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Innovation Culture and Performance of the Judiciary in Nyeri County, Kenya

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Abstract:

Culture in the organization entails a grand total of important visions, values, perspectives, modes and standards of behavior that characterize an organization. As a management tool, organizational culture can achieve success, efficiency, work ethic, high outputs. Performance of the firm is based on how well the resources are organized by the managers. The purpose of this study was to assess the effect of innovation culture affect performance of the judiciary in Nyeri County. This research methodology was description method. The variables in the study were based on institutional theory. The target population of the study was 120 respondents who were composed of the staff working in Nyeri Law Court, Karatina Law Court, Mukurweini Law Court and Othaya Law Court. Sample size of 96 respondents was reached at after stratified random samplings. Data was analyzed by the use of descriptive statistic using SPSS package and presented using tables and figures. The study found that Nyeri Courts encourages citizen in the County in sharing ideas related to processing of information the measures that were necessary in ensuring efficiency and effectiveness is maintained in Nyeri Law Courts. The results indicated that majority of the employees in the court were allowed to have ideas that will enable easier processing of data in Nyeri law Courts. The study concludes that there was a strong positive relationship between innovative culture and judiciary performance.

Keywords: Culture, innovation culture, organizational performance, judiciary

1. Introduction

Organizational culture demands that organization should recognize the underlying dimensions of their corporate culture and its effect on employee related factors such as commitment, satisfaction strategy implementation, performance and cohesion among others (Lund, 2013). Cooper, Cartwright and Earley (2011) also argued in evidence to support the organizational culture and performance relationship where they argued that culture acts as a stabilizer of the behavior of individuals. To support this Denison (2015) emphasize that culture is an integration mechanism that guides organizational behavior unviewed that once established culture tend to become self-reinforcing.

Organizational culture is a set of assumption/s that employees within an organization will subscribe to. These assumptions are mainly the values and beliefs. Values are the ideals that are worth striving for and desirable while beliefs focus on reality and normally originates from my experience. It is the shared specific assortment of principles by every organization member. This will help in controlling the way people share ideas with each other and outside world. According to Azhar (2013) sharing of these belief/s and value/s create organizational culture. Organizational culture is a homogenous discernment of the business or organization which are based on the uniqueness of standing or separating one organization from the other.

The effect of organizational culture is pervasive on any organization because it helps in defining its relevant employees' suppliers, customer/s and competitor/s and how these parties interact with each other (Barney, 2012). Krishnakant (2015) argued that the strength and intensity and its component adaptiveness that an organization will enable to meet the demands of the external flexibility and internal consistency (Schein, 2011). The time when the employees are made aware of their culture and how it influences the organization they will appreciate the current system of operations and the organization of past experience and this will help keeps directions about the way to behaves currently and the future and it also promotes the Way of Life in the organization by sharing feelings. In an organization therefore, that has the word stipulated organizational culture ovens works towards a common goal of achieving efficiencies because worker/s will share the successive oriented ideals.

Watson (2016) posited that the significant trade in thinking of Managers in the recent past has been encouraging to the managers to try create an organizational culture which is sustainable. Culture and leadership are intertwined conceptually according to Schein (2011). This idea was supported by O'Farrell (2016) when he analyzed Australian public service where the study concluded that codes of conduct, values of statements, principles of public

service management they set out the regulations and rules which are simply rhetoric or aspirational statements without leadership to turn them into reality.

1.1. The Judiciary in Kenya

International Commission for Justice Kenya report (2015) pointed out that the existence of independence in judiciary is the major of any judiciary systems that guaranteeing the human existence in conformity fully with the international standard. The ICJ reports regarding the judicial reforms strengthening in country, indicated that it is the work of every country in the world to aim having an independent government arm. The report continued to aim and claim that the major task in the sector of justice deliver justice in the country. Several factors should be appreciated that affects performance in the judiciary system must be considered. For the rule of law to be realized, mechanism must be suitable including professional and independent judiciary, reliable enforcement agencies and easy access to the litigation. The realization of all this depends on the access by citizens the resources in the economy and power to sustain them and this explains why the powerful and Rich have advanced advantage on the rule of law (Kameri, 2011).

