



UGANDA MANAGEMENT INSTITUTE

**HUMAN RESOURCE MANAGEMENT PRACTICES AND DELIVERY OF JUSTICE  
IN THE JUDICIARY IN UGANDA: A CASE OF GULU CHIEF MAGISTRATES  
COURT.**

**BY**

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**13/MIML/3/029**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT  
SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE MASTERS DEGREE IN  
MANAGEMENT SCIENCE (INSTITUTIONAL  
MANAGEMENT AND LEADERSHIP) OF  
UGANDA MANAGEMENT INSTITUTE**

**JANUARY, 2016**

## **DECLARATION**

I, Edimu Hellen, do hereby declare that this dissertation is my original work and has never been submitted FOR ANY OTHER DEGREE'S AWARD TO ANY OTHER University or institution of Higher learning before.

**Signature:** ..... **Date:** .....

**APPROVAL**

This study was conducted under supervision and the dissertation has been submitted with our approval as the candidate's supervisor.

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### **DEDICATION:**

This work is dedicated to my parents Mzee Stephen Munyuka and Faith Mary Akol, without whose efforts for basic education and support to me as a girl child, I would not have pursued this course.

My earnest gratitude also goes to my brother Maj. David Richard Edimu, for his unreserved dedication in offering me unconditional financial support in my education.

## **ACKNOWLEDGEMENT**

I am greatly indebted to my children Kissa Patricia and Ngarombo Patrick whom I denied time, care and resources as I worked on these studies.

In a special way, I wish to acknowledge my supervisors Dr. Edgar Mwesigye and Dr. Michael Kiwanuka for their patience, encouragement and for tireless guidance throughout the study.

I convey my gratitude to Dr. Stella Kyohairwe who tirelessly ensured that we worked on our studies. It is a sacrifice to set aside time to continuously follow, guide and advice students.

I appreciate all my family members, brothers, sisters, Nieces, Nephews, etc who showed me courage and moral support.

To Ps. Esther Birungi Kirabo, your prayers and inspiration have brought my heavenly promises and dreams into reality. May God anoint and continue to use you mightily.

I also wish to express my sincere gratitude to the staff of Gulu court, who despite their busy schedules spared time to participate in this study. God bless all of them.

I would also like to thank my course mates of MIML 3, for the moral and psychological support accorded to me during the course.

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## **ACRONYMS**

DPP	Directorate of Public Prosecution
JLOS	Justice Law & Order Sector
JIC	Judicial Integrity Committee
UDHR	Universal Declaration of Human rights
UNDP	United Nations Development Programme
IV	Independent Variable
DV	Dependent variable

## **ABSTRACT**

The study examined how staff orientation and transfers, compensation and incentives and performance management affect justice delivery in the judiciary in Uganda, using Gulu Chief Magistrate's court as a Case study. The study specifically investigated the extent to which staff orientation & transfers, the effect of compensation and incentives and how performance management affects justice delivery in Gulu Chief Magistrate's court. A case study design was employed and both qualitative and quantitative techniques were used. Data was collected using questionnaires, interview guide and document analysis. The key findings indicated that there is a statistically significant positive correlation between staff orientation/ induction and routine transfers and justice delivery. There is a statistically significantly influences between Compensation & incentives practices and justice delivery in Gulu Chief Magistrates' court. There is also a statistically significant positive correlation between Performance Management and justice delivery in Gulu Chief Magistrates' court. It is recommended in this study that Gulu Chief Magistrate's court management should provide opportunities to discuss any placement with new staff, check staff satisfaction with their work, properly train in knowledge and skills of the job before staffs begin work. Incentives should be given depending on employees' performance, recognition of employee performance to motivate them and offer package which enables effective delivery of work. Management should endorse key performance management aspects like target setting, continued monitoring and mentoring, regular appraisals and feedback to staff improve performance and hence enhance effective and efficient delivery of justice.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This study examined the relationship between Human Resource Management practices and delivery of Justice in the Judiciary in Uganda, taking a case study of Gulu Chief Magistrates Court. Human Resource Management practices in this study, was conceived as an independent variable, while delivery of Justice as the dependent variable. Human resource Management practices was measured in form of Staff orientation/induction, staff transfers, Compensation and incentives, and Performance Management. Delivery of Justice was measured in form of speed of trials, timeliness in case disposal, fairness in hearing cases, affordability, accessibility, impartiality and quality.

Thus, this chapter covers the introduction, background to the study, Statement of the problem, the purpose of the study, the objectives of the study, the research questions, the research hypothesis, scope of the study, the significance of the study and operational definition of terms and concepts.

### **1.1 Background of the study**

#### **1.1.2 Historical Background**

Pre-colonial law in African was customary law in character; having its source in the practices, traditions and customs of the people. Common law tradition emerged in England during the middle ages. After the Norman Conquest in 1066, medieval kings consolidated power and established new institutions of royal authority and justice. The new forms of legal action established by the Crown were functional through system of writs /royal orders, each of which provided a specific remedy for a specific wrong. The system of writs became so highly formalized and often too rigid to adequately apply in all situations. In this case, a further appeal to justice would have to be made directly to the king. This gave birth to the courts of equity established to hear complaints and devise appropriate remedies based on equitable

principles like right to be heard, taken from many sources of authority (Such as Roman Law and natural law). Thus, courts of equity established the concept of justice. As these decisions were collected and published, it became possible for courts to look up precedential opinions and apply them to current cases, and thus the Common Law developed (Piyali Syam on 28<sup>th</sup> January 2014). During colonialism, the British introduced common law to Uganda. However, Common law applied to the British and while Administrators recognized customary law and its institutions, its application was generally restricted to Africans (Dana Zarther 2012).

When Uganda got independence in 1962, it adopted the two judicial systems of customary and common law judicial systems. Equally the 1995 Constitution, adopted the same and so long as customary law is not repugnant to natural justice. The 1995 Constitution also mandated courts of Law to exercise judicial powers in the name of the citizens and conforming to the laws, values, norms and aspirations of the people and it enjoined courts to administer substantive justice impartially and expeditiously (Article 126).

### **1.1.3 Theoretical Background**

The study was guided by the Modern Organization Theory and Motivational Theories advanced by various scholars, some of which were considered in this study. According to Harold Koontz and Heinz Wehrich (1990) under the Modern Organization Theory, organizations grow at a desired rate with a well trained, educated and highly skilled people. That a systematic approach is essential to manage the assessment of present and future needs including the needs of employees, considering the internal and external environment and employee Performance is appraised and personnel are rewarded. The Appraisal may become the basis of training, promotion, demotion, replacement and retirement decisions. Under Motivational Theories, Vroom (1964), states that efforts (motivation) depend on the likelihood that rewards will follow effort and that the reward is worthwhile. There must be a link between effort and reward and reward should be achievable and worthwhile. Individuals have different sets of goals

and can be motivated if they believe that; there is positive correlation between efforts and performance, favorable performance will result in a desirable reward and the desire to satisfy the need is strong enough to make the effort worthwhile.

Adam Stacy (1965), states that people are better motivated if treated equitably. Motivation is key to performance and fairness and equity are key to motivation. That, individuals can change inputs (can reduce effort) if underpaid. They can try to change their outcome (ask for a pay rise or promotion) and can psychologically distort their own ratios or those of others by rationalizing differences in inputs and outputs. Equity theory believes employee satisfaction is key to productivity and quality and meeting the individual needs of employees is key to goal Management.

McGregor (1960) under theory X, states that people must be coerced into performing, the average employee is generally being lazy. While Theory Y has the view that people will exercise self-direction and self-direction in the service of objectives to which they are committed.

The applicability of these motivational theories and modern organization theory to the judiciary is critical. For the Judiciary to grow at a desired rate of effective and efficient performance in delivery of justice, it has to have highly skilled and motivated personnel. Judiciary has to consider the internal human resource policies and external environment. It is essential for the judiciary to appraise performance and reward personnel and have a basis for decisions on trainings and placement. Equally compensation of employees in the judiciary is pivotal to its performance in justice delivery. Judiciary staff come with varying expectations and goals, they are affected by the external and internal environment and this calls for the need to motivate them. The study found that compensation and incentives and performance management have a significant relationship with justice delivery.

#### **1.1.4 Conceptual Background**

The key concepts in the study are the Human Resource Management Practices and Justice delivery. Human Resource management practices in the judiciary examined were; staff orientation and transfers,

Compensations and incentives and Performance Management. While justice delivery focused on dimensions of speed of trials, timeliness in case disposal, fairness in hearing, affordability, Quality, impartiality, equality and accessibility

The key concepts of Human Resource management practices in the Judiciary were examined at the magisterial level. Specifically these included; orientation of recruited staff and the practice of routine transfers of Magistrates was examined in its relation to justice delivery. The Practice of Compensation and incentives in the judiciary was examined in its relationship with justice delivery. And the third Practice was of performance management for efficient and effective delivery of justice was examined.

The concept of Justice according to Ms. Anmol Jain (International Monthly Journal, volume 2, Issue 8), is of imponderable import having varying means such as truth, morality, righteousness, equality, fairness, impartiality, law, cost of justice, timely delivery, quality of service, accessibility to courts, and legal representation. Justice is relative, changing and ever growing concept. Lord Wright in the same journal stated that; justice is as old as mankind. "The justice is what appears just and fair to a reasonable man. To be just and fair, justice must be delivered quickly because justice fails to convey any meaning in the right use of its concepts if it is not delivered to the person concerned within a reasonable speed.

The Universal Declaration of Human rights (UDHR) 1948 also laid down principles on justice which include; Equality of all persons before the law, the right to an effective remedy by the competent Tribunal for acts against the rights of citizens. Uganda ratified the UDHR 1948 and these principles are enshrined in the Uganda Constitution of 1995. It is noted that Rights relate to justice and the law is meant to ensure Justice is accessible to all. Justice also refers to standards of rights or defined substantive and Procedural Law. Thus, Justice is derived from the Law itself as one of its attributes.

According to Elister (1986), only when fundamentals of social relations are placed under the rule of equal justice can a just society be realized. These principles establish the concept of justice and enforced

by specific institutions, with the State bearing the primary responsibility for the protection of those principles /standards of rights.

### **1.1.5 Contextual Background**

Following the promulgation of the 1995 Constitution, the Institution of the Judiciary has undergone tremendous changes. Constitutionally, the judiciary is mandated with the function to administer Justice in Uganda. The management of the Justice System among others; is under the Courts of law (JLOS 2004). Uganda has a hierarchy of courts, with the Supreme Court being the highest and final court of Appeal, with only Appeal cases from Court of Appeal. The Chief Justice is the administrative Head of the Supreme Court. The Court of Appeal is second in the hierarchy of courts in Uganda, with only jurisdiction to hear appeals from High court. However, it has original jurisdiction to hear Constitutional matters. Third in the hierarchy of courts, is the High Court, with appellate jurisdiction on appeals from Chief Magistrate's courts and original jurisdiction on matters of a high nature like capital offences. Fourth is the Chief magistrate's court, with jurisdiction to try any offence except offences with maximum sentences of death. Magistrates Grade I and II are under the Chief Magistrates with their own Jurisdiction (JLOS 2007).

The judiciary has standards of performance that guides it. The judicial Code of Conduct was adopted to guide judicial official in conducting their judicial duties and the Judicial Integrity Committee (JIC) was established to ensure implementation of the code of conduct. The Case backlog is used as an indicator of performance within the judiciary (JIC circular 2008).

### **1.2 Statement of the Problem**

Under the 1995 Constitution, the Judiciary is mandated with the performance function of administering justice in Uganda based on the principles of; justice shall be done to all irrespective of social and economic status, justice shall not be delayed and that reconciliation between parties is promoted. This is in line with the dependent variable of justice delivery. To achieve delivery of justice, the Judiciary in

1999, undertook to professionalize the lower bench by phasing out Grade II Magistrates and have skilled and knowledgeable judicial officers. Based on the Policy of decentralization, judicial services were equally extended to various districts to enhance access to justice and judicial officers deployed from time to time to deliver justice. There are salary increments and incentives like official vehicles allocated to judicial officers. Judiciary adopted a Code of conduct to guide judicial officers in their judicial performance and the Judicial Integrity Committee (JIC) was set up to monitor and review the judicial Code of Conduct. Judiciary as well, established the Judicial Studies Institute (JSI), a division for training Judiciary staff to build their capacities for knowledge and skills enhancement. Judiciary has an external programme where periodically judicial officers are selected for specialized trainings.

Despite all these efforts directed to motivate and build the capacities of judiciary staff to effectively and efficiently deliver justice to the citizens of Uganda, justice delivery in the Judiciary is far from reality, with a demonstration of case backlog. JLOS (2014) Annual report noted that, despite improvements on case disposal in the judiciary, case backlog is still a challenge. Gulu Chief Magistrates' court like any other court is equally faced with case backlog. Case backlog demonstrates no speedy trials, no fairness, unaffordable /costly process, no quality of work, poor access to justice and thus, denied justice/no justice. The public perception of judicial services is poor and continued trend of having case backlog, has a likely result of total lose of public confidence and trust in the judiciary, increased cases of mob justice and the public shunning away from formal to informal redress.

Therefore, the persistence of case backlog in the Judiciary led to the question for consideration in this study; "Does human resource management Practices of Staff orientation, transfers, Compensation and incentives and Performance management have any influence on Justice delivery in the judiciary?, thus an examination of relationships between these management Practices and Justice delivery.

### **1.3 The purpose of the study**

The study examined the relationship between human resource management Practices and justice delivery in Gulu Chief Magistrate's court.

### **1.4 The Objectives of the study;**

- 1) To determine the extent to which staff orientation and transfers in the judiciary affect justice delivery at Gulu Chief magistrates court
- 2) To examine the effect of compensation and incentives on justice delivery at Gulu Chief Magistrates court
- 3) To examine how performance management affects justice delivery at Gulu Chief Magistrates court.

