and, ultimately, better organizational outcomes (Cherian & Farouq, 2021).

The theory is particularly relevant because training does not only provide technical competencies but may also communicate that the organization values its employees. This perception of organizational support can strengthen employees' psychological obligation to reciprocate through behaviours that contribute to institutional effectiveness. However, SET assumes that employees will respond positively to organizational investments, yet individual, cultural, institutional, and contextual factors may influence whether training actually produces reciprocal behaviours. Hierarchical structures and resource constraints within public institutions may also affect employees' ability to translate acquired skills into improved performance (Colquitt et al., 2022).

Therefore, SET provides a useful theoretical explanation of the relationship between employee training and organizational performance at the Garissa High Court. The theory establishes that training can be viewed as an investment by the organization that creates a sense of reciprocity among employees, encouraging them to apply acquired knowledge and skills in the performance of their duties. Consequently, SET supports the proposition that effective employee training can contribute to improved organizational performance by

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strengthening employees' commitment, capability, and willingness to contribute to institutional objectives (Cropanzano & Mitchell, 2020).

Empirical Review

Employee training can be defined as a structured practice whereby employees learn or enhance knowledge, skills, and competencies needed in effective job performance. Other training, not only legal but also administrative, digital literacy, case management systems, and ethics, is provided in judicial institutions such as the high courts. As Albrecht and Green (2021) assert, staff training is a key consideration to guarantee efficiency of institutions, quality service, and flexibility in rapidly changing settings. Training will, in turn, generate higher productivity, fewer errors, and improved client interaction when it is well developed. In addition, training has been found to lead to learning in organizations and organizational memory that is instrumental in continuity and long-term success in the high courts (Matovu & Kimani, 2022). In this way, the quality and accessibility of the training programs are linked with the performance of the judicial institutions significantly.

Empirical studies have been able to statistically ascertain that there is a positive relationship between employee training and organizational performance across the world. In a study by Nguyen and Le (2021) in 12 public institutions in Southeast Asia, training programs that were designed according to the organizational goals were found to increase employee efficiency and innovativeness. On the same note, Habib and Mushtaq (2022) conducted a global review and found that institutions in the public sector that have strong training cultures perform better than those that do not. In their meta-analysis of 45 countries, they discovered that training led to better performance through greater adaptability, motivation, and operational resilience. Notably, the paper noted that the maximum benefit of training was when the training was based on the needs of employees and on the strategy of the organization. In judicial bodies, this implies that training has to be needs-based, contextual, and updated to embrace the changing legal structures and societal demands.

In the African context, one of the enablers of performance in the public sector has been pointed out to be employee training. Mahlangu and Dlamini (2022) evaluated training interventions in provincial South African courts and discovered that skill-based training programs resulted in improved docket management and heightened public satisfaction. They reveal that modernization of court services depends on training, particularly in such fields as digital filing and communication with clients. According to a study conducted in Nigeria (Adeyemi and Ogundele, 2023), it was discovered that judicial officers who were regularly trained showed better procedural compliance and consistency in decisions. The authors posit that training is not only necessary for competence but also for the protection of the credibility and legitimacy of the judiciary. Also, it was found that institutional reforms and the adoption of technologies were more welcomed among trained personnel.

In Uganda, Kintu and Nambalirwa (2021) established that continuous training was very effective in enhancing staff morale and performance of lower and appellate courts. Their study stressed that the training enhanced the technical and interpersonal skills, which resulted in more coordinated and efficient court operations. But the research also cautioned that irregular or improperly designed training may have insignificant or even adverse effects on performance. The above reflections indicate that the quality, frequency, and relevance are important aspects of judicial training programs in African nations.