The judicial system effective performance relies on various factors that need to be considered. The judicial was such that the office of the chief justice operated as the judicial monarch supported by the registrar of the High Courts (Tudor, 2012). Power and authority were highly centralized, reporting requirements for absent and accounting mechanism are very weak. It was reported that judicial institution was had inadequate resources, weak structure, diminished confidence with public support deficient in integrity and literary debilitated to enable justice delivery. The individuals in the reforms of the judiciary were appointed in pursuant to the to a meeting for stakeholders in May 2009 and in July 2010 which reported weak structures of administration, lack of autonomy in operation, poor judicial culture and lack of Independence of the judiciary. According to Mwanzia and Kanina (2009) these factors undermine the effectiveness of administration of the court.

Recently over the past few decades judicial reform has become major and major part in the economic and administrative and political developments (Baar, 2009). According to Dakolias (2009) United States of America and throughout the world in general, there's a major and recognition increasing that social and economic progress achievement won't be possible and sustained without the respect for the rule of law. Historical events create opportunities and avenues for the government to reform judiciary. The collapse of Soviet Union stops causing an independent States unity with each having a responsible new government. The Author further noted that Court administrators and judges in the socialite systems which were previously not familiar with concepts relating to functioning of judiciary in the Democratic world were eventually faced with the responsibilities of creating new institutions (Ojo, 2013).

The County of Nyeri is in central Kenya in Mount Kenya region. It forms part of the five counties in the former central province. It is characterized by steep Valleys and ridges in its topography. Equatorial rainfall is normally experienced in the region due to its location how being within the islands equatorial zone of Kenya. National statistics done in 2009 indicates that the population of Nyeri County was 693,558 and the men were 339,725 while the females were 353,833). These indicates that the female 51% while the men were 49%. Nyeri County is largely an agriculture-based economy with more than 53% of the citizen doing agricultural production. The county also receives also foreign exchange through tourism and there's a number of tourist attraction sites; such as Mount Kenya National Park, Mount Kenya, Baden-Powell: burial site and the Aberdare National Park. The major strength of the county is the availability of the natural resources and its major threat is unemployment to the youth.

According to Ojo (2013) Nyeri County judiciary continued to perform below the expectations of the citizen and this has attracted various demand that have made compressive reform and more specifically dealing with ever-increasing backlog of case in the judiciary. The backlog of cases has a negative effect on judiciary and may resort to low public confidence which might ultimately result to reduced access and effective administrations of justice to the poor, marginalized and vulnerable (GoK, 2009). An ascertains and efficient reliable legal system is to ensure that thriving businesses and Enterprises a vibrant in the economy. This lack of investors' confidence which derails investment destination and the right to property in Nyeri County (world economic forum 2011). Ojo (2013) posited that in event of any commercial dispute in Nyeri County, expediency in the resolution of commercial dispute is not considered which affect adversely the operation of businesses.

1.2. Statements of Problem

Judiciary performances in Kenya has experienced a lot of challenges and criticized by many citizens. According to the government of Kenya (2017) delays in delivery of Justice and backlog of cases were the main charges against the judiciary in Kenya. Many cases have been piling up and the gap between the time of determination and the time of filing is widen up day in day out. This has resulted to billions of shillings continuously syncing in the cases of delays and backlog, too many people languishing in prisons because of the cases remaining unheard despite judicial system which is well established other country with democratic government which believes in the rule of law and justice system administration (Yang, 2015).

There is scarcity of studies relating to judicial system performance relationship with culture. Majority of the studies have considered organizational culture with the relationship with the organization performance only concentrating on profit-making organization (Saudi, 2014). According to Mckinono et al., (2013) there's little evidence to show the effect of organizational culture on performance since many studies have shown mixed and contradicting results.