### **1.5 Research Questions**

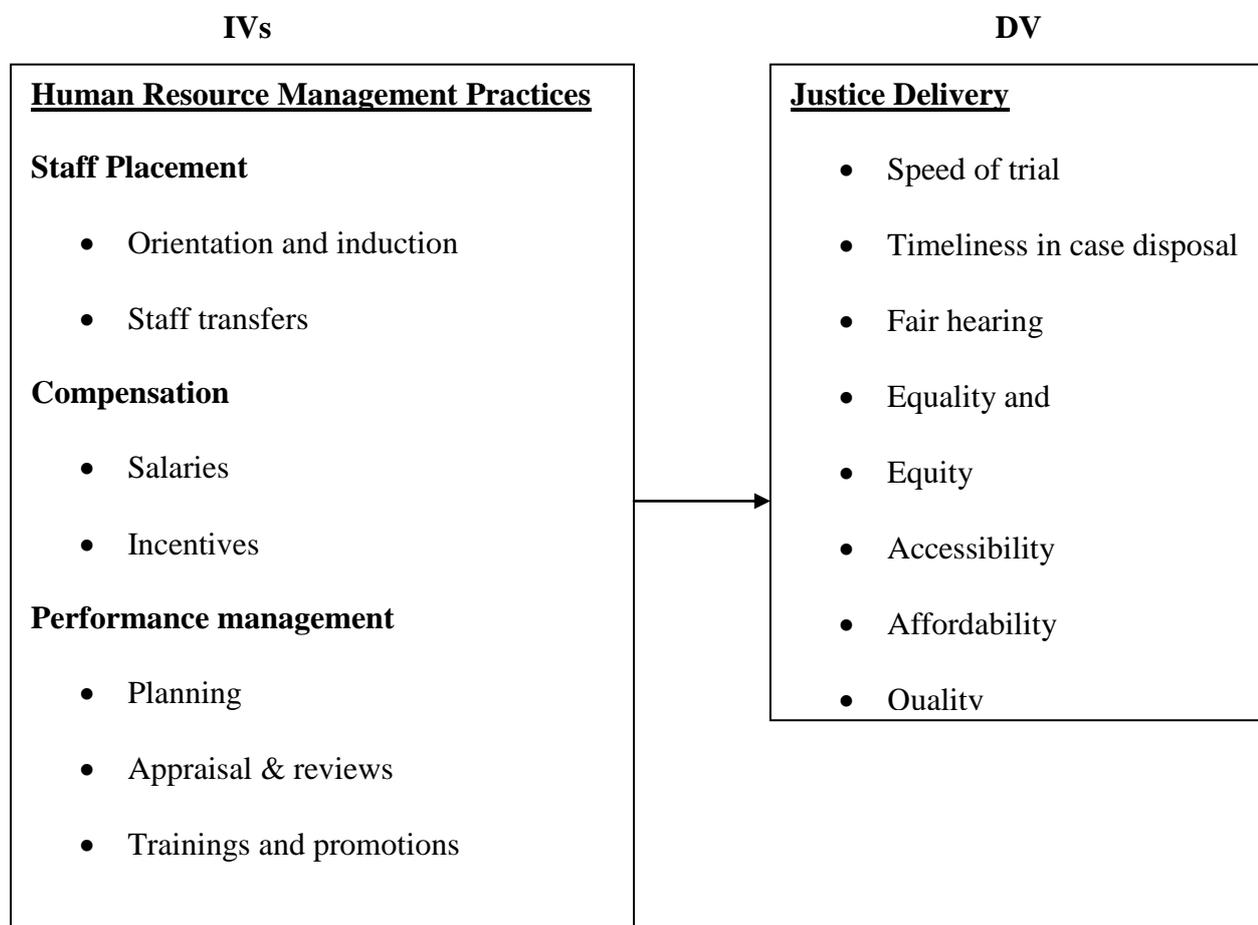
1. To what extent does staff orientation/Induction & routine transfers influence justice delivery at Gulu Chief Magistrate's court?
2. To what extent does compensation and incentives practice influence justice delivery at Gulu Chief Magistrates' court
3. To what extent does performance management in the judiciary affect justice delivery at Gulu Chief Magistrates' court?

### **1.6 Hypotheses of the study.**

- H1. Staff orientation /induction and routine transfers significantly affect justice delivery.
- H2. Compensation and incentives practices significantly influence justice delivery.
- H3. Performance management has a positive significant in justice delivery.

## 1.7 Conceptual Frame work:

**Figure 1: Conceptual framework showing the relationship between Independent variables and dependent variables**



**Source:** Conceptual framework was adopted from UNDP practice Note of 2008 and modified by the Researcher. This framework is a diagrammatic presentation of the influence of the human resource management practices of the Judiciary in justice delivery.

## 1.8 Significance of the Study

The study provides Policy makers and departmental heads in the Judiciary with information in planning major administrative measures. It gives some insights and enables adoption of appropriate practices that can ensure delivery of justice in a more enhancing manner. The findings can also serve as an additional source of information, adding to a body of knowledge for other scholars and investors who may have

interest in investing in the Administration of justice. It further provides a platform for further research since this study took a case study of Gulu chief Magistrates court.

### **1.9 Justification of the study**

Gulu Chief Magistrates Court clearly represents the judiciary set up in the entire county in terms of strata and court hierarchy. This enabled generation of data from different categories, who included judicial officers, clerks, Secretaries, State Attorneys, Police, Prisons Wardens and Private Advocates. All the actors in this chosen court are in the same category of actors in any court in Uganda. Gulu Chief Magistrates Court also has case backlog just like any other court with observed frustration of the litigants. The study area was the researcher's place of work hence minimized costs and time.

### **1.10 Scope of the study**

The study covered the independent variables of Staff Orientation, transfers, Compensation, and incentives and performance management, while the dependent variable focused on justice delivery. The study was conducted in Gulu Chief Magistrates' court. The study covered the period between 1992-2014, a period that saw a number of reforms and interventions in the judiciary and in Uganda in general. The content of the study focused on the practices of Staff orientation and transfers, staff compensation and incentives and Performance management in the judiciary and how it influences justice delivery.

### **1.11 Operational Definitions:**

**A case:** Where both parties come to court and seek redress from the judicial officer

**Case backlog:** Any case that has spent two years or more since its registration in court without any action taken, amounts to a case back long

**Access:** Freedom of approach or communication to legal service provision.

**Access to justice:** "Up holding of rights and the punishment of wrongs by the law. It is the constant and perpetual wish to give each man his due.

**Compensation:** Includes; salaries, and incentives like housing and transport allowances.

**Court officer:** Includes; Magistrates, Lawyers, bailiffs, clerks, cashiers at court, secretaries, system Administrators, court supervisors.

**Institutions:** These are social structures that have attained a high degree of resilience

**Justice:** Standards of rights which include; speedy trials, equality for all before the law, compensation for wrongs, Fairness, legal representation and equity.

**Law:** The body of principles recognized and applied by the State in the Administration of Justice.

**Litigants:** People who have forwarded their cases to court seeking for redress.

**Magisterial Areas:** A chief Magistrate's judicial territory controlling several Magistrates Courts of Judicature, with a specific boundary.

**Performance Management:** Includes; Planning, appraisal, training and promotions

**Promotion:** Advancement of an employee's rank or position in an organization hierarchy.

**Theory:** An explanation for how or why something occurs.

**Transfer:** A lateral move to a position in the same classified pay range or to a position with Comparable duties and responsibilities.

Thus, this chapter presented the general background of the study to provide an understanding of the concepts in the study. The next proceeding chapter reviewed the available literature to focus the study area.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature review. It begins with an overview of the theories and progresses to look at the literature on the Independent and dependent variables, with different units of measures. The chapter looked at studies that have been conducted in the area of the study to identify significant discoveries, concentration of the previous studies, areas that had no concentration and how this study was to build on the previous studies or depart from some points. This literature review was secondary data. The objectives of the study were divided into thematic areas which were used to critically examine the concepts relevant to the study so as to anchor them within the purpose of the study. A conclusion was given to wrap up the observations made in the chapter.

#### **2.2 Theoretical review:**

According to Harold Koontz & Heinz Weihrich (1990), under Modern Organization Theory, Organizations grow at a desired rate, with a well trained, educated and highly skilled people. A systematic approach is essential to manage assessment of present and future needs, considering the internal and external environment. Also that Performance is appraised and personnel are rewarded. Appraisal may also become the basis of training and promotion. Prasad L.M (no year indicated), states that theorists believed employee satisfaction is key to productivity and quality and meeting the individual needs of employees is key to goal Management.

Under Expectancy Theory, Vroom (1964) states that, efforts depend on the likelihood that rewards will follow effort and that the reward is worthwhile. There must be a link between effort and reward and reward should be achievable and worthwhile. That individuals have different sets of goals and can be motivated if they believe that; there is positive correlation between efforts and performance, favorable

performance will result in a desirable reward and the desire to satisfy the need is strong enough to make the effort worthwhile.

Adam Stancy John (1965), under Equity Theory points out that, people are better motivated if treated equitably. Motivation is a key to performance and Fairness and equity are key to motivation. That, individuals can change inputs (can reduce effort) if underpaid. They can try to change their outcome (ask for a pay rise or promotion) and can psychologically distort their own ratios or those of others by rationalizing differences in inputs and outputs. Thus, Equity theory believes employee satisfaction is key to productivity and quality and meeting the individual needs of employees is key to goal Management. While; McGregor (1960), under Theory X and Y Assumptions states that, under theory X, people must be coerced to perform. Further that, the average employee is generally lazy. While Theory Y has the view that people will exercise self-direction and self-direction in the service of objectives to which they are committed.

Therefore, these theories were found to be applicable and critical to the effectiveness and efficiency of the judiciary. These theories informed this study and thus their practical applicability to the Institution of the Judiciary was examined. The theories supported the study on the independent variables (IVs) in that; the Modern Organization Theory helped in directing findings on whether the judiciary does assess its staff needs, conducts appraisals and carries trainings based on this i.e. understanding the performance management in the judiciary. The Motivation Theories also helped in directing findings on how judiciary does compensate and provide incentives to its staff.

### **2.3 Justice delivery in the judiciary:**

Justice is standards of rights which include; speed of trials, equality for all before the law, compensation for wrongs, fairness in hearing, legal representation, equity and quality.

The world's commitment to the provision of justice to all has long history. The first such commitment was in 1948, when the Universal Declaration of Human Rights (UDHR) was published. In that declaration Justice was recognized as a fundamental Human right based on the laid down principles on justice. These principles include; Equality of all persons before the law, the right to an effective remedy by the competent Tribunal for acts against the rights of citizens, etc. Uganda ratified the UDHR 1948 and these principles are enshrined in the Uganda Constitution of 1995. This dimensions of justice guided the study to ancur the dependent variable as justice delivery in the judiciary

Justice is of imponderable import having varying means such as truth, morality, righteousness, equality, fairness, impartiality, law; etc. Justice is relative, changing and ever growing concept (Ms. Anmol Jain, International monthly Journal Volume 2 issue 8). Lord Wright, in the same journal observed that, justice is as old as mankind. That; the justice is what appears just and fair to a reasonable man. To be just and fair, justice must be delivered quickly because justice fails to convey any meaning in the right sense of its concepts if it is not delivered to the person concerned within a reasonable speed. Speedy Justice is a basic Human right and to seek speedy justice, justice is a direct derivation from the cardinal principle of the criminal justice system such as, justice delayed is justice denied, justice withheld is justice withdrawn and justice should not only be done but should also appear to have been done. He further stated that the dispensation of justice has little meaning if it is not delivered in a reasonable short time. Strictly speaking, a delayed justice, frustrating the cause thereof is no justice at all. Speedy justice is also essential in order to gain the confidence of the public in criminal justice. So the good approach towards crime prevention and control demands that, the guilty should be punished while the events are still fresh in the public mind.

In the same journal, while emphasizing the need for speedy justice, Justice Anand rightly observed that, "people want justice, pure, unpolluted, quick and inexpensive and they have every right to receive the same. But in reality there are deplorably long delays in the dispensation of justice, the need for justice

cannot be gained because as said, if justice is not executed speedily men persuade themselves that there is no such thing as justice. Thus, this attributes of justice pointed here supported the study dependent variable of justice delivery in the judiciary in Uganda. The article is central in understanding the concept of Justice. Thus, basing the study variable of justice delivery on its dimensions and examined in its realization in Gulu Chief Magistrate's court.

In a paper delivered during the Annual Conference and AGM in Arusha international conference center (2005), Hon Mr. Justice Robert V. Makaramba stated; Personal attitude of Judges, Magistrates, and lawyers who are the most visible participants in the court process account also for the quality of justice to be delivered. Access to justice is not only in terms of procedures and court houses but also the personnel attitude of a judge, a magistrate or a Lawyer. Emphasis here on quality justice, is one of the dimensions of justice delivery. Thus, it supports the study in examining the extent to which the judicial officers deliver justice in Gulu Chief Magistrates' court.

Smith (1993) defines quality as the goodness or excellence of any product, process, structure or other things that an organization consists of or creates. It is assessed against accepted standards of merit for such things and against the interests /needs of the products, consumers and other stakeholders. The definition means that the concept of quality means different things in different organizations. Although definitions vary, many agree that training and communication are important factors in organizational efforts to improve quality (Gooden, 2001). Hence, this supported the study on dependent variable of Justice Delivery, with quality being one of the indicators of Justice Delivery.

According to Grey (2004), in any democratic System, the courts are a place of refuge. However, Armytage (quoted in Ahimbisibwe 2012) shows that, backlog exists throughout the courts with chronic delays in disposal of cases, hence no speedy trials, costly, inaccessible and delayed justice. Odoki (1990) urged that in order for citizens to have faith in their court system, all people must have access to courts

when necessary without any delays. The Judiciary is greatly affected and influenced by the human resource position, the level of case backlog, rate of case disposal, speed of trials, level of independence, accessibility, transparency, accountability, ethics and integrity (Ogoola 2008). All these indicated that the dimensions of justice delivery are not effectively and efficiently achieved and thus supported the study to focus it on the position of human resources management Practices of orientation/induction, transfers, compensation and performance management & its influence in Justice Delivery.

#### **2.4 Staff orientation and transfers on delivery of justice:**

Orientation is the planned introduction of new employees to their jobs, their coworkers and culture of the organization (Cook, 1992 page.133, quoted in Blackwell 1997). Most organizations offer new employees orientation training programmes coordinated by Human Resource department (Blackwell 1997). New employee orientation serves many purposes and have many meanings from both organizational and employee perspective. Successful new employee orientation programmes help new employees become familiar with organizational environment and help them understand their responsibilities (Robbins, 1998). This is also found positively related to job satisfaction (Gates and Hellweg, 1998) and employee socialization (Klein 2000) and have been recommended to aid in employee job enrichment and moral building. Researchers have also found that employers benefit from new employee orientations in that they receive well-trained, highly motivated employees as quick as possible (Robbins, 1998). Therefore, the study examined how employees benefited from the orientation training programmes as they joined the judiciary.