In Kenya, it has been established that employee training positively affects performance in the judicial institutions. Githinji and Ndungu (2022) discovered that professional development programs in the context of the Judiciary Training Institute positively affected the work of court clerks, magistrates, and registrars. The research has indicated that trained personnel were better at performing their duties and were more confident in applying the law changes and digital solutions. On the same note, a study conducted by Mutua and Ouma (2023) found that the court that invested in frequent training managed its case flow and resolved it at a higher rate. IT training, ethics training, and procedural change training were identified as most effective in changing institutional responsiveness. The researchers prescribed the institutionalization of training as a strategic judicial role as opposed to ad hoc intervention.

The connection between employee training and the performance of an organization is well proven in both theory and practice. As Lamba and Saini (2023) note, training enhances employee capabilities, which in turn leads to better individual output and cumulative organizational performance. This results in quick settlement of cases, high satisfaction levels among clients, and high compliance with the law and procedures in judicial institutions. The consequences on the overall efficiency and the credibility of the judiciary would also be directly affected, as well as the trained employees being receptive to the changes, adapting to the needs of these digital systems, and handling the responsibilities professionally.

Although these are favorable results, there still exist various gaps and challenges. In most judicial systems, including in low-income settings, there are numerous training sessions that range from low to infrequent funding, or even harm in judicial institutions, meaning they simply do not exist (Habib and Mushtaq, 2022). This was the case in Kenya, where continuous professional development (CPD)

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for rural courts in Kenya is not always available, and services are therefore not equal. In any case, there is limited empirical research on the impact of training on the judiciary over the long-term in Kenya, particularly in the high courts. There needs to be systematic solutions with firm funding as well as evaluation of the effectiveness of training to fill such gaps.

Conceptual Framework

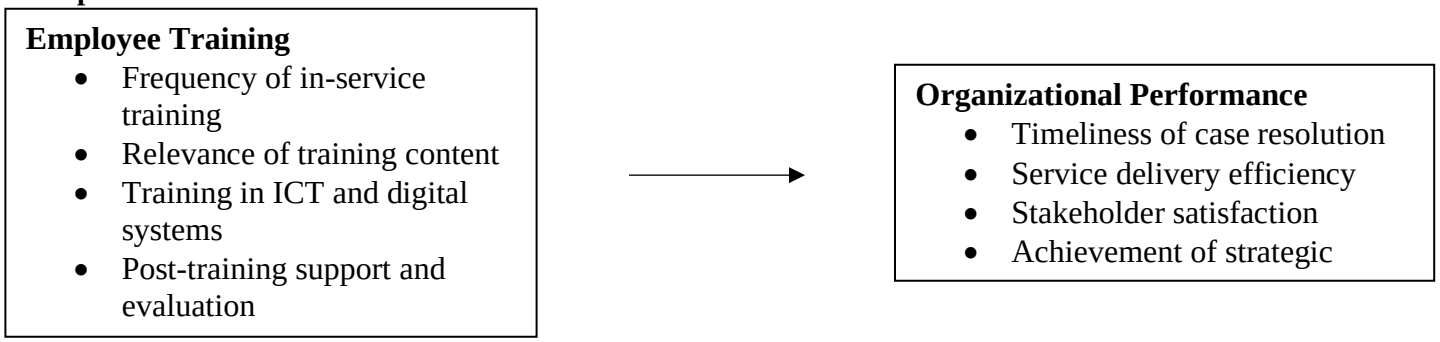


Figure 1 Conceptual Framework

Research Methodology

The study used a positivist approach, following the objective nature of the study, which aimed at measuring the relationships between employee training and organizational performance at the Garissa High Court. The study used a correlational research design. All 275 staff in Garissa High Court and its satellite courts of Wajir, Mandera and Dadaab were the target population targeted in this study. The sample of the study employed a Stratified Random Sampling method in which the three wide categories of employees in the Garissa High Court namely judicial officers (judges and magistrates), administrative staff and clerks and secretaries and support staff, custodial and maintenance staff were sampled proportionate and unbiased. The sample size of 163 respondents was determined using Yamane's (1967) formula. A structured questionnaire was the main tool used in collecting primary data.