1.3. Objective of the Study

To examine the effect of innovation culture on performance of the judiciary in Nyeri County

1.4. Research Questions

Does innovation culture affect performances of the judiciary in Nyeri, Kenya?

1.5. Significances of the Study

The results of this research would greatly be used by the management of judiciary in Kenya with a strategic objective and this would help the judiciary in ensuring high levels of performance in its day to day operations. This would help the management understand the relationship between judiciary service provision and culture in Kenya, which would be of great assistance to different law courts in achieving efficiency and effectiveness in their operations. This research work would be helpful to policy makers mainly in government for them to ensure that the policies that they make are of positive impact in strengthening the culture and performances of the judiciary in Kenya. Future researchers undertaking the same topic of study or any other related research topic can use this research for references and result comparison. Since the area of study is unique, it would be of interest to government research bodies in establishing the correlation between culture and performance in public institutions.

1.6. Scope of the Study

The study analysed the effect of innovation culture on performance of the judiciary in Kenya. In this case the researcher collected the required information from the four law courts in Nyeri county which are; Mukurweini Law Courts, Nyeri Law Courts, Mukurweini Law Courts and Karatina Law Courts. The study target population was 120 respondents which included the magistrates, prosecutors, court clerks and other support staff working in Nyeri County Law Courts. Descriptive research design was used. The study took a period of four months from July, 2019 to November, 2019.

1.7. Limitations of the Study

Some of the data sourced to make the study a success was very confidential due to the fact that such information could easily leak to the organization's enemies. The issues of trust arise on matters pertaining how such significant information's can be handled with care and be kept safely from wrong-hands. However, the researcher sought permission from University and education offices before reaching the four law courts in Nyeri County which showed that the research was for academic purposes. The respondent's perception was a major drawback since most of the respondent/s never took the research as significant and end up filling data in time. To overcome these limitations, the researchers gave explanations relating to the reason as to why the study is being carried out and made them understand the benefits they would get from the study. The researcher realized that most of the respondents were reluctant to answer the questions for fear that the information may not be of benefit to them. But to solve this problem the researcher sought an audience with them and cordially communicated to them that the research will benefit many stakeholders.

2. Literature Review

2.1. Institutional Theory

The foundations of institutional theory date back to the works of Weber (1906-1924/1968) at the turn of the 20th century. Later sociologically leaning scholars, working in the 1970s and 1980s, developed institutional theory. Some of their key concepts are institutions, institutionalization, isomorphism, and rational myths. Since then, researchers across disciplines have applied institutional theory to different contexts (politics, economics, communication) to examine how institutions influence and are influenced by social (and therefore, communicative) processes.

Institutional Theory Focuses on the way in which Society and bodies within society are called sociology Tennessee to the organization and does it contribute to achievement of survival and success in the organization (Powell & DiMaggio, 1991). Does the idea that organization are highly dependent on the environment suggest the practices that organization especially the public agencies and statutory bodies are responsible to the structures and rules which are built in the larger pictures. In case of state corporations this theory is applicable and therefore it is pertinent to this study.

The forces from the external environment influences the adoption of the culture in the organization and the processes. These Isomorphism forces as evidenced by Deephouse (2011) are the reflection of the focal organization to other organization in the world. According to Carruthers (2015); Galaskiewicz and Wasserman (2014) Some of the scientific evidence of how that organization might be forced to copy other organization under uncertain environments. They claimed that the action to adopt processes procedures structures and systems are being justified

2.2. Empirical Literature Review

Tseng (2010) assessed the correlations between organizations culture and conversions knowledge on corporates performances in China. These variables were clan, Adhocracy culture, hierarchical and innovative culture. The indicators of innovation culture were the new products and services developments, growths, adaptability, efficiency and experimentation, productivity. Researcher used descriptive methods. Listed companies in China were the main source of data. The indicators of innovative culture had great potential effects on performances of the organization and productivities. The study recommended that organizations should emphasize on new product development, service

development efficiency and experimentation which will improve their organizational performance. The findings were based on companies in China. The judiciary system in Kenya was targeted by the current study.