Transfer and job rotation are forms of enlargement entailing movement from one job to another of comparable responsibility. Based on career literature, Slocum and Cron (1985) found that the number of transfers/ mobility frequency years of tenure (i.e. relative stability) and the altitudes towards relocation (or transfer varied by career stage). Thus, it is reasonable to suggest that employee's reaction to job transfer should also be influenced by one's career stage. Those transferred to new stations may perform

in those new places especially if other factors which may affect their performance are catered for. In this regard to have effective transfer process prior to their posting, it would be prudent for officers to be informed about the transfer. Poor and unfair transfer policies may affect employee productivity of their workforce often employees feel compelled to transfer from their work force (Brett, et, al 1992). This supported the need to examine the effect of routine transfers in the judiciary and justice delivery

Kawesa (2011) took a study on the effect of Uganda Judicial Code of conduct and the performance of the judiciary. His study used the Principles of judicial independence, integrity, Impartiality, competence as Independent variables and Performance of the judicial officers as dependent variable. The study considered Government Policies and activities of other JLOS institutions as moderating variables. Justice and Performance of Judicial officers are linked in the degree of accessibility, timeliness, affordability and quality of justice delivery. Kawesa found that the Judicial Code of conduct has no significant influence on the performance of judicial officers.

These therefore, called for further studies on other variables that influence performance in the judiciary. Kawesa also under looked Government Policies as moderating variables and yet Policies like those of human resource are key to the institutions. Thus, this study critically examined staff orientation, transfers, compensation and incentives and performance management as key and how they influence Justice Delivery being dependent variable.

According to Ahimbisibwe (2012), the legal frameworks compared to management systems and population characteristics affect access to justice more. The variables in this study were; the legal frame (court language, legal fees, distribution of courts), Management systems (staffing, planning and court processes and population characteristics (Level of income, awareness of the law & religion). This research found that there is a relationship between management processes and access to justice.

However, Ahimbisibwe took staffing and planning as some of the components of management system in the study, but the findings generalized issues of Police and corruption and nothing was said about the

findings on how staffing and planning affect access to justice. This therefore helped this study to critically examine the issue of staffing with a focus on orientation/ induction and transfers and its influence in justice delivery. Thus, it established that staff orientation and routine transfers has influence on justice delivery in the judiciary.

## **2.5 Compensation, incentives and delivery of Justice:**

Economic models of compensation assume that higher performance requires greater effort or that, it is in some other way associated with disutility on the part of workers. In order to provide incentives, this model predicts the existence of reward systems that structure compensation so that workers' expected utility increases with observed productivity. The rewards can take many different forms, including praise from superiors and co-workers, implicit promises of future promotions, opportunities, feelings of self esteem that come from superior achievement and recognition and current and future cash rewards to related to performance (The journal of finance, Vol XLIII, 1988)

Jjuuko (2000) in his paper; Law, Equity and Justice, discusses many factor affecting access to justice (access to justice being one of the attributes of justice). The paper emphasized that justice does not depend on the legal system through which it is delivered but on the substance delivered. The paper discussed inequities to justice for example cost of representation, the inadequacy of resources in the judiciary, etc. The paper analyzed the practical situation that hinders access to justice in the judiciary.

However, the paper did not analyze in detail inadequacies in the resources in the judiciary, particularly on the Human Resources. It lacked proposals on how the government can increase adequacy of resources in the judiciary to ensure access to justice. But at the same time, this presentation on inequities is an indicator that effective justice delivery in the judiciary is far from being realized. It then gave an opportunity to explore aspects of human resource management in the judiciary and how they affect access to justice.

Evelyn. B. Edroma, on the Uganda experience of JLOS (2003) noted that, Human resources development is key and JLOS undertook specialized trainings for JLOS employees (who include judiciary employees). However, she observed that poor terms and conditions of service for JLOS staff like low salaries and standard of living is critical. She emphasized that institutions are only good as the personnel who run them. Thus, this was central to the study, which examined how compensation in form of salaries and incentives influence delivery of justice.

Kawesa (2011) noted that, some reforms in the judiciary were on increment of salaries of judicial officers. This gave further avenue to examine how salary increment for the judicial officers influences performance of the judicial officers in delivery of justice. The field findings were that, salary increments were mainly at the top management and salary is an issue at the Magistrates level and hence having an influence in justice delivery.

## **2.6 Performance management and delivery of justice:**

Defined steps that make performance management an effective process in any organization are the key practices which include: developmental plans for the future, Training for managers on how to conduct a performance evaluations, the quality of performance appraisal is measured, a system in place to address and resolve poor performance. the performance appraisal includes information than that based on the judgment of managers, the performance review is consistent across the organization, employees can expect feedback on their performance more than once a year, and the performance management process includes on-going goal review and feedback from managers (World Bank and Sibson Consulting, 2007). The Hay Group also found that what makes an effective performance management system is goal setting, feedback, review, appraisals, development, rewards and recognition, collaboration, team work and communication (Business journal, April 2013).

Thus, key practices of performance management helped to focus the study in examining how performance management is handled in the judiciary and it was found that these measures of effective

performance management are not practiced in Gulu chief magistrates' court and thus, performance management having an influence in justice delivery

In Ireland, Britain, Scandinavian countries (Denmark, Finland and Sweden), court performance is measured according to both quantitative and qualitative criteria. Court performance is measured on the indicators of productivity, cost effectiveness and courts competences. They employ a performance based management system, where productivity is measured by the number of decisions issued per judge or judicial officers for that matter, or number of verdict in proportions to court personnel figures. Cost effectiveness is then determined by working out the ratio between funds spent to process cases and time spent to conclude them (Evaluation of judicial performance: Judges Association of Serbia Project DEC 2005 to October 2007). This system tries to track the work of judicial officers in terms costs, but falls short of tracking the network of the overall inputs in terms of Motivation of the staff.

In Management, the success of the business /organization is measured in its effective and efficient performance (Gerber, Nell & Vanddyke 1994). Therefore, the performance in the judiciary in terms of justice delivery was examined based on the dimensions of planning, appraisals, reviews, feedback, quality, trainings and promotions.

Castilejo (2009) observed that across all the Justice Institutions, court procedures are slowed down because there is a serious lack of funds, skilled personnel and infrastructure. Magistrate Parker of Carolina (The Times Newspaper of 7<sup>th</sup> April, 2010) reported that the most serious challenge for courts was funding. The Justice institutions are also overwhelmed with work overload and this has become a limitation to easy access to justice. Parker described the workload as “staggering” and said it is expected to continue growing as people struggle with economic woes.

In Uganda, case backlog is used as an indicator of performance within the judiciary (JIC circular 2008) and JLOS (2014) confirms that case backlog is still a challenged in the judiciary. The judiciary annual report (2005) pointed out some shortfalls among, which assessing individual performance still a big challenge.

The Government Policies on recruitment, deployment, remuneration and discipline greatly affect the performance of the judicial officers. The Annual Judges conference report (2010), points out that there is need to delink the judiciary from the mainstream civil service in order to improve performance. A similar observation was made by the Attorney General while addressing Judges in their Annual Conference for 2009. He pointed out that judicial performance depended in part on the government Policy on Rule of Law and Accessibility to Justice. All these posed the need for further studies on the Human Resource practices of orientation, transfers, compensation and Performance Management and their influence in delivery of justice in the judiciary.

The relationship between the manager and employee as well as the quality of employee performance is significantly influenced by the leadership style adopted by the manager (Jerry, M. Melinde. C and Ciller V. 2012). Employee's performance is affected negatively by Laissez –Faire leadership. Employees who have freedom to decide what to do and what not to do with authority to direct, such organizations will be affected negatively (Zehir 2012). According to Kawooya (2010) in Kampala City Council, most departments that practice the Laissez-Faire leadership have huge presence of corruption to the extent that no one cared about what the real rules of performance are. This is basically on how the leadership style affects performance in an organization. This motivated the study in examining how performance is managed in Gulu Chief Magistrate's court.

The Head of Public Service and Secretary to Cabinet, on Approaches to Institutionalize the Strategic Performance Management in the Public service, the Uganda experience (6<sup>th</sup> Forum of Commonwealth Heads of African Public service, Seychelles July, 2009) defined Performance management being about creating relationships and ensuring effective communication. It is about focusing on what organizations, managers and employees need to succeed. He further emphasized that the Managers have a crucial role to play in this process. This is because managers are responsible for the performance of the staff. It is the job of the manager to set overall goals of the organization, monitor the performance of their staff and give them support, feedback and opportunity to develop. Thus, this study examined how performance

management among the staff is handled in Gulu chief magistrate's court and it was established that there is no goal setting, no monitoring of staff performance, no support and no feedback to staff.

The effect of Government Policies on performance were further listed down as a major challenge, to performance in the judiciary (Annual Judges conference 2010), where the Principle Judge pointed out that the judiciary faces a human resource challenge arising out of the Government policy on recruitment of judges, registrars and magistrates. Among other interventions, the creation of new districts poses a need for an increase in a number of magistrates, which calls for an increase in the budgetary allocations to the judiciary which is vital determinant for performance (Ogoola 2010). It is evident that justice delivery is greatly dependent on the internal Policies in the judiciary and external government Policies.

Thus, this study focused on the internal Policies of human resource management and how they influence delivery of justice. More so, presentations here did not suggest how the already available Human resources can satisfactorily be motivated to deliver justice.

According to Babirye (2012).The institutional factors contributing to backlog of cases in the High court of Uganda include; the Institutional procedures, institutional structure and Institutional Policies. This study examined the independent variables of Institutional Procedures (Court/case adjournment and mediation), Institutional structures (Authority and channels of communication) and Institutional Policies (case inspection Policy and Adjournments Policy). Court backlog operationalized as lead-time, disposal and streamline were considered as dependent variable.

However, much as Babirye focused on internal procedures, structures and Polices, the study focused on High court. This study thus focused on Chief Magistrate's courts with equally case backlog and hence how internal polices of human resource practices affects justice delivery.

On improving access to Justice (an attribute of justice delivery) through legal Aid, it was found that the inability to afford the services of private legal practitioners was the driving force for the clients that sought the services of the legal Aid project (Kazibwe Kawumi 2003). However, the researcher limited

the study to examining factors that push clients to seek the services of Legal Aid service providers, procedures for the clients to be assisted, limitations and private advocates on Probono as independent variables. Though the dependent variable was access to justice, which is one of the attributes of Justice; the study also was more of an evaluation of the performance of the legal Aid project in terms of its relevance and sustainability, but did not examine the issue of clients' access to justice in the judiciary as they were represented in court by Advocates on Probono. Therefore, this study examined human resources practices of transfers, compensation and performance management and their effect on justice delivery.

According to Kazibwe kawumi (2003), the Judiciary as an Institution meant to dispense justice is faced with many operational constraints, ranging from understaffing, to inadequacy of tools and infrastructure, as a result the envisaged speedy delivery of justice is hampered. The pace at which government has facilitated the judiciary to handle the increase in volume of work is not satisfactory, the legal maxim of "Justice Delayed Is Justice denied" holds true for many. However, much as understaffing was one of the factors examined, this study did not examine in detail the staffing issues in terms of how the few staff was enhanced to effectively and efficiently perform their work, which this study explored. The study found among others that, orientation and other trainings are conducted but not uniformly and trainings were not based on appraisal results and that staff not satisfied with their compensations.

## **2.7 Summary of literature Review:**

The assumptions made by the Motivational Theories and Modern Organization Theory, significantly provided a useful and underpinning frame work for examining human resource practices and their influence on justice delivery in Gulu chief magistrates Court. The review of previous works of other scholars' helped this research to focus on the human resource management Practices of staff orientation and transfers, compensation and incentives and performance management as the thematic areas. However, different researchers used different terms like; access to justice, administration of justice,

Performance of the Judiciary but common in all, is the concept of Justice and thus, the dependent variable of Justice delivery in this study.

It is also noted that justice delivery is enhanced by many factors, demonstrated by considerable researches using different variables and different paper presentations. It is worth noting further that, these studies reviewed did not specifically focus on the dimensions of staff orientation/induction, transfers, Compensation and Performance Management in the judiciary and their influence on justice delivery, which this study examined critically. The next chapter enhanced critical examination of these and thus, the methodology used.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methods the study used. The Research Design, Target population, Sampling techniques, procedures of data collection, methods of data collection, data collection instruments and procedures for data analysis, (Amin 2005).

#### **3.1 Research Design**

The study design adopted a case study method. This was appropriate for the “how” and “why” research questions, which are descriptive and more explanatory. A case study had the ability to deal with a variety of evidence like; questionnaires, documentary, interviews and observations, used in this study (Robert Yin, 2009). A case study design facilitated a detailed description of the situation as it was at the time of the study (Amin 2005). The case study enabled this study to collect detailed and factual information that describes an existing phenomenon (Ezeani 1998).

It helped to describe the variables of interest in the study and in decision making accordance with the characteristics described (Sekaran 2003). This design also allowed collection of qualitative and quantitative data at the same time. Quantitative data enabled adequate distribution of variables by use of statistical procedures and numbers, while qualitative data provided detailed information about the phenomenon under the study and established patterns, trends and relationships among variables in a description manner (Borg, Gall and Gall, 1996). This case study represented typical case and lessons learned from this case, are informative about the experiences of the entire institution of the Judiciary, as the descriptive information here alone is revelatory (Robert Yin, 2009).

A case study method was cost effective in terms of time and financial resources as not all the cases in the study were considered (Sekaran 2003). Gulu Chief Magistrates Court was the only case considered and was within the researcher's place of work. All this informed the choice of a study design for Gulu Magistrates court.

### **3.2 Study population**

The target population refers to the entire set of individuals, events or objects having common observable characteristics about which, the generalization of research findings are made (Mugenda and Mugenda, 1999). In this study, the target population comprised of cross section of all staff in the judiciary in Gulu Court, key staff in DPP, Police, Prisons and Practicing Advocates. This target population was and is part and parcel of justice delivery in the judiciary. 103 officers were targeted from which, a sample was selected.