Data Analysis and Presentation

The study was based on pure quantitative research to determine the correlation between employee training and organizational performance in the Garissa High Court. In accordance with Creswell and Creswell (2023), the analysis of data was performed through the Statistical Package for the Social Sciences (SPSS), which assisted in the efficient manipulation of large volumes of data and conducting the appropriate statistical tests. Data obtained from the structured questionnaires were cleaned, coded, and input into SPSS to provide accuracy and consistency before analysis. Descriptive statistics were used to summarize the qualitative information about the respondents and to profile the training variable, which included frequency, standard deviation, mean, and percentages. These statistics provided an accurate picture of the situation and helped to identify the trends regarding decision-making authority and resource access, training, and participation in setting goals.

The relationship between dimensions of employee training and performance was identified by inferential statistics. Specifically, Pearson correlation analysis was employed in the measurement of the quality and directionality of the relationships between the independent variable and the dependent variable. To determine the predictive power of employee training towards performance results, regression analysis was used. Tables and charts were used to provide the findings in a manner that is easy to compare and be able to interpret. Allows for an analytical process concentrating on conclusions that are methodical in nature, enhances statistical significance, making the findings of the research more valid and applicable in formulating policies and human resource practices in the judiciary. The regression model for the study was:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$$

Where:

Y = Organizational Performance

β_0 = Constant term

β_1= Regression coefficients

X_1 = Employee Training

ε = Error term

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RESULTS

The researcher distributed 163 questionnaires to respondents at the Garissa High Court, Kenya. The study attined a high response rate of 154/163 (94.5%), with 154 questionnaires returned and only 8 of the questionnaires (5.5%) not returned. The response rate was deemed to be very satisfactory for statistical analysis and generalization of the findings of the study. Mugenda and Mugenda (2013) say that a response rate of 50% is sufficient for analysis, 60% is a good response rate, and 70% and above is considered very good for research. Hence, the attained response rate was 94.5%, which is above the recommended rate, showing high employee participation in the Garissa High Court. The size of the return rate also indicated that the respondents were helpful, interested in the study topic, and the data collection methods employed by the researcher were effective and reliable.

Descriptive Results

Employee Training

The study's goal was to ascertain the impact of Garissa High Court, Kenya's performance culture, on organizational performance. Table 1 shows that the results of the employee training show a moderate perception of employees on the level of training in the Garissa High Court with respect to the level of training and its effectiveness. The participants moderately agreed to attend in-service training sessions regularly (M = 2.169, SD = 0.655). The training content provided was perceived to be the most relevant to employees' jobs (M = 2.435, SD = 0.656) out of the statements. Employees also moderately agree they received enough training in ICT and digital systems (M = 2.149, SD = 0.703). Respondents also agreed moderately that post-training support and evaluation are always provided (M = 2.084, SD = 0.636). Employees' confidence and performance were also perceived as improved from the training (M = 2.234, SD = 0.665), and the level of training program alignment with organizational goals and needs was considered as "somewhat aligned" (M = 2.370, SD = 0.656). The overall mean score, M = 2.240, SD = 0.662, indicates that training practices of employees are moderately implemented and linked to employees' empowerment and performance.

The overall mean (M = 2.240, SD = 0.662) suggests that the training programs in the Garissa High Court are moderately supportive in improving staff skills, competence, and organizational efficiency, and there is a need for improvement. Results indicate that employees are aware of the importance of training, but may feel that there is a lack of consistency, regularity, and/or follow-up assessment after training. Albrecht and Green (2021) argue that good employee training contributes to the institutions' efficiency, adaptability, and service delivery quality. Likewise, Habib and Mushtaq (2022) contend that organizations that have a high training culture enjoy greater motivation, operational resilience, and performance. Thus, moderate scores suggest that the judiciary sector could benefit greatly from strengthening its continuous and needs-based training programs to enhance service delivery and productivity, while also boosting employee empowerment.