Greenberg (2011) study the effect of organizational culture on the performances of pharmaceutical companies in Netherland. Description and inferences researches were used. 61 selected companies were targeted. Data was analyzed with the help of description statistics and inferences statistics. The study found that organizational culture especially innovative culture generally and constantly will influence the organizational performance. The study found that external forces such as workforces change and changes of the design of the organizations such as merger and acquisition will change the organization cultures in certain ways. The study recommended that the degree of this change will be determined by how creative and innovative the organizations approaches the issues. The study was done on pharmaceutical companies in Netherlands. Judiciary performance was the context in the study.

Harris and Ogbonna (2013) studied on organization culture on company performances. The measures of culture in the study were; bureaucratic culture, collaborative culture, competitive culture and innovative culture. Data was collected from 17 companies in United Kingdom. Correlation analysis and descriptive methods were used. The study found that innovative culture greatly influences organizational performance. The inferential statistics presented that innovation culture and organizational performance are positively and significantly correlated. The study presented the geographical gap in that it was done in United Kingdom where the culture is more developed than Kenya. The current study determines the effects of organizations culture on organizations performances in judiciary.

Denison and Mishra (2016) assessed the influence of organizational culture on organizational effectiveness. Research design used was descriptive and data was collected from 73 employees working several departments. The study found that organizational effectiveness is greatly affected by the embassies on flexibilities and discretions from those that emphasizes stabilities and controls in the organizations. The findings were that organization will be effective and they are constantly evolving and reinventing themselves through improving on innovation culture and frequent changes through technology. The study recommended that organization should be effective in trying to be stable and predictable in using the innovative culture for the purposes of remaining agile and versatile in ever-changing environment. The dependent variable of the study was organizational effectiveness while the current studies dependent variable was organization performances.

3. Research Methodology

3.1. Research Design

The researcher used descriptive research design to explain the relationship that exist between organizations cultures and performances at judiciary system in Nyeri County. The reason for choosing the particular research design was because it establishes the relationship through the analysis of factors under consideration and it reports the way things are.

3.2. Target Population

The researcher targeted all the 120 staff working in Nyeri Law Courts, Othaya Law Courts, Karatina Law Courts and Mukurweini Law Courts according to the judiciary case audit & institutional capacity survey. This population provided a significant representation of the judiciary in the whole country, Kenya.

Category	Population	Percentage
Nyeri Law Courts	49	41
Othaya Law Court	24	20
Karatina Law Court	30	25
Mukurweini Law Court	17	14
Total	120	100

Table 1: Target Population

Source: Judiciary case audit and institutional capacity survey (2017/2018)

3.3. Sampling Design and Technique

Simple and stratified random sampling was used to select the magistrate, prosecutors, court Clerks and other staff members to represent the population. Stratified sampling enabled the population to be divided into sub populations. Stratified random sampling was used to arrive at 96 respondents from all the categories from the possible 120 target population. 96 of the respondents represented 80% of the total population and according to Kothari (2011) argue that representation of 30% of the population gave reliable results. The sample was represented in the table below.

Categories	Populations	Samples Ratio	Samples Sizes
Magistrates	14	0.8	11
Prosecutors	14	0.8	11
Court clerks	20	0.8	16
Support staff	72	0.8	58
Total	120	0.8	96

Table 2: Samples Sizes

Source: Judiciary In Nyeri County (2019)

3.4. Data Collection Instruments

The researcher's tools for collecting data depended on the subject problem being studied, design, objectives, results expected, data and the research topic. This is because each instrument will collect a unique and specified data. The researcher targeted the primary data therefore questionnaire was the appropriate tool.