### **3.3 Sample size determination**

Kakooza (1996) states that representative sample can be selected based on factors like cost and time in interviewing the respondents. Gupta (1999) emphasizes that through a sample it is possible to obtain more accurate information than by complete enumeration; because detailed information can be obtained from a small group of respondents and relatively limited data can be handled much more easily and follow up is easy in case of poor response. Mugenda and Mugenda (1999), states a sample selection procedure is good enough if it can produce salient characteristics of the population allowing convenient break down into sub groups as well as catering for some cases in the sample who may not respond. While, Amin (2005) considers that the sample larger than 30 or and less than 500 is appropriate for most studies. Therefore, based on costs and time of interviewing respondents, getting accurate information that can easily be handled, a sample population was selected from the targeted population. A sample size was determined using statistical table of Krejeie and Morgan Gay, (1992).

**Table 3. 1: Procedures of sample selection and techniques;**

<b>Category</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling techniques</b>
Resident Judge	1	1	Purposive
Registrar	1	1	Purposive
Magistrates	4	4	Purposive
State Attorneys	6	6	Purposive
Clerks	6	6	Purposive
Secretaries	5	5	Purposive
Private Advocates	15	14	Simple random
Prison Wardens	30	28	Purposive
Police	30	28	Purposive
<b>Total</b>	<b>98</b>	<b>93</b>	

### **3.4. Sampling Techniques and Procedure**

This study employed purposive and simple random techniques. These techniques were deemed appropriate as the researcher dealt with two categories of respondents. One category was the direct employees of the Judiciary and the other category contributes and has a stake in justice delivery. According to Sakaran (2003), when desired information is to be obtained from specific target groups, purposive sampling is appropriate. Sarantakos (1998) confirms this by stating that purposive sampling is used basing on the reasons for selecting specific respondents; hence this sampling is applicable to

respondents who have the technical know-how on the subject matter. In the study, purposive sampling was used in dealing with the employees of the judiciary and key informants of State Attorneys, Police, Prisons, while Simple random sampling was used for Private Advocates, who are as well key informants in justice delivery in the judiciary. According to Sarandakos (1998) when used all the units for the study the researcher accidentally comes in contact with, during a certain period of time are considered.

### **3.5. Data Collection methods**

Considering the sample population, the study used various methods for data collection, which were the following;

#### **3.5.1 Questionnaire Survey**

Considering the sample of the population, questionnaire was used to collect data. A questionnaire was carefully designed for collecting data in accordance with specific research questions and hypotheses and was quick and easy to use to collect data especially as the respondents were able to read and write (Amin (2005). Questionnaires allowed respondents time to reflect on the answers provided (Mugenda & Mugenda, 1999). Since the sample population is literate, the questionnaire was found most appropriate method used. Questionnaires were also cost effective in terms of the research time and energy.

#### **3.5.2 Interviews**

Through interviews the researcher obtained first hand information from the participants (Kvale (1996). An interview was in form of conversation through which first hand information from the participants was obtained through interaction. This helped to probe deeply into the participants to obtain opinions and feelings (Gall, Borg and Gall, 1996). Interviews also offer the possibility of modifying inquiries, follow up of interesting responses and investigating underlying motives in a way that self-administered questionnaires could not. Interviews equally allowed a researcher to understand the meaning that people hold for their everyday activities (Marshall & Rossman, 1999). Thus, an interview guide was used to

collect data from the category of respondents who needed to be guided and offered time for a conversation. It was also used on key informants who did not have time to fill the questionnaire.

### **3.5.3 Document analysis**

According to Sarantakos (1998) documents have always been used as a source of information in social research, either as the only method or in conjunction with other methods. Document analysis/reviews was considered as a basic source of information about programme decisions and background or activities and processes that gave the researcher ideas about important questions to pursue through a more direct observation and interviewing (Patton, 1990). In the study, the researcher examined the documents in relation to practices on Human resources of orientation, transfers, compensation and performance management under the Judiciary,

### **3.5.4 Observation**

Kumar (2005) defines an observation as a purposeful, systematic and selective way of watching and listening to an event as it takes place. The watching and listening involves taking of records of observations as accurately and as objectively as possible. Technically observations may deploy any or a combination of human senses. According to Robert Yin (2009), observation can be directly used in the interview process and observations allow some conclusions which cannot be expressed on paper or which the respondent cannot state. Observation method allows filling of gaps that could not be captured in the questionnaire or interview methods. Thus, observations were made during the interview process and helped in filling gaps in the questionnaire and thus, in arriving into conclusions of the findings.

The use of more methods is based on the Principle of multiple sources of evidence (two or more sources) to gather evidence, but converging on the same set of facts or findings (Robert Yin 2009). Thus in this study, many data collection methods were used and this helped complement each other and fill gaps that were not filled in one method.

### **3.6 Data collection Instruments**

The following research instruments were used in the study;

#### **3.6.1 Questionnaire**

Self-administered questionnaires were used to gather data from court employees as they read and easily perceived the information required. This tool also saved time for the busy respondents and since the researcher could not interview all the respondents sampled, the questionnaire was appropriate. The questionnaire permitted greater depth of responses by stimulating the respondents to give an insight into their feelings and opinions

#### **3.6.2 Interview Guide**

Semi –structured interview guide was used to collect data. This instrument was most appropriate because it enabled the researcher gather in depth information. This aided the researcher to ask relevant questions and save time. Direct interviews employed allowed respondents part with information without much hesitation due to personal contact. The method allowed intensive and accurate inquiry through further probing and doubts easily removed. This was used mainly to collect data from key informants.

#### **3.6.3 Documentary check list:**

There was a documentary check list to guide the researcher on which documents /Policies to focus on. This was on Policies of orientation, transfers, compensation and performance management. Accordingly, guidelines for Managers and staff on Performance Appraisal in the public service and a handbook for judicial officers were perused to understand how human resource practices are handled.

### **3.7 Validity and Reliability.**

Validity is the ability to produce findings that are in agreement with theoretical or conceptual values and produce accurate results (Amin 2005). To ensure the validity of the study, the researcher employed several data collection methods such as questionnaires, interviews and documentary analysis which

complemented one another and helped check consistency in sayings. Content validity was ensured, by discussing the instruments with the supervisors and fellow participants as a way of ensuring that they measure what is intended.

To ensure reliability of the instruments, questionnaires and interview guide were pre-tested with selected participants from the judiciary but from another court. This resulted into further modification of the items in the instruments.

### **3.8 Data Collection Procedure**

The researcher obtained an introductory letter from Uganda management Institute (UMI). This letter was used to obtain permission from Gulu Chief Magistrate to enable conduct of the study in Gulu court. The letter was given to the Chief Magistrate and the questionnaires administered to the selected sample.

The researcher designed the questionnaires, interview guide and documentary checklist. Questionnaires were administered to those who had time to fill, while the interview guide was used on those respondents who did not have time to fill. The interview was also modified and used as focus group discussion guide for some respondents who were randomly sampled.

### **3.9 Data Processing, Analysis and Presentation**

#### **3.9.1 Data Processing**

After data collection, data processing was done by editing, rewriting and summarizing of all responses. Editing included checking the responses to ensure that relevant questions had been answered. Data collected from the questionnaires were coded and entered into a computer using the Statistical Package for Social Science (SPSS).

### **3.9.2 Data Analysis.**

Research analysis employed both quantitative and qualitative methods of data analysis. Qualitatively, research data was processed by sorting, coding and analyzing them appropriately. This involved assigning numbers, symbols and words to clarify responses into a limited number of categories. Data was classified in terms of themes, hence use of qualitative data, which was sorted out and categorized according to themes considered in the study. All responses that fell within a particular theme were brought together and a descriptive term was given as a code to represent the category of responses. These themes were used to explain phenomena surrounding the case. There was a careful study of the themes to identify the patterns of relationships between them. A reflection analysis was also used to evaluate the phenomena according to the researchers' interpretation of events and judgments.

The data gathered from the interviews, related documents from previous researches and Institution documents were used to support results in the data analysis and interpretation. The interpretation from the data analysis was used to draw conclusions and make recommendations. The suggestions from the Staff were in addition, used to draw recommendations on how to improve human resource management practices focused in the study.

Quantitatively, SPSS was used to generate graphs that are used in data presentation, analysis, interpretation and discussion of the findings. In addition cross tabulation was run to determine the influence between staff orientation/induction, transfers, compensation and performance management and justice delivery. To answer the research objectives, frequency tables and charts were generated. To analyze each variable the frequency mean scores for statement under which respondents were requested to tick a long a continuum of strongly agree (1) to disagree (5) was used. Thus, Pearson's correlation was calculated to examine the human resource management practices and Justice delivery. It was also used to determine the relative influence of each independent variable on Justice delivery.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS:

#### 4.1 Introduction

The study examined the relationship between Human Resource Management Practices and Justice Delivery in Gulu Chief Magistrate's court.

This chapter presents the background findings, response rate and empirical findings

#### 4.2: Response rate

**Table 4: 1 Response rate**

Category	Targeted Respondents	Actual respondents reached	Response rate
Resident Judge	1	1	100%
Registrar	1	1	100%
Magistrates	4	4	100%
State Attorneys	9	8	88%
Clerks	6	6	100%
Secretaries	5	5	100%
Private Advocates	15	13	86%
Prison Wardens	30	15	50%
Police	30	15	50%
Total	101	68	67%

Source: *Primary Data*

The total of sampled respondents was sixty eight (68) where sixty eight (68) responded and response rate was therefore sixty seven percent (67%) as shown in Table 4.1 above. The response rate of 67% was

due to the fact that not all the questionnaires distributed were returned. Therefore, the results were considered representative of what would have been obtained from the population

**Table 4. 2: Age of respondents**

	Frequency	Percent	Cumulative Percent
Valid 20 – 29	4	16.0	16.0
30 – 39	16	64.0	80.0
40 – 49	2	8.0	88.0
Above 50	3	12.0	100.0
Total	25	100.0	

Source: *Primary Data.*

Age of respondents (Table 4.2) was chosen as one of the characteristics so as to ascertain the respondents’ maturity of reasoning. The study results showed that 16% of the respondents were aged 20-29 years, 64% were aged 30-39 years and 8% were aged 40-49 years. Since more than half of the respondents (74%) who participated were aged above 30 years this is an implication that the information obtained was from mature respondents who reason and the assumption is that, they applied this maturity while responding to the issues presented to them.

**Table 4. 3: Level of education**

		Frequency	Percent	Cumulative Percent
Valid	Diploma	11	44.0	44.0
	Graduate	4	16.0	60.0
	Post graduate	7	28.0	88.0
	Master's degree and above	3	12.0	100.0
	Total	25	100.0	

Source: *Primary Data*.

The findings in Table 4.3 above revealed that the majority of the respondents had attained a diploma and these accounted for 44% of the total sample; 16% are holders of a first degree, 28% had obtained a Post graduate qualification while 12% had obtained a Master's degree and above. With the above statistics, since a substantive number of the respondents had the basic qualifications of a first degree and above, it showed that the respondents who participated were qualified to conduct the institution's operations since over 50% of the respondents have attained the required institutional education level (from Diploma to first degree and above).

**Table 4. 4: Duration worked in this institution**

		Frequency	Percent	Cumulative Percent
Valid	1 - 2 years	8	32.0	32.0
	3 - 5 years	8	32.0	64.0
	Above 5 years	9	36.0	100.0
	Total	25	100.0	

Source: *Primary Data*.

Duration of respondents in the institution was chosen as one of the characteristics so as to ascertain the respondents' experience with the institution operations. The study results showed that 32% of the respondents had been in the institution for 1-2 years, 32% for 3-5 years, 36% for over 5 years. Since 68% of the respondents were in the institution for over 5 years this is an implication that the information obtained was from respondents who have experience with the institutions undertakings.

**Table 4. 5: Level of education and Duration worked in this institution**

			Period of service in institution			Total
			1 - 2 years	3 - 5 years	Above 5 years	
Education Level	Diploma	Count	5	6	0	11
		% within Period of service in institution	62.5%	75.0%	.0%	44.0%
	Graduate	Count	1	0	3	4
		% within Period of service in institution	12.5%	.0%	33.3%	16.0%
	Post graduate	Count	2	0	5	7
		% within Period of service in institution	25.0%	.0%	55.6%	28.0%
	Master's degree and	Count	0	2	1	3

above	% within Period of service in institution	.0%	25.0%	11.1%	12.0%
Total	Count	8	8	9	25
	% within Period of service in institution	100.0%	100.0%	100.0%	100.0 %

Source: *Primary Data.*

Table 4.5 shows the Level of education and duration worked in this institution. Of the respondents who had served for 1-2 years, 62.5% had obtained a diploma, 12.5% had obtained a first degree and 25% had obtained a postgraduate. Of the respondents who had served for 3-5 years 75% had obtained a diploma, and 25% had obtained a master's degree and above. Of the respondents who had served for above 5 years, 33.3% had obtained a first degree and 55.6% had obtained a postgraduate and 11.1% had obtained a Master's degree and above This is a very good statistic in respect to the respondents as both the Level of education and duration worked in this institution, majority are graduates and have served above 3 years, hence experienced and knowledgeable about the operations in the Judiciary.

#### **4.4 Empirical findings**

This part of the study presents in line with the study variables that are a basis of study objectives. The section presents analysis and interprets views and opinions of respondents from questionnaires administered, interviews conducted and documents reviewed according to the objectives of the study.

**Research question number one;**

**4.4.1 To determine the extent to which staff orientation & transfers in the judiciary affect Justice Delivery in Gulu Chief Magistrates court**

The first objective of the study was to determine the extent to which staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrate’s court;

The findings of this objective were gathered from questionnaires and interview guide from respondents and their views on how staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrate’s court. The variable was measured using 10 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results from the analysis are displayed in Table 4.6 below.