The results are in line with the findings of some empirical studies mentioned in the literature. Nguyen & Le (2021) confirmed that training programs designed to meet the organization's objectives increased employees' efficiency and innovation in public institutions across Southeast Asia. Likewise, Mahlangu and Dlamini (2022) found that training in skills in South African courts led to improved digital and communication skills, which in turn resulted in better docket management and greater public satisfaction. Moreover, Kintu and Nambalirwa (2021) indicated that staff morale, skills, and coordination of court operations in Uganda were improved by continuous training in the courts. In a similar vein, the current results were supported by the following studies. The following studies substantiate the current findings that relevant and continuous employee training has a positive impact on organizations' performance, especially in judicial and public service institutions.

Table 1: Descriptive Statistics Results for Employee Training

Statement	Mean	Std Dev
I regularly attend in-service training sessions.	2.169	0.655
The training content provided is relevant to my job.	2.435	0.656
I have received adequate training in ICT and digital systems.	2.149	0.703
Post-training support and evaluation are consistently provided.	2.084	0.636
Training has improved my confidence and performance at work.	2.234	0.665
Training programs are aligned with organizational goals and needs.	2.370	0.656
Overall Mean	**2.240**	**0.662**

Organizational Performance

Table 2 shows that the results from the Garissa High Court show that the employees' perception of the performance of the court is moderate in terms of service delivery and attainment of institutional goals. Cases are taken up in a timely fashion (M = 2.253, SD = 0.772) and service is delivered in the court in a moderately efficient manner (M = 2.260, SD = 0.791). The satisfaction with the court services received was given an average rating (M = 2.195, SD = 0.809). The court regularly meets its strategic performance targets, with moderate agreement by employees (M = 2.331, SD = 0.825). Furthermore, employee efforts directly influence overall organizational performance (M = 2.403, SD = 0.737), and the organization is continuously improving its service delivery (M = 2.409, SD = 0.805), with the highest mean score among the statements. The overall mean score (M = 2.309, SD = 0.790) indicates that the level of

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organizational performance is perceived as being at a moderate level, but there are still areas of improvement to enhance efficiency, stakeholder satisfaction, and the achievement of strategic goals.

The overall mean of 2.309 with a standard deviation of 0.790 indicates that the Garissa High Court has a moderate level of organizational performance in the process of resolving cases in time, an efficient service delivery system, and continuous improvement. The results also suggest that the institution might still be facing some operational issues that affect the institution's optimal functioning. Judicial performance in judicial institutions can be measured by efficiency, satisfaction of stakeholders, and achievement of the aim of judicial institutions as stated by Mohammed and Rizwan (2021). Likewise, Parker and Wu (2021) point out that empowered workers are vital to the effectiveness of the organization by fostering better commitment, innovation, and response. Thus, the intermediate performance levels recorded could reflect that greater empowerment through training, decision-making autonomy, reward systems, and access to resources could drastically enhance judicial efficiency and service delivery.

There are some empirical studies discussed in previous literature that support the findings. In this regard, Nguyen and Le (2021) found that the institutions that invest in employee training and empowerment have better performance in terms of efficiency and innovation in service delivery. Likewise, Jain and Moreno (2022) have shown that increased procedural autonomy in courts resulted in improved efficiency and satisfaction levels among judicial officers and employees. Additionally, Thompson & O'Reilly 2021 found that courts with technologically sophisticated and institutional resources could resolve cases more quickly and enhance the effectiveness of their operation. These studies provide validation for the present findings as they have shown that good organizational performance in judicial institutions is significantly linked with empowerment practices and good institutional support systems.