3.5. Data Collection Procedures

University introduction letter was sought to show the respondents the objectives of collecting data. Questionnaire can be simple and easy to answer to the respondents and motivates the responses to respond quickly and in unbiased manner. Although there are some of the limitation of the questionnaire such as literacy level and it causes fatigue in some cases, if the question is too long. The researcher made the questionnaires simple to understand and easier to fill.

3.6. Data Analysis and Presenting

Data analysis and presentation questionnaires collected quantitative data and qualitative data which was analysed through coding by the uses of statistical package for social sciences. Then the data was presented through percentages and frequencies and inferential statistics. Pearson correlation regression correlation was presented in tables and figures.

3.7. Ethics Considerations

The research is purely submitted for Catholic examination of the decree in Master of Business Administration in strategic management can be shared with the judiciary in Kenya. The researcher was strictly guided by the university code of conduct. The respondents were treated with respect and information was treated with confidentiality. NACOSTI Permit and authorization from the University was sought. The respondents were allowed to respond to the question freely and voluntarily. The materials sourced from the journals and books was widely referenced and cited.

4. Research Findings and Interpretation

4.1. Response Rate

The sample population consisted of 96 employees who were all given a questionnaire to fill. 89 of these respondents completely filled the questionnaire and were collected after five (5) working days. This represented 93% response rate which according to Mugenda and Mugenda (2009) is an excellent response rate.

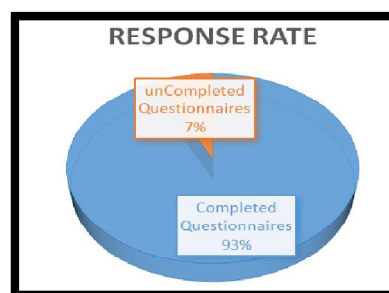


Figure 1: Response Rate

4.2. Demographic Characteristics

The study sought to establish the demographic characteristics of respondents in judiciary in Nyeri County, Kenya. Some of the characteristics sought from the respondents were the gender, the level of education, age and working experience. The results were presented in some sections below.

4.2.1. Gender of the Respondents

Figure 2 presents the age of the employees working in law courts in Nyeri County.

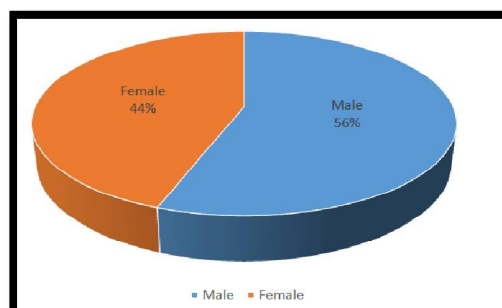


Figure 2: Gender of the Respondents
Source: Researcher (2019)

The findings indicated that majority of the respondents were men with the highest representation of 56%. The findings in the table also indicates that 44% of the respondents were female. These are clear indications that majority of the employees working in the law courts in Nyeri county are men. Women in Kenya have been underrepresented in the public institution but the current study indicated that two third gender rule is considered as evidenced by 38% (34/55) representation of women in the law courts in Nyeri County, Kenya.

4.2.2. Highest Level of Education

Table 3 presents the findings on the respondent's highest level of education.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	12	13.5	13.5	13.5
	Diploma	25	28.1	28.1	41.6
	Degree	41	46.1	46.1	87.6
	Masters	11	12.4	12.4	100.0
	Total	89	100.0	100.0	

Table 3: highest Level of Education

Source: Survey Data (2019)

The findings indicated that majority of the respondents had a degree certificate as the highest level of education evidenced by 46.1% of the employees. Employees with diploma were found to be 28.1% of employees working in Nyeri judiciary offices. 13.5% of the employees had a certificate as the highest level of education. The minority (12.4 %) had a master degree as the highest level of education. These are clear indications that majority of the employees working in the law courts in Nyeri County are men and with the highest level of education as compared female.