**Table 4. 1: Respondents views on staff orientation & transfers in the judiciary**

	N	SA	A	NS	DA	SDA	Mean	Std. Deviation
My appointment letter clearly shows the place of duty station	25	56% (14)	12% (3)	12% (3)	8% (2)	12% (3)	3.92	1.470
I was given an opportunity to discuss my placement when I joined	25	12%(3)	12% (3)	24% (6)	28% (7)	24% (6)	2.60	1.323
I am satisfied with the duty station where I was placed	25	48% (12)	8%(2)	44% (11)	0%	0%	4.04	.978
I was properly trained in knowledge and skills of the ob before I started working fully	25		44% (11)	12%(3)	20% (5)	24% (6)	2.76	1.268

My supervisor gave me clear guidance when I reported to my duty station	25	24%(6)	32%(8)	12%(3)	8%(2)	24%(6)	3.24	1.535
Fostering relationships is encouraged in judiciary and this helped me	25	36%(9)	8%(2)	36%(9)	(5)	20%(5)	3.60	1.190
I was provided with information and materials	25	24%(6)	44%(11)	0%	32%(8)	0%	3.60	1.190
I am happy with my performance contract	25	36%(9)	24%(6)	32%(8)	8%(2)	0%	3.88	1.013
My orientation helped me in my job performance	25	36%(9)	44%(11)	0%	20%(5)	0%	3.96	1.098
There is routine transfer of officers	25	60%(15)	12%(3)	0%	28%(7)	0%	4.04	1.338

Key: SD= strongly disagree, D=Disagree, NS = Neutral, A= Agree, SA=strongly agree

**Source: Field Primary Data**

From the table 4.6 above, the respondents were asked whether their appointment letter clearly shows the place of duty station. The results from the study revealed that, of the total respondents, 68% of the respondents were in agreement as shown by the statistics, 20% disagreed and 12% had a neutral opinion with a mean of 3.92 and standard deviation of 1.470. The different statistics informed that as part of staff orientation and transfers on justice delivery, from the 68% level of agreement with a mean of 3.92 and a deviation of 1.470, this shows the Judiciary Management makes sure the appointment letter clearly shows the place of duty station which is a positive aspect of the institution. This was in comparison to

the 20% level of disagreement. The other 12% who had a neutral opinion might show they do not consider this a critical point to them.

These calls for Gulu chief magistrates court Management to uphold this virtue. However, the 12% who disagree are an indicator that there is something to be done in as far as clearly stating on the appointment letter the place of duty station is concerned.

In determining whether they were given an opportunity to discuss their placement when they joined, the study revealed that; of the total respondents, 24% of the respondents were in agreement as shown with the statistics, 52% disagreed and 24% had a Neutral opinion with a mean of 2.60 and a minimal deviation of 1.323. From the comparisons above it shows that Gulu chief magistrates court management should work on this aspect of giving an opportunity to staff to discuss placement when they join. From the 52% level of disagreement in comparison to 24% level of agreement this is a negative to court management as it ensures that the staff has an option in this regard. However the 52% and 24% who disagreed and who were neutral respectively this could imply that it is a key aspect to the staff and it affects them in one way or another. This was further supported in the interviews as one of the key informants who was a Police officer said,

*“The magistrates who are on transfer take a lot of time to report to their new duty station while others fail to turn up thus affecting the timely conclusion of cases” (Key informant A, 7<sup>th</sup> October, 2015)*

From the findings above the aspect of not giving an opportunity to staff to discuss placement when they join or transferred is critical in respect to the huge disagreement levels from the respondents.

On whether the staff are satisfied with the duty station where they were placed; respondents were asked to state the extent to which they approved with the above. Of the total respondents, 56% of the respondents were in approval that they are satisfied with the duty station where they were placed, and 44% had a Neutral opinion with a mean of 4.04 and standard deviation of 0.978. From the statistics

above, it shows that the staff are satisfied with the duty station where they were placed with the 56% who concurred that this is done in comparison to the 44% who had a neutral opinion. On the 44% who were neutral this implies that this is none of their concern.

In respect to the above findings this is a positive to the Court management in respect to the staff being satisfied with the duty station where they were placed.

From the findings of the study when respondents were asked whether they were properly trained in knowledge and skills of the job before they started working fully; Of the total respondents (25), 44% of the respondents were in approval that they were properly trained in knowledge and skills of the job before they started working fully, 44% disagreed and 12% had a Neutral opinion. From the statistics above this implies that 44% of the staff is in agreement in comparison to the 44% who disagreed with this aspect of the study. This aspect should be greatly looked at to properly train all staff before working fully. The 12% who had a neutral opinion, means that these respondents either they do not mind or have taken a no concern approach in respect to this regard or even did not understand whether the training they received was adequate or not.

In an interview with one of the key informants, he had this to say,

*“Orientation and induction must and is done by a senior staff in that department... before deployment. Though More of a time its practical training on the job (Key Informant B, 4<sup>th</sup> October)*

Thus from the findings above this is a key attribute which should be critically evaluated by the Gulu chief magistrate’s court management in order to improve on delivery of justice.

From the table 4.6 above, the respondents were asked whether their supervisor gave them clear guidance when they reported to their duty station. The results from the study revealed that, of the total respondents, 56% of the respondents were in agreement as shown by the statistics, 32% disagreed and 12% had a neutral opinion with a mean of 3.24 and deviation of 1.535. The different statistics implied

that this is a positive aspect in respect to staff being given a clear guidance by their supervisors when they reported to their duty station with 56% in agreement in comparison to the 32% who disagreed. The 12% who were neutral implies that this is not a key aspect to them.

From the findings above this show that Gulu chief magistrate's court management should uphold this virtue. However, the 32% who disagreed this shows that this is an indicator that there is something to be done in as far as supervision and clear guidance is concerned. It means that some supervisors do guide while others are not concerned.

On whether Fostering relationships is encouraged in judiciary, the study revealed that; of the total respondents, 44% of the respondents were in agreement as shown with the statistics ,20% disagreed and 36% had a Neutral opinion with a mean of 3.60 and a minimal deviation. From the findings above this shows that Fostering relationships is encouraged in judiciary which is a positive aspect as shown by 44% of the staff with 20% disagreeing .The 36% who were neutral this implies that either they are not aware or it is not a key issue. This was further eluded in the interviews as one of the officers said,

*“This is a free environment where everyone is free to bud his or her relationships at all levels it all depends on your attitude as this determines your altitude (Respondent 11, 8<sup>th</sup> October)*

This shows that Gulu chief magistrate's court management has some effort to put in while also upholding this virtue. However, it also indicates that fostering relationships is determined by employees' attitude and management should ensure that it is seriously upheld to get all employees on board.

On whether they were provided with information and materials about the institution; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 68% of the respondents were in approval that they were provided with information and materials which are a plus in comparison 32% disagreed with a mean of 3.60 and deviation of 1.190. From the statistics above, this showed that 68% were in agreement while also 32% were in disagreement that Judiciary management did not provide them with information and materials. This calls for a upholding this virtue yet improving

in some areas to reduce on the disagreement level of 32%. This is a key attribute which should be highly taken into consideration by the Management of Gulu court so as to improve on the justice delivery in Gulu and Uganda at large.

From the findings of the study on whether, they are happy with their performance contract; respondents were asked to state the extent to which they concurred with the above. Of the total respondents, 60% of the respondents were in approval that they are happy with their performance contract, 8% disagreed and 32% had a Neutral opinion with a mean of 3.88 and standard deviation of 1.013. From the statistics above this is a key attribute which should be upheld by Gulu chief magistrate's court management since a 60 % were in approval. On the 8% who disagreed this implies there is something to be done in respect to their contracts.

Basing from the findings above Gulu chief magistrate's court management should continue to uphold this aspect though there is some work to be done to improve on the 8% level of disagreement.

In determining whether their orientation helped them in their job performance the study revealed that; of the total respondents, 80% of the respondents were in agreement that their orientation helped them in their job performance while 20% disagreed.

This was further supported in the interviews as one of the respondents said,

*“Orientation and induction of new staff members is meant to build confidence, trust, belief and by practicing this, it enable them to deliver justice in a timely and quality manner” (Key Informant D, 7th October, 2015)*

From the above findings this shows that a large number of staff are in agreement 80% that orientation helped them in their job performance as the study revealed in comparison to the 20% who disagreed. This is a plus to Judiciary Management and it should uphold this attribute to enhance justice delivery.

In determining whether there is routine transfer of officers the study revealed that; of the total respondents, 72% of the respondents were in agreement that there is routine transfer of officers while 28% disagreed

This was further supported in the interviews as one of the respondents said,

*“The transfers results into case backlog for the new judicial officer and also when a magistrate is transferred, a replacement takes long” (key informant F, 15yh October*

From the above findings this shows that there is routine transfer of officers with an agreement level of 72% as the study revealed in comparison to the 28% who disagreed. Transfer is good but, this should be done in a way to avoid case backlog and delay in replacements, which increases the case backlog clearly affecting justice.

**Relationship between staff orientation, transfers and justice delivery**

To examine whether Staff orientation, induction and routine transfers significantly affect justice delivery in Uganda a correlation was computed, examined and interpreted using Pearson product moment correlation coefficient. The results are detailed in the table below.

**Table 4. 2: Correlation between staff orientation, transfers and justice delivery**

		Staff Orientation & Transfers	Justice Delivery
Staff Orientation & Transfers	Pearson Correlation	1	.787**
	Sig. (2-tailed)		.000
	N	25	25
Justice Delivery	Pearson Correlation	.787**	1
	Sig. (2-tailed)	.000	

N	25	25
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Primary Data**

From the table 4.7, above it is indicated that there is a statistically significant positive correlation between Staff orientation, induction and routine transfers and justice delivery. ( $r = .7870$ ,  $P < .05$ ). The study therefore accepted the hypothesis that Staff orientation, induction and routine transfers significantly affect justice delivery.

As noted from the interview with one of the respondents, he mentioned that;

*“The magistrates who are on transfer take a lot of time to report to their new duty station while others fail to turn up, this affects the timely hearing of cases, only continued adjournments” (Key Informant D, September, 8<sup>th</sup> September, 2015)*

From the findings above, this shows that Staff orientation/ induction and routine transfers is highly significant with the justice delivery. Thus this should highly be taken seriously to deliver justice in Gulu Chief Magistrates’ court.

**Regression analysis results**

Further analysis was conducted using regression to determine the effect of the independent variable on justice delivery in Gulu Chief Magistrates’ court, regression analysis was employed and the results of each independent variable with the market performance are summarized in the tables below.

**Table 4. 3: Staff orientation, transfers and justice delivery**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.787 <sup>a</sup>	.619	.603	1.05377	.619	37.436	1	23	.000

a. Predictors: (Constant), Staff orientation , transfers

From the summary in table 4.8, above shows adjusted  $R^2$  value of 0.619 between Staff orientation , transfers and justice delivery which is suggesting that promotion in the Staff orientation , transfers and justice delivery alone predicted 61.9% of the variance in justice delivery. The adjusted  $R^2 = 0.619$  at significance 0.000 suggested that price was not a predictor of justice delivery.

This implies that the 61.9% variation can be explained by the Staff orientation, transfers and the 38.7% can be explained by other factors.

**Research question number two;**

**4.4.2 To examine the effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court**

The second objective of the study examined the effect of compensation and incentives on justice delivery in Gulu Chief Magistrate’s court.

The findings of this objective were gathered from questionnaires and interviews from respondents. The effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court was measured using 10 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 4.8 below.

**Table 4. 4: Respondents views on compensation and incentives in the judiciary**

	N	SA	A	NS	DA	SDA	Mean	Std. Deviation
I am satisfied with my salary	25			24% (6)	12% (3)	64% (16)	1.96	1.338
I am given additional allowances	25	12% (3)	12% (3)	12% (3)	24% (6)	40% (10)	2.32	1.435
I am satisfied with the incentives	25	12% (3)	12% (3)	20% (5)	24% (6)	32% (8)	2.48	1.388
Incentives are given depending on employees' performance	25	12% (3)	12% (3)	44% (11)	0%	44% (11)	2.24	1.165
There is good recognition of employee performance	25	12% (3)	32% (8)	12% (3)	24% (6)	20% (5)	2.92	1.382
I am satisfied with the total package	25		12% (3)	12% (3)	32% (8)	44% (11)	1.92	1.038
My package enables me to effectively deliver	25	12% (3)	12% (3)	32% (8)	20% (5)	24% (6)	2.68	1.314
My institution is one of those that pay well	25		12% (3)	12% (3)	20% (5)	56% (14)	1.80	1.080
There is transparency in awarding pay rises	25		24% (6)	24% (6)	28% (7)	24% (6)	2.48	1.122
There is large spread between low performers and high	25	24% (6)	8% (2)	24% (6)	12% (3)	32% (8)	2.80	1.581

performers								
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Key: SD= strongly disagree, D=Disagree, NS = Neutral, A= Agree, SA=strongly agree

**Source: Field Primary Data**

From the table 4.9 above, the respondents were asked whether they are satisfied with their salary. The results from the study revealed that, of the total respondents, 0% of the respondents were in agreement as shown by the statistics, 76% disagreed and 24% had a Neutral opinion. The above statistics implied that with 0% in agreement that Gulu chief magistrate’s court management should work on this aspect in comparison to the 76% who disagreed this can be interpreted that respondents are really discontented with their pay and something should be done. The implication of those, who disagreed and not sure are that, this aspect should be addressed by the Gulu chief magistrate’s court management and the judiciary in Uganda. The findings are supported by interview results where one interviewee said;

*“The one who has a good pay of salary has a task to perform well and with Poor compensation leads to corruption” (Key informant E, 4<sup>th</sup> October).*

The above findings show that Gulu chief magistrate’s court management and the judiciary for that matter, has to put some effort to improve the 76% who disagreed with the attribute as it a very worrying trend in the institution.

In order to find out whether, they are given additional allowances; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 24% of the respondents were in approval that they are given additional allowances, 64% disagreed and 12% had a Neutral opinion. From the statistics above with 24% in agreement this was a negative to the Gulu chief magistrate’s court management in comparison to the 64% who were in disagreement. The 12% who had a neutral opinion either they are not aware or this is not a concern to them.

From the findings above these shows that to improve delivery of justice in Uganda, allowance based pay should be enforced as this will improve on justice delivery not only in Gulu but also the judiciary in Uganda at large.

From the findings of the study, the respondents were asked whether they are satisfied with the incentives and respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 24% of the respondents were in approval that they are satisfied with the incentives while 56% disagreed and 20 % had a neutral opinion

From the statistics above, this shows that the Gulu chief magistrate's court management has work to do in respect to their satisfying staff with the incentives, with 24% in agreement in comparison to 56% in disagreement which is a negative on the side of management. This is a key attribute which should be well managed; as if poorly carried out may greatly degenerate the justice delivery.

The respondents were asked whether Incentives are given depending on employees' performance. The results from the study revealed that, of the total respondents, 12% of the respondents were in agreement as shown by the statistics, 44% disagreed and 44% had a neutral opinion. The different statistics implied that as part of justice delivery, the aspect of Incentives being given depending on employees' performance as it is seen, has a very low agreement level. Those that disagreed could imply that there is a critical point to look at by the Gulu chief magistrate's court management.