Table 2: Descriptive Statistics Results for Organizational Performance

Statement	Mean	Std Dev
Cases are resolved in a timely manner.	2.253	0.772
Service delivery in this court is efficient.	2.260	0.791
Stakeholder satisfaction with court services is high.	2.195	0.809
The court consistently achieves its strategic performance targets.	2.331	0.825
Employee efforts contribute directly to overall performance.	2.403	0.737
The organization demonstrates continuous improvement in service delivery.	2.409	0.805
Overall Mean	**2.309**	**0.790**

Inferential Statistics

Correlation Analysis

The correlation analysis demonstrated the importance and strength of the association between the independent variable and the dependent variable. There was a moderate positive and statistically significant correlation between employee training and organizational performance ($r = .432$, $p = .000$). This suggests that relevant and effective training programs significantly influence the performance of the Garissa High Court. The results suggest that training staff regularly on topics like skills, case management, and ICT would better prepare them to provide services that are efficient and enhance the effectiveness of operations. The findings concur with Albrecht and Green (2021), who stated that employee training improves productivity, adaptability, and quality service provision in institutions. Likewise, Nguyen and Le (2021) confirmed that training activities in line with the institution's goals significantly raised efficiency and innovation in public institutions, which was also considered of significant importance for the continuous training of public sector employees, especially in the judicial field.

Table 3 Correlation Results

		Employee Training	Organizational Performance
Employee Training	Pearson Correlation	1	
	Sig. (2-tailed)		
Organizational Performance	Pearson Correlation	.432**	1
	Sig. (2-tailed)	.000	
	N	154	

Regression Analysis

The study was conducted to measure the model fitness and the relationship between organizational performance and employee training. Table 4 presents the model summary of the findings for further interpretation and review. The model summary findings reveal that there is a positive relationship between the employee training and organizational performance at the Garissa High Court, as a whole. The

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correlation coefficient (R =0.547) shows that there is a moderate association between the predictor variable and organizational performance. The coefficient of determination (R^2 =0.299) means that the employee training explains 29.9% of the variation in organizational performance; the other 70.1% is due to other factors not part of the model. The adjusted R^2 of .280 again indicates that the model is reliable, even with a limited number of predictors entered into the model. Moreover, the standard error of estimate (0.6548) is a relatively satisfactory measure of prediction accuracy. The results of this study indicate that there is a significant relationship between employee training and organizational performance in the Garissa High Court, as it boosts employee motivation, competence, autonomy, and operational support systems.

Table 4: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.547[a]	.299	.280	.6548
a. Predictors: (Constant), Employee Training				

Regression Coefficient

The study assessed the association between organizational performance and employee training in the organizations under examination. The results are shown in Table 5. The results showed that employee training was found to have a positive and significant effect on organizational performance (β = .309, t = 4.154, p = .000). The unstandardized coefficient (B = .365) suggests that, when all else is equal, an increase of one unit in employee training would correspond to an increase of .365 units in organizational performance. This shows that training has a great predictive value for organizational performance in the Garissa High Court. Implications drawn from the findings indicate that regular and relevant training programs have the potential to enhance the competence, confidence, and adaptability of employees, which in turn will have a positive impact on the institutional effectiveness and service delivery. The findings are in line with the results of Nguyen and Le (2021), who conclude that training of employees in accordance with the goals of the organization greatly enhances efficiency, innovation, and performance in public institutions.

Table 5 Model Coefficient

	Unstandardized Coefficients		Standardized Coefficients		
Predictors	**B**	**Std. Error**	**Beta**	**T**	**sig.**
(Constant)	.197	.277		.710	.479
Employee Training	.365	.088	.309	4.154	.000
Dependent Variable: Organizational Performance					

The model of the study thus becomes:

$$\mathbf{Y = 0.197 + 0.365X_1 + ę}$$

CONCLUSION

The results show a moderate level of employee training, and employees found the training to be relevant and useful in improving their job performance. Some training programs were reported, including ICT training and operational skills, but there was a need to ensure that training is done uniformly, followed up, and supported after training. Training was highly correlated with the organizational outcomes. The outcomes show that through such contextual and continuous training, the competence, confidence, and efficiency of the employees improve, which in turn improves the performance and service delivery of the institution in the Judicial sector.

Recommendations

The study recommends that the Judiciary should conduct regular raining on digital technologies and case management systems, and providing adequate human, technological and legal support to courts, in particular, should be encouraged by institutional policies. With such policies, the organization can be provided with a stable institutional framework for strengthening employee training and performance of the organization.

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