4.2.3. Age of the Respondents

The study sought to establish the respondent's age. The age results were presented in Table 4.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 Years	5	5.6	5.6	5.6
	26-33 Years	29	32.6	32.6	38.2
	34-41 Years	42	47.2	47.2	85.4
	Above 42 years	13	14.6	14.6	100.0
	Total	89	100.0	100.0	

Table 4: Ages of the Respondents

Source: Survey Data (2019)

The findings in Table 4 indicates that majority (47.2%) of the respondents had 34 to 41 years. 32.6% of the respondents had 26 to 33 years. Employees with more than 42 years were 14.6%. The minority (5.6%) were below 25 years of age. The table indicates that the employees with 34 and 41 years old were many and had worked for a long period in the judiciary in Nyeri County.

4.2.4. Work Experience

The working experience of the respondents working in Nyeri County law courts was established and the results were presented in Table 5.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3Years	13	14.6	14.6	14.6
	3-7years	18	20.2	20.2	34.8
	8-14years	36	40.4	40.4	75.3
	Over 15years	22	24.7	24.7	100.0
	Total	89	100.0	100.0	

Table 5: Work Experience

Source: Survey Data (2019)

The findings in Table 5 shows that majority of the employees had worked for 8 to 14 years in the judiciary and this is represented by 40.4% of the respondents. Employees who had worked for over 15 years were 24.7%, 20.2% had worked for 3 to 7 years while the minority 14.6% had worked for less than three years. This was a clear indication that majority of the respondents had enough experience and could help the researcher to achieve the objectives of the study, that's to establishing the interrelationship between organisational culture and Performance.

4.3. Descriptive Analysis

Descriptive analysis was done to establish the respondents view about the variables under study. The division are used to describe the study findings and presented in tables below.

4.3.1. Innovation Cultures

The study sought to establish the interrelationship between innovation culture and performance of judiciary in Nyeri County. The results were presented in Table 6.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Majority of the employees in the courts are allowed to have ideas that will enable easier processing of data in the Courts.	89	1.00	5.00	4.4270	1.12766
The Courts in Nyeri County encourages new ideas and developments in their normal operations	89	1.00	5.00	3.9213	1.06840
There are unique measures of handling new cases in Nyeri County Courts	89	1.00	5.00	4.2135	1.09204
The organization emphasizes acquiring new resources and creating new challenges as trying ideas in the courts	89	1.00	5.00	4.3127	1.07845
The management style in the court is characterized by uniqueness of services	89	1.00	5.00	3.8045	0.89741
The leadership in the organization is generally considered to show innovation	89	1.00	5.00	4.0184	1.01452
Valid N (listwise)	89				

Table 6: Innovation Cultures
Source: Survey Data (2019)

The results indicated that majority of the employees in the court were allowed to have ideas that will enable easier processing of data in Nyeri law Courts (Mean=4.4270, Std. deviation=5.12766). The respondents agreed that the courts in Nyeri County encourages new ideas and development of existing expertise through their normal operations of the business as evidenced by a mean of 3.9213 and a standard deviation of 1.06840. It is clearly evident that there are unique measures new cases in Nyeri County law courts as evidenced by a mean of 4.2135 and a standard deviation of 1.09204. The institutions emphasize acquiring new resources and creating new challenges as trying ideas in the courts (Mean=4.3127, Standard deviation=1.07845). The management style in the court is characterized by uniqueness of services (Mean=3.8045, standard deviation=0.89741). The leadership in the organization is generally considered to show innovation as evidenced by a mean of 4.0184 and a standard deviation of 1.01452. The employees argued that there has been a lot of unique measures of handling cases and Innovation is encouraged at all levels in the courts.

The findings of this study support Tseng (2010) who assessed the correlation between organizational culture and corporate performance in China. The study found that new ways of doing things and development, growth, adaptability, efficiency and experimentation helps in improving productivity. The study findings also support Greenberg 2011 study on the effect of organizational culture on performance of pharmaceutical companies in Netherlands the study. The study found that external forces such as new Innovations, workforce change and designs in the organization helps in changing the organizational culture and helps in improving the performance of the organization.