In determining whether there is good recognition of employee performance, the study revealed that; of the total respondents, 44% of the respondents were in agreement as shown with the statistics, 44% disagreed while 12% said not sure. From the findings above these shows that Gulu chief magistrate's court management is trying in recognition of employee performance with 44% in agreement in comparison to the 44% who were in disagreement. This is a critical aspect which should be upheld by Gulu chief magistrate's court management to enhance justice delivery. The 12% who had a neutral

opinion, implies either that they are not aware or it is not a point of concern to them which provides Gulu chief magistrate's court management some cut out work to do to enhance Justice delivery.

On whether, the employees are satisfied with their total package; respondents were asked to state the extent to which they concurred with the above. Of the total respondents, 12% of the respondents were in approval of that, 76% disagreed while 12% had a neutral opinion. From the statistics above with 12% in agreement in comparison to the 76% in disagreement, this is a negative for Gulu chief magistrate's court management. This is an attribute which should be highly enhanced by Gulu chief magistrate's court management. With 12% in agreement this aspect should not be underscored. While the 12% who were not sure this implies that either Gulu chief magistrate's court management does not enhance this attribute or its agents is not a concern to them thus more effort is needed as this will demoralise the employee's and poor justice delivery at the end.

From the table 4.9 above, the respondents were asked whether the package received enables them to effectively deliver. The results from the study revealed that, of the total respondents, 24% of the respondents were in agreement as shown by the statistics, 44% disagreed and 32% had a neutral opinion. The above statistics implied that with 24% in agreement that Gulu chief magistrate's court management should improve the package received by the staff in comparison to the 44% who disagreed this can be interpreted that respondents are not happy with their take home, thus minimal commitment at work and poor delivery at work. The implication of those who disagreed and not sure are that; this is a point of concern.

The findings are supported by interview results where one interviewee said;

*“Ideal pay is half motivation to deliver if the pay not commensurate to the work and effort put in, then there will be poor delivery at work experienced” (Key informant B, 30<sup>th</sup> September)*

The above findings show that Gulu chief magistrate's court management should improve the package received by the staff and basing from those findings this shows that some effort should be done to avert the 44% who disagreed with the attribute.

In order to find out whether, the Judiciary institution is one of those that pay well; respondents were asked to state the extent to which they agree with the above. Of the total respondents, 12% of the respondents were in approval that the institution of the judiciary is one of those that pay well, 76% disagreed and 12% had a neutral opinion. From the statistics above with 12% in agreement this was a negative to Gulu chief magistrate's court management in comparison to the 76% who were in disagreement. The 12% who were neutral this shows that this is not a concern to them.

From the findings of the study the respondents were asked if there is transparency in awarding pay rises, respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 24% of the respondents were in approval while 52% disagreed and 24% had a neutral opinion.

From the statistics above, this shows that the Gulu chief magistrate's court management has some work to be done in respect to transparency in awarding pay rises with only 24% in agreement in comparison to 52% in disagreement which is a negative on the side of management. This is a key attribute which should be well managed as if poorly carried out may greatly degenerate the justice performance.

The respondents were asked whether there is large spread between low performers and high performers. The results from the study revealed that, of the total respondents, 32% of the respondents were in agreement as shown by the statistics, 44% disagreed and 24% had a neutral opinion. The different statistics implied that as part of justice delivery by Gulu chief magistrate's court management, the aspect of spread between low performers and high performers should be looked into adequately as it is seen it has a very low agreement level. Those that disagreed could imply that there is a critical point to look at by the Gulu chief magistrate's court management.

### **Relationship between Compensation and Incentives Practice and Justice Delivery**

To examine whether Compensation & incentives practices significantly influences justice delivery in Uganda a correlation was computed, examined and interpreted using Pearson product moment correlation coefficient. The results are detailed in the table 4.10 below.

**Table 4. 5: Compensation and Incentives Practice and Justice Delivery**

		Compensation and Incentives Practice	Justice Delivery
Compensation and Incentives Practice	Pearson Correlation	1	.465*
	Sig. (2-tailed)		.019
	N	25	25
Justice Delivery	Pearson Correlation	.465*	1
	Sig. (2-tailed)	.019	
	N	25	25

\*. Correlation is significant at the 0.05 level (2-tailed).

From the table 4.10, above it is indicated that there is a statistically significantly influence in justice delivery in Gulu Chief Magistrates’ court ( $r = .465$ ,  $P < 0.05$ ). The study therefore accepted the hypothesis that there is a significant relationship between Compensation & incentives practices and justice delivery in Gulu Chief Magistrates’ court. As noted from the interview, one responded mentioned that; *“Those who have more incentives are motivated to work more while those who are not given are not motivate. Poor incentives influence corruption tendencies”* (key informant B),

Another respondent had this to say; *“if you have given me small incentive, I will help you very first for what you are seeking for but if you have not given me anything, I will take my time to help you hence influencing on the performance of judicial officers”*

From the findings above it shows that when Compensation & incentives practices are rightly done this will uphold justice delivery in Gulu Chief Magistrates' court.

#### 4.4.2 Regression analysis results

Further analysis was conducted using regression to determine the effect of the independent variable on justice delivery in Gulu Chief Magistrates' court, regression analysis is employed and the results of each independent variable with the justice delivery in Gulu Chief Magistrates 'court are summarized in the tables below.

**Table 4. 6: Compensation and Incentives Practice and Justice Delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.465 <sup>a</sup>	.216	.182	1.51215	.216	6.350	1	23	.019

a. Predictors: (Constant), Compensation & incentives practices

From the summary in table 4.11, above shows adjusted  $R^2$  value of 0.216 between compensation and Incentives Practice and justice delivery which is suggesting that Compensation and Incentives Practice alone predicted 21.6% of the variance in Justice Delivery. The adjusted  $R^2 = 0.216$  at significance 0.019 suggested that price was not a predictor of Justice Delivery.

This implies that there is 21.6% variation which can be explained by the Compensation and Incentives Practice and the 78.4% can be explained by other factors.

**Research question number three;**

**4.4.3 To examine how performance management affects justice delivery in Gulu Chief Magistrates court.**

The findings of this objective were gathered from questionnaires and interviews from respondents. These were measured using 10 items scored on five point Likert scale of 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= strongly agree the results from the process of are displayed in table below.

**Table 4. 7: Performance Management**

	N	SA	A	NS	DA	SDA	Mea n	Std. Deviation
My job responsibilities are clearly spelt out in my contract	25	24% (6)	44%(11)	0%	20%(5)	12% (3)	3.48	1.388
My contract is written on paper and communicated internally	25	24% (6)	56%(14)	0%	8%(2)	12% (3)	3.72	1.275
Individual roles are related to the institution’s mission	25	36% (9)	20%(5)	36%(9)	8%(2)	0%	3.84	1.028
Individual roles have been properly documented	25	24% (6)	32%(8)	24%(6)	20%(5)	0%	3.60	1.080
The sum of job	25	12%	24%(6)	56%(14)	8%(2)		3.40	.816

requirements gives the picture of the institutions results to be achieved		(3)						
My performance contract enables me to perform better	25		12%(3)	64%(16)	24%(6)		2.88	.600
I am happy with my performance contract	25	8%(2)	12%(3)	20%(5)	48%(12)	12%(3)	2.56	1.121
Poor performance is properly addressed in the organization	25		32%(8)	24%(6)	44%(11)		2.88	.881
My institution has high performance standards	25	24%(6)	32%(8)	8%(2)	36%(9)		3.44	1.227
Senior management is held accountable for achieving results	25	24%(6)	12%(3)	12%(3)	32%(8)	20%(5)	2.88	1.509
I participate in meetings to set targets	25		12%(3)	64%(16)	24%(6)	0	2.00	0.866
We have performance targets for each staff on monthly basis	25	12%(3)	8%(3)	20%(2)	36%(9)	24%(6)	2.48	1.295
I am appraised monthly	25	24%(6)	16%(4)	12%(3)	48%(12)	0%	3.16	1.281
I get feedback on my performance	25	12%(3)	8%(2)	24%(6)	32%(8)	24%(6)	2.52	1.295

Promotions are based on performance	25		12%(3)	0.44	32%(8)	12%(3)	2.56	0.870
Trainings are based on appraisal results	25	12%(3)	12%(3)	24%(6)	40%(10)	12%(3)	2.72	1.208

Key: SD= strongly disagree, D=Disagree, NS = Neutral, A= Agree, SA=strongly agree

**Source: Field Primary Data**

From the table 4.12 above, the respondents were asked whether their job responsibilities are clearly spelt out in their contract. The results from the study revealed that, of the total respondents, 68% of the respondents were in agreement as shown by the statistics and 32% disagreed. The above statistics implied that with 68% in agreement that their job responsibilities are clearly spelt out in their contract in comparison to the 32% who disagreed this can be interpreted that this is a clear direction for the respondents in respect to their job delivery expectations . The implication of those who disagreed and not sure are that, they are not observant or this is not their point of concern.

The above findings show that Gulu chief magistrate’s court management has done well in regard to this aspect basing from those findings though some effort should be done to improve the 32% who disagreed with the attribute.

In order to find out whether, contracts are written on paper and communicated internally; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 80% of the respondents were in approval that their contracts are written on paper and communicated internally, 20% disagreed. From the statistics above with 80% in agreement this was a positive to Gulu chief magistrate’s court management in comparison to the 20% who were in disagreement. This implies some positivity is achieved, though some effort is still needed to avert the 20% who were in disagreement.

From the findings of the study the respondents were asked if Individual roles are related to the institution's mission, respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 56% of the respondents were in approval that Individual roles are related to the institution's mission while 8% disagreed and 36% had a neutral opinion. This shows that the Gulu chief magistrate's court management is doing well in regards to this aspect and should keep it up while also improving on the 20% disagreement level.

From the statistics above, these shows that Gulu chief magistrate's court management is doing a worthwhile job with 56% in agreement in comparison to 8% in disagreement which is a positive on the side of management. This is a key attribute which should be well managed as, if poorly carried out may greatly degenerate the justice delivery.

The respondents were asked whether Individual roles have been properly documented. The results from the study revealed that, of the total respondents, 56% of the respondents were in agreement as shown by the statistics, 20% disagreed and 24% had a neutral opinion. The different statistics implied that as part of performance management, the aspect of Individual roles have been properly documented should be looked into adequately as it is seen it has a fair agreement level. Those that disagreed could imply that there is a critical point to look at by the Gulu chief magistrate's court management.

In determining whether the sum of job requirements gives the picture of the institutions results to be achieved, the study revealed that; of the total respondents, 36% of the respondents were in agreement as shown with the statistics, 56% disagreed while 8% had a neutral opinion. From the findings above these shows that Gulu chief magistrate's court management has greatly to improve in this area with 36% in agreement in comparison to the 8% who were in disagreement. This is a critical aspect which should be greatly examined by Gulu chief magistrate's court management to enhance justice delivery. The 56% who were not sure this implies that, either they are not aware or it is not a point of concern to them

which provides Gulu chief magistrates court management some cut out work to do to enhance justice delivery.

On whether, the performance contract enables them to perform better; respondents were asked to state the extent to which they concurred with the above. Of the total respondents, 12% of the respondents were in approval of that, 24% disagreed while 64% had a neutral opinion. From the statistics above with a paltry 12% in agreement in comparison to the 24% in disagreement this is a big negative for Gulu chief magistrate's court management. This is an attribute which should be highly enhanced by Gulu chief magistrate's court management. With 12% in agreement this aspect should not be underscored. While the 64% who were not sure this implies that either Gulu chief magistrate's court management does not enhance this attribute to its staff or is not a concern to them.

From the table 4.12 above, the respondents were asked whether they are happy with their performance contract. The results from the study revealed that, of the total respondents, 20% of the respondents were in agreement as shown by the statistics, 60% disagreed and 20% had a neutral opinion. The above statistics implied that with small 20% in agreement that they are happy with their performance contract in comparison to the 60% who disagreed this can be interpreted that respondents are not fine in regards to this aspect. The implication of those who disagreed is that this should be talked by the Gulu chief magistrate's court management and those not sure, implies that this is not their point of concern.

The above findings show that Gulu chief magistrate's court management should find ways of making its staff become happy with their performance contract. From the findings, this shows that some effort should be done to improve the 60% who disagreed with the attribute.

In order to find out whether, Poor performance is properly addressed in the organisation; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 32% of the respondents were in approval that Poor performance is properly addressed in the organisation, 44% disagreed and 24% had a neutral opinion. From the statistics above with 32% in agreement this is a

negative to Gulu chief magistrate's court management in comparison to the 44% who were in disagreement. The 24% who were neutral either they are not aware or this is not a concern to them.

From the findings of the study the respondents were asked whether the institution has high performance standards, respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 56% of the respondents were in approval that the institution has high performance standards while 36% disagreed and 8 % had a neutral opinion.

From the statistics above, this shows that the Gulu chief magistrate's court management is doing a worthwhile job in having high performance standards with 56% in agreement in comparison to 36% in disagreement which is a positive on the side of management. This is a key attribute which should be well managed; as if poorly carried out may greatly degenerate the justice delivery.

The respondents were asked whether senior management is held accountable for achieving results. The results from the study revealed that, of the total respondents, 36% of the respondents were in agreement as shown by the statistics, 52% disagreed and 12% had a neutral opinion. The different statistics implied that as part of justice delivery by Gulu chief magistrate's court, the aspect of human capital should be looked into adequately as it is seen it has a very low agreement level. Meaning the senior management is not strongly held accountable for the performance. Those that disagreed could imply that there is a critical point to look at by the Gulu chief magistrate's court management.

From the table 4.12 above, the respondents were asked whether they participate in meetings to set targets. The results from the study revealed that, of the total respondents, 12% of the respondents were in agreement as shown by the statistics, 24% disagreed and 64% had a neutral opinion. The above statistics implied that with small 12% in agreement that they participate in meetings to set targets in comparison to the 24% who disagreed this can be interpreted that respondents are not fine in regard to this aspect. The implication of those who disagreed is that this should be talked by the Gulu chief magistrate's court management and not sure this implies that this is not their point of concern.

The above findings show that Gulu chief magistrate's court management should find ways of making its staff participate in meetings to set targets. From these findings this shows that some effort should be done to improve the 24% who disagreed with the attribute.

In order to find out whether, staffs have performance targets for each staff; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 20% of the respondents were in approval that they have performance targets for each staff on monthly basis, 60% disagreed and 20% had a neutral opinion. From the statistics above with 20% in agreement this is a negative to Gulu chief magistrate's court management in comparison to the 60% who were in disagreement. The 20% who were neutral either they are not aware or this is not a concern to them. From the statistics above these shows that there is some work to be done in respect to have performance targets set for each staff on monthly basis by the Gulu chief magistrate's court management .

From the findings of the study the respondents were asked whether they are appraised periodically, respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 40% of the respondents were in approval that they are appraised periodically while 48% disagreed and 12 % had a neutral opinion.

From the statistics above, this shows that the Gulu chief magistrate's court management has some work to do in respect to appraising staff periodically with 40% in agreement in comparison to 48% in disagreement which is a negative on the side of management. This is a key attribute which should be well managed as if poorly carried out may greatly degenerate the justice delivery.

The respondents were asked whether they get feedback on their performance. The results from the study revealed that, of the total respondents, 20% of the respondents were in agreement as shown by the statistics, 56% disagreed and 24% had a neutral opinion. The different statistics implied that as part of justice delivery by Gulu chief magistrate's court, the aspect of staff getting feedback on their performance should be looked into adequately as it is seen it has a very low agreement level. Meaning

the senior management is not providing feedback on staff performance. Those that disagreed could imply that there is a critical point to look at by the Gulu chief magistrate's court management.

From the table 4.12 above, the respondents were asked whether they are Promoted based on performance. The results from the study revealed that, of the total respondents, 12% of the respondents were in agreement as shown by the statistics, 44% disagreed and 44% had a neutral opinion. The above statistics implied that with small 12% in agreement that staff are Promoted based on performance in comparison to the 44% who disagreed this can be interpreted that respondents are not fine in regards to this aspect. The implication of those who disagreed is that this should be talked by the Gulu chief magistrate's court management and those not sure implies that this is not their point of concern.

The above findings show that Gulu chief magistrate's court management should find ways of making staff Promotions based on performance. Based on those findings this shows that some effort should be done to improve the 44% who disagreed with the attribute.

In order to find out whether, trainings are based on appraisal results; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 24% of the respondents were in approval that trainings are based on appraisal results, 52% disagreed and 24% had a neutral opinion. From the statistics above with 24% in agreement this is a negative to Gulu chief magistrate's court management in comparison to the 52% who were in disagreement. The 24% who were neutral either they are not aware or this is not a concern to them.

**Table 4. 8: Correlation between Performance Management and Justice Delivery**

		Performance	Delivery
Performance	Pearson Correlation	1	.015
	Sig. (2-tailed)		.942
	N	25	25
Delivery	Pearson Correlation	.015	1
	Sig. (2-tailed)	.942	
	N	25	25

From the table 4.13, above it is indicated that there is a statistically non significant positive correlation between Performance Management and justice delivery in Gulu Chief Magistrates’ court ( $r = .015$ ,  $P > .0.000$ ). The study therefore rejected the hypothesis that there is a significant relationship between Performance Management and justice delivery in Gulu Chief Magistrates’ court. As noted from the interview it was mentioned that;

*“Performance management is key in all aspect of the justice delivery ...though in our case we need to appraise it further so that it comes to terms with justice delivery ...this is work in progress”*

From the findings above it shows there is work to do to improve Performance Management and justice delivery in Gulu Chief Magistrates’ court so that desired results are achieved in the court.

**4.4.3 Regression analysis results**

Further analysis was conducted using regression to determine the effect of the independent variable on justice delivery in Gulu Chief Magistrates’ court, regression analysis is employed and the results of each independent variable with the justice delivery in Gulu Chief Magistrates’ court are summarized in the tables below.

**Table 4. 9: Performance Management and Justice Delivery**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.015 <sup>a</sup>	.000	.043	1.70798	.000	.005	1	23	.942

a. Predictors: (Constant), Performance

From the summary in table 4.14, above shows adjusted  $R^2$  value of 0.043 between Performance Management and Justice Delivery which is suggesting that justice delivery alone predicted 4.3% of the variance in Justice Delivery. The adjusted  $R^2 = 0.043$  at significance 0.066 suggested that price was not a predictor of justice delivery. This implies that there is 4.3% variation can be explained by the Performance Management and the 95.2% can be explained by other factors.

**Table 4. 10: Summary of overall regression analysis**

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.056	1.512		1.360	.188
	Staff Orientation & Transfers	2.334	.470	1.169	4.964	.000
	Compensation And Incentives and	.850	.618	.421	1.376	.183
	Performance management	.252	.448	.105	.563	.579

a. Dependent Variable: Delivery

From the table above it shows that with a unit change of dependent variable (Justice delivery) it results in 2.056 of the independent variables (Staff Orientation & Transfers, Compensation and Incentives, and Performance) and this shows that the effect is significant that is a change in human resource management practices will greatly affect the delivery of justice in the judiciary of Uganda. This implies that Gulu chief magistrate’s court has to strongly uphold efficient staff orientation & transfers so that delivery of justice is improved.

**Table 4. 11: Overall model summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.850 <sup>a</sup>	.723	.683	.94108	.723	18.259	3	21	.000

a. Predictors: (Constant), Performance, staff orientation, Compensation

The table 4.16 above represents the overall regression results between the independent variable and the dependent variable. The model summary reveals that correlation coefficient (R) using the predictors Staff Orientation & Transfers, Compensation and Incentives, and Performance are 0.850 and adjusted R square is .683.

This implies that only 68%( 0.683\*100%) variation in justice delivery can be explained by the three factors Staff Orientation & Transfers, Compensation and Incentives, and Performance management while the remaining of the variations can be explained by other factors.

The findings are also supported by the handbook for Judicial officers on management and Administration, which states that; key to the performance of the judiciary is the efficiency with which it is managed. That Managerial efficiency depends upon appropriate organization structure, sufficient, qualified and motivated human resources, effective systems and procedures and adequate infrastructure and equipment. Laid down in the hand book is the Judiciary management structure. There are also guidelines for Appraisals for managers and staff for Public servants, wherein all the procedures for conducting Appraisals are detailed.

#### **4.5 Conclusion:**

This chapter concerned with analyzing, presenting and interpreting data got from respondents in Gulu court. From the above analysis, it gives the conclusion that, the human management practices of orientation, transfers, compensations and incentives as well as performance management; each practice was found to have a significant impact on the delivery of justice in the judiciary.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summaries of the findings, discussions, conclusions derived from the findings, and the recommendations that arose from the hypotheses of the study and that will help in improving the Justice delivery in Gulu Chief Magistrate's court.

#### 5.2 Summary of Findings

The study established the relationships between Human resource management practices and justice delivery in the judiciary. The study revealed a number of findings and these findings are summarised below.

##### **5.2.1 To determine the extent to which staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrates Court.**

From the table 4.7, above it is indicated that there is a statistically significant positive correlation between Staff orientation, induction and routine transfers and justice delivery. ( $r = .7870$ ,  $P < .05$ ).

The following were the key findings; staff appointment letters clearly shows the place of duty station, staffs are provided with information and materials, orientation helps staff in job performance, there is routine transfer of officers. Thus, clarity of duty station, information materials provision and staff orientation need to be upheld by the judiciary. However, routine transfers of judicial officers needs to be revisited and programmed.

## **5.2.2 To examine the effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court:**

From the table 4.10, above it is indicated that there is a statistically significantly influence on justice delivery in Gulu Chief Magistrates' court ( $r = .465$ ,  $P < 0.05$ ). The key findings from the study were that, a majority of the respondents revealed that staffs are not satisfied with compensation (salary and incentives), staffs are not satisfied with the total package, the institution is not one of those that pay well and some staff is given additional allowances while others are not. This implies that with low salary and less incentive there is likely to be low performance which degenerates to poor justice delivery.

## **5.2.3 To examine how performance management affects justice delivery in Gulu Chief Magistrates court.**

From the table 4.13 above; it is indicated that there is a statistically significant positive correlation between Performance Management and justice delivery in Gulu Chief Magistrates' court ( $r = .015$ ,  $P > .0.000$ ). The major findings were; job responsibilities are clearly spelt out in the contract, contracts are written on paper and communicated internally, Individual roles are related to the institution's mission, Individual roles have been properly documented and the institution has high performance standards. However, there is no goal or target setting, no monitoring and mentoring on the job targets, irregular appraisal, no feedback on the performance, trainings and promotions are not conducted based on the performance or appraisal results.

## **5.3 Discussion of Findings**

### **5.3.1 To determine the extent to which staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrates Court:**

The findings indicated that there is a statistically significant positive correlation between Staff orientation, induction and routine transfers and justice delivery. ( $r = .7870$ ,  $P < .0.05$ ). The findings were confirmed by Ahimbisibwe (2012), who researched among the variables of, the Management systems

and its effect to access to justice. He found that there is a relationship between management processes and access to justice and management process affected access to justice more than the legal framework.

The study found that employees in Gulu Chief Magistrate's court were taken through orientation and were satisfied with their orientation as it provided them with knowledge on their work. This is supported by Cook (1992 page.133, quoted in Blackwell 1997), that orientation is the planned introduction of new employees to their jobs, their coworkers and culture of the organization. The new employee orientation serves many purposes and have many meanings from both organizational and employee perspective. Successful new employee orientation programmes help new employees become familiar with organizational environment and help them understand their responsibilities (Robbins, 1998). This is also found positively related to job satisfaction (Gates and Hellweg, 1998) and employee socialization (Klein 2000) and have been recommended to aid in employee job enrichment and moral building.

The study found that there is a significant Transfer and job rotation in form of enlargement entailing movement from one job to another of comparable responsibility). Based on career literature, Slocum and Cron (1985) found that the number of transfers (i.e. mobility frequency years of tenure (i.e. relative stability) and the altitudes towards relocation (or transfer varied by career stage). Thus, it is reasonable to suggest that employee's reaction to job transfer should also be influenced by one's career stage. Those transferred to new stations may perform in those new places especially if other factors which may affect their performance are catered for. In this regard to have effective transfer process prior to their posting, it would be prudent for officers to be informed about the transfer. Poor and unfair transfer policies may affect employee productivity of their workforce often employees feel compelled to transfer from their work force (Brett, et, al 1992).

### **5.3.2 To examine the effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court.**

The findings of the study indicated that there is a statistically significantly influences justice delivery in Gulu Chief Magistrates' court ( $r = .465$ ,  $P < 0.05$ ). The findings were in corroboration with Evelyn. B. Edroma, in a paper presented on the Uganda experience of JLOS (2003), she noted that Human resources development is key and JLOS undertook specialized trainings for JLOS employees (who include judiciary employees). However, she observed that poor terms and conditions of service for JLOS staff like low salaries and standard of living is critical. She emphasized that institutions are only good as the personnel who run them. Thus, this was central to the study, which examined how the low salaries and poor conditions of Judiciary employees influence their delivery of justice.

The findings are in line with Economic model of compensation (the finance journal, Vol. XLIII, 1988). The model assumes that higher performance requires greater effort. The model predicts the existence of reward systems that structure compensation so that workers' expected utility increases with observed productivity. That, rewards can take many different forms, including praise from superiors and co-workers, implicit promises of future promotions, opportunities, feelings of self esteem that come from superior achievement, recognition, current and future cash rewards related to performance (The journal of finance, vol XLIII, 1988).

The findings that employees are not satisfied with their total compensation is supported by Ogoola (2010) during the Annual Judges Conference where he presented that, effect of Government Policies on performance were a major challenge to performance in the judiciary. Ogoola pointed out that the judiciary faces a human resource challenge arising out of the Government policy on recruitment of Judges, registrars and magistrates. That the creation of new districts poses a need for an increase in a number of magistrates and this calls for an increase in the budgetary allocations to the judiciary which is a vital determinant for performance.

This finding is also supported by Vroom (1964) on expectancy theory, in that efforts depend on the likelihood that rewards will follow effort and that the reward is worthwhile. There must be a link between effort and reward and reward should be achievable and worthwhile. That individuals have different sets of goals and can be motivated if they believe that; there is positive correlation between efforts and performance, favorable performance will result in a desirable reward and the desire to satisfy the need is strong enough to make the effort worthwhile. Further in line with Adam Stancy John (1965) under Equity Theory, where he points out that, people are better motivated if treated equitably. Motivation is a key to performance and Fairness and equity are key to motivation. That, individuals can change inputs (can reduce effort) if underpaid. They can try to change their outcome (ask for a pay rise or promotion) and can psychologically distort their own ratios or those of others by rationalizing differences in inputs and outputs. Equity theory believes employee satisfaction is key to productivity and quality and meeting the individual needs of employees is key to goal Management.

### **5.3.3 To examine how performance management affects justice delivery in Gulu Chief Magistrates court.**

The findings of the study indicated that there is a statistically significant positive correlation between Performance Management and justice delivery in Gulu Chief Magistrates' court ( $r = .015$ ,  $P > .0.000$ ).

The findings are supported by Ogoola (2010) during the Annual Judges Conference where he presented that, effect of Government Policies on performance were a major challenge to performance in the judiciary.

The findings are in collaboration with the Theory X and Y Assumptions where McGregor (1960) states that, under theory X, people must be coerced into performing, that, the average employee is generally lazy. While Theory Y has the view that people will exercise self-direction and self-direction in the service of objectives to which they are committed.

The findings were also in confirmation with Babirye (2012) who said the institutional factors contributing to backlog of cases in the High court of Uganda include; the Institutional procedures,

institutional structure and Institutional Policies. This study examined the independent variables of Institutional Procedures (Court/case adjournment and mediation), Institutional structures (Authority and channels of communication) and Institutional Policies (case inspection Policy and Adjudgments Policy). The institutional structures, procedures and policies were the independent variables and Court backlog operationalised as lead-time, disposal and streamline were considered as dependent variable.

Kazibwe kawumi (2003) stated that the Judiciary as an Institution meant to dispense justice is faced with many operational constrains, ranging from understaffing, to inadequacy of tools and infrastructure, as a result the envisaged speedy delivery of justice is hampered. The pace at which government has facilitated the judiciary to handle the increase in volume of work is not satisfactory, the legal maxim of “Justice Delayed Is Justice denied” holds true for many.