4.4. Judiciary Performance

The study sought to establish the level of judiciary performance in Nyeri County. The findings were presented in Table 7.

	N	Minimum	Maximum	Mean	Std. Deviation
There is clear flow of information to all stakeholders in Nyeri courts.	89	1.00	5.00	4.3933	.98417
Courts cases in Nyeri County are handled effectively and no backlogs of cases in the recent past	89	1.00	5.00	2.5169	1.00128
The courts are able to effectively operate within their budgets	89	2.00	5.00	4.4607	.76954
The flow of information is done to all the stakeholders	89	1.00	5.00	3.6457	1.12452
Timely cases always consider the views of all the parties	89	1.00	5.00	4.1245	0.89754
The allocated finances are enough to support all the operations in the courts	89	1.00	5.00	3.8978	1.12451
Valid N (listwise)	89				

Table 7: Judiciary Performance
Source: Survey (2019)

The study findings in Table 7 indicates that there was clear flow of information to all stakeholders in Nyeri courts (Mean=4.3933, Std. Deviation=0.98417) and that the communication is done to all the stakeholders in the County

(Mean=3.6457, standard deviation=1.12452). Majority of the respondents disagreed (2.5169, Std Deviation=1.00128) that Courts cases in Nyeri County are handled effectively and no backlogs of cases in the recent past and that timely cases always consider the views of all the parties in court (Mean=4.1245, Standard deviation=0.89754). However, a mean of 4.4607 and a standard deviation of 0.76954 presented that the courts are able to effectively operate within their budgets and that the allocated finances are enough to support all the operations in the courts (Mean=3.8978, Standard deviation=1.12451).

4.5. Regression Analysis

The study sought to determine the interrelationship between variables. Model summary, ANOVA table and regression coefficients were presented in the table below.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.491	1.909		6.543	.000
	Innovation Culture	.102	.131	.018	.070	.000

Table 8: Regression Coefficients
a. Dependent Variable: Judiciary Performance
Source: Survey (2019)

The findings in Table 8 indicate that holding factors (collaborative culture, innovative culture, competitive culture, and hierarchy culture) constant judiciary performance would be 12.491 units. The coefficients of various independent variable were $\beta_1 = 0.102$.

The findings on the effect of innovative culture on performance judiciary in Nyeri County presented by the coefficient of X3 ($\beta_3 = 0.102$, $P = 0.000$). The findings indicate that innovative culture significantly and positively effects the changes in judiciary performance. The findings indicate that a positive unit change in innovative culture will result to the positive unit change in judiciary performance. The coefficient indicates that a unit change in innovation culture will cause 0.102 units changes in judiciary performance. The findings support Denison and Mishra 2016 who assessed the influence of organisational culture on organisational effectiveness. The findings indicated that the effect of innovation culture positively and significantly explained the changes in organizational effectiveness.

5. Conclusion and Recommendation

5.1. Conclusion

The study concluded that there was a strong positive relationship between Innovative culture judiciary performance. The study concluded that innovative culture significantly and positively effects the changes in judiciary performance. The findings indicate that a positive unit change in innovative culture will result to the positive unit change in judiciary performance. The findings indicated that the effect of innovation culture positively and significantly explained the changes in organizational effectiveness.

5.2. Recommendations

Based on the conclusions the study recommends that the judiciary heads should ensure that technology is advanced in the courts to enable faster and efficient sharing of information related to cases in the Court. Policy should be put in place to ensure that case verdicts are available and posted online within the shortest time possible. The study recommends that coordination should be the priority to ensure every step-in handling case in the courts and this should be communicated to the citizens earlier enough to allow decision making in advance and avoid unnecessary hiccups related to client's complaints, backlogs of cases and increased costs of handling cases.

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