The findings that the employees in Gulu Chief magistrates court do not participate in target setting, no monitoring /mentoring by supervisors, irregular appraisals, no feedback on performance are contrary to defined steps for effective and efficient performance management by World Bank and Sibson Consulting, 2007. On the research on performance management, they found that, Well defined steps that make performance management an effective process in any organization are the key practices for effective performance management and these performance management process includes; Developmental plans for the future, Training is provided to managers on how to conduct a performance evaluation meeting, The quality of performance appraisal is measured, a system in place to address and resolve poor performance, The performance appraisal includes information than that based on the judgment of managers, the performance review is consistent across the organization, employees can expect feedback on their performance more than once a year, 360 reviews are used to support the performance evaluation process and the performance management process includes on-going goal review and feedback from managers (Business journal, April 2013).

The findings on performance management having significantly positive influence on justice delivery, indicate that there is no strict measurement on performance, as indicated in Ireland, Britain, Scandinavian countries (Denmark, Finland and Sweden), that court performance is measured on the indicators of productivity, cost effectiveness and courts competences. These countries employee performance based management system, where productivity is measured by the number of decisions issued per judge or judicial officers for that matter, or number of verdict in proportions to court personnel figures. Cost effectiveness is then determined by working out the ratio between funds spent to process cases and time spent to conclude them (Evaluation of judicial performance: Judges Association of Serbia Project DEC 2005 to October 2007). This system tries to track the work of judicial officers in terms costs, which is not done in the judiciary of Uganda.

The findings on performance management is also not in line with what Gerber, Nell & Vanddyke (1994) take it to be, that in management, the success of the business /organization is measured in its effective and efficient performance. Findings clearly show that the performance in Gulu Chief Magistrate's court is not effective and efficient.

The findings further are supported by presentations that the Government Policies on recruitment, deployment, remuneration and discipline greatly affect the performance of the judicial officers (the Annual Judges conference report 2010). The relationship between the manager and employee as well as the quality of employee performance is significantly influenced by the leadership style adopted by the manager (Jerry, M. Melinde. C and Ciller V. 2012). Kawooya (2010) also pointed out that employee's performance is affected negatively by Laissez –Faire leadership.

The performance management has a positive significant influence in justice delivery, and this could be attributed to what the Head of Public Service said in his presentation on Approaches to Institutionalize the Strategic Performance Management in the Public service, the Uganda experience (6<sup>th</sup> Forum of Commonwealth Heads of African Public service, Seychelles July, 2009). That managers are responsible

for the performance of the staff. It is the job of the manager to set overall goals of the organization, monitor the performance of their staff and give them support, feedback and opportunity to develop

## **5.4 Conclusions**

### **5.4.1. The extent to which staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrates court**

During the study it was found that there is a significant impact between staff orientation & transfers and justice delivery in Gulu Chief Magistrate's court. However there are some considerations to be looked at; to offer staff an opportunity to discuss placement, satisfaction with the duty station, properly training in knowledge and skills of the job before starting working fully, supervisor offering clear guidance when the staff reports on duty station, Fostering relationships in the judiciary and making staff satisfied with their performance contract. This was after conducting a regression analysis to assess how these practices affect delivery of justice.

### **5.4.2 The effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court**

The correlations findings indicated that that there is a significant relationship between compensation and incentives and justice delivery in Gulu Chief Magistrate's court. This formed a basis of some considerations to be made; satisfaction with the incentives, Incentives being offered depending on employees' performance, good recognition of employee performance, package enabling staff to effectively deliver, transparency in awarding pay rises and address the large spread between low performers and high performers. This significant relationship was concluded after conducting a regression analysis to assess how compensation and incentives affects justice delivery in the judiciary in Gulu Chief Magistrate's court. The researcher further concluded that compensation and incentives if not equitably and openly awarded may reduce the inherent motivation to work.

The findings confirm the assumptions of the expectancy theory, where Vroom (1964) states that, efforts depend on the likelihood that rewards will follow effort and that the reward is worthwhile. There must be a link between effort and reward and reward should be achievable and worthwhile. That individuals have different sets of goals and can be motivated if they believe that; there is positive correlation between efforts and performance, favorable performance will result in a desirable reward and the desire to satisfy the need is strong enough to make the effort worthwhile.

The findings further confirm the assumptions in Equity Theory as well, where Adam Stancy John (1965) points out that, people are better motivated if treated equitably. Motivation is a key to performance and Fairness and equity are key to motivation. That, individuals can change inputs (can reduce effort) if underpaid. They can try to change their outcome (ask for a pay rise or promotion) and can psychologically distort their own ratios or those of others by rationalizing differences in inputs and outputs. Thus, Equity theory believes employee satisfaction is key to productivity and quality and meeting the individual needs of employees is key to goal Management.

#### **5.4.3 To examine how performance management affects justice delivery in Gulu Chief Magistrates court.**

The correlation findings revealed under Pearson product correlation moment coefficient indicated that there is a significant impact between performance management and justice delivery in Gulu Chief Magistrate's court. This was concluded after conducting a regression analysis to assess how effective and efficient performance management is practiced in Gulu Chief Magistrate's court. The way managers involve staff in decision making; target /goal setting, appraisals, reviews, feedbacks, etc. have significant effect in the performance of staff and justice delivery. This greatly enhances staff performance or greatly reduces staff performance.

However, lessons were learnt which included; the sum of job requirements gives the picture of the institutions results to be achieved, performance contract enables staff to perform better, target setting,

periodical appraisals, monitoring/mentoring, reviews and feedback results to effective and efficient performance, poor performance is properly addressed in the institution and Senior management is held accountable for achieving results.

## **5.5 Recommendations**

### **5.5.1 To determine the extent to which staff orientation & transfers in the judiciary affect justice delivery in Gulu Chief Magistrate's court.**

It is recommended in this study that, Gulu Chief Magistrates court management should improve on staff orientation & transfers provide opportunities to discuss placement when joined by new staff, check the staff satisfaction with the duty station, train in knowledge and skills of the job before staff begin work and this should be continued when there are performance gaps. Supervisors should give clear guidance when staff report to duty station. Need to foster relationships in the judiciary and make sure the staff is satisfied with their performance contract.

Orientation programmes should be planned and training of new staff should be uniformly conducted whenever there is new staff so as to provide the same basic knowledge and skills to all new entrants.

The practice of routine transfers after every two years should be reviewed. For example, transfers should be based on how long one has stayed in the station. It is recommended that transfers should be done at least after every five (5) years, but not after 2 years as practiced. This would enable judicial officers complete hearing of files started

### **5.5.2 To examine the effect of compensation and incentives on justice delivery in Gulu Chief Magistrates court**

It is recommended that the management of Gulu Chief Magistrate's court should work on staff satisfaction with the incentives. Incentives should be given depending on employees' performance, recognition of employee performance, offer package which enables effective delivery. There should be

transparency in awarding pay rises and there should be a reduction in the spread between low performers and high performers.

Compensation and incentives should be enhanced periodically and based on the environment of each station. Salary should be on incremental percentage at least after every 2 years.

### **5.5.3 To examine how performance management affects justice delivery in Gulu Chief Magistrates court.**

It is recommended that Gulu Chief Magistrates court Management should make sure the sum of job requirements gives the picture of the institution's results to be achieved, staff performance contract enables them to perform better, staff performance contract should make them satisfied, Poor performance is properly addressed in the organization and Senior management should be held accountable for achieving poor results, there should be participation in meetings to set targets, setting of performance targets for each staff on monthly basis, providing of feedback on ones performance, Promotions should be based on performance and trainings should be based on appraisal results.

Generally, the key steps of effective and efficient performance management should seriously be upheld by management. These steps included; target /goal setting, appraisals, monitoring and mentoring, reviews, evaluation, feedback on employee performance and training and promotions based on appraisal results. Planning should involve all and should be a bottom top approach to enable all the staff own to their commitments and self-assessment of performance.

As Chief Magistrates is overloaded with work load, the judiciary should have Assistant Registrars/Managers specifically at the chief magistrate's court level to perform the function of only management so that the Chief magistrate concentrates on administration of justice.

There should also be multi tasks skilling especially for the judicial officers who head stations like Chief Magistrates to enhance performance of judicial powers and also management skills

## **5.6 Limitations of the study and future research**

The study had some limitations. The study intended to obtain a 100% response rate based on the interview held and self-administered questionnaire collected back. However, 67% was the response rate and 33% deficit. With this deficit percentage, the study findings could not be generalized.

The research focused on examination of human resource management practices and Justice delivery in Gulu Chief Magistrate's court. Examination was focused at staff orientation & transfers, compensation and incentives and performance management. There are many human resource management practices in the judiciary and other factors that contribute to justice delivery.

### **Areas for further research:**

Studies in future should extend to strategies and other factors like, leadership management styles, work conditions, work and organization culture, court governing practices among others. Further research could also be into the behavior trends of judicial officers.

## **5.7 General Conclusion:**

The study reviewed background information to understand the concepts and context under which justice is delivered in Uganda. The theories applied directed the study and the literature reviewed focused the study area. The study adopted a case study as the research design and employed various research methods for data collection. Analysis of data collected employed both quantitative and qualitative methods and the findings revealed that, each of the Human management practices of orientation, transfers, compensations and incentives as well as performance management have a significant impact on the delivery of justice in the judiciary. Accordingly, each of these independent variables examined in the study needs to be upheld by the management of the judiciary for effective and efficient delivery of justice. The recommendations given to improve the study human resource practices if seriously considered would enhance justice delivery in the judiciary as a whole.

However, the human resource management practices considered in this study, do not 100% affect justice delivery in Gulu Chief Magistrates. This means that there are other factors that equally affect Justice Delivery in Gulu Chief Magistrate's court and in the Judiciary in Uganda. This calls for further researches.

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## APPENDICES

### Appendix 1: Questionnaire

I am Hellen Edimu, a Masters Student at Uganda Management Institute (UMI) Kampala, currently carrying out a research study in partial fulfillment of the requirements for the award of **Master's Degree in Institutional Management and Leadership of the Uganda Management Institute**. My research study is focusing on *Human Resource Management Practices and Justice Delivery in the Judiciary of Uganda* using a case study of Gulu **Chief Magistrates Court**

You have been identified as one of the core and resourceful informants on this study. Accordingly, I am kindly requesting you to spare your precious time and participate in this exercise by attending to this questionnaire. All information given will be kept and treated with utmost confidentiality and will be used for academic purposes in addition to adding to the body of knowledge in Human Resource Management Profession.

*Please, tick the relevant box*

#### Section A: Demographic background

1. Sex: Male  Female

#### 2. Your age group?

A. 20-29

B. 30-39

C. 40-49

D. Above 50 years

**3. Your Level of education:**

a) Certificate

b) Diploma

c) Bachelors

d) Post graduate

e) Masters & above

**4. Currently which Institution / department are you attached to?**

.....

**5. For how long have you worked in this institution?**

a) Less than 1 year

b) 1-2 years

c) 3-5 years

d) Above 5 years

## Section B: Research study information

*Please note:* In the subsequent parts, indicate with a tick the appropriate boxes provided, accordingly to the following code definitions

**Strongly Agree (SA) =5, Agree (A) = (4), Neural (N) =3, Disagree (DA) =2 and Strongly Disagree (SD) = 1**

### 1. INFLUENCE OF STAFF PLACEMENT ON JUSTICE DELIVERY AT GULU CHIEF MAGISTRATES COURT

S/N		SA =5	A =4	N =3	D= 2	SD =1
1	My appointment letter clearly shows the place of duty station					
2	I was given the opportunity to discuss my placement when I joined					
3	I am satisfied with the duty station where I was placed					
4	Senior officer /my immediate supervisor provided me with clear guidance when I reported to my duty station					
5	I was properly trained on knowledge and skills of the job before I started working fully					
6	The practice of fostering relationships of New employees is encouraged in the judiciary and this has helped when I started work.					
7	I was provided with information and materials such as the initial paper work, benefits information and					

	institutions products/deliverables when I joined.					
8	I am happy with my performance contract					
9	My Duty station and orientation given helped me in my job performance					
10	The institution has a practice of routine transfers of judicial officers from one duty station to another.					
11	The officer on transfer is given prior notice of 1 to 2 months					
12	The out-going officer and the in-coming report to their new duty stations effective on the date as notified.					
13	The practice of transfer of judicial officers from one duty station to another has no effect in terms of timely and justice delivery?					

**2. Influence of compensation & incentives practices on justice delivery at Gulu chief magistrates court**

NO		SA=5	A =4	N=3	D=2	SD =1
1	I am satisfied with the Salary the institution gives me.					
2	I am satisfied with allowances given like transport allowance, medical, housing, lunch, fuel lunch, fuel, medical allowance allowances, tec.					
3	I am always praised in the institution newsletter or					

	in meetings as another way of reward to improve my performance.					
4	I am given an additional amount to my salary when I surpass my target.					
5	Incentives are distributed based on employees contribution/performance to the justice delivery					
6	I am satisfied with the total compensation package given to me					
7	My reward package enables to delivery my services with morale					
8	My Institution is among the government Institutions that pays well and on time.					
9	My Institution openly discloses the administrative procedure on how pay levels and pay raises are established					
10	There is a large pay spread between low performers and high performers in a given job					

**3. Influence of performance management on justice delivery in Gulu chief magistrates court**

NO		SA (5)	A (4)	N (3)	D (2)	SD (1)
1	My job requirements /duties are spelt out in my job contract					

2	My contract is written on paper and communicated internally.					
3	Individual roles are explicitly related to the mission of my Institution.					
4	Individual roles in this institution have been documented very specifically and detailed					
5	The sum of job requirements to be achieved provides a complete picture of the results that should be achieved by my institution					
6	My performance contract enables me to perform better					
7	I am happy with my performance contract /roles to be achieved.					
8	The institution has high performance standards					
9	Poor performance is effectively addressed throughout the institution					
10	Senior management is held accountable for achieving results.					
11	I do participate in planning meetings to set targets for our deliverables					
12	We have performance targets set for					

	each on a monthly/quarterly basis					
13	I am continuously mentored/coached by my superiors to help me deliver					
14	I do participate in periodic appraisals of my performance with my supervisor					
15	I do participate in appraisal reviews and evaluation					
16	I get feedback on my performance					
17	Promotions in my institution are based on performance among others					
18	Trainings in my Institution are based on the appraisal results.					
19	People in this institution are held accountable for achieving goals and meeting expectations					

### **JUSTICE DELIVERY AT GULU CHIEF MAGISTRATES COURT**

	<b>STATEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I am able to produce the quantity of work as specified by my Institution / as expected.					
2	I am able to produce the quantity of work expected of me on time.					
3	I am able to produce the quantity of work as set by my					

	Supervisor.					
4	I am able to produce quality work as specified to our customers/litigants.					
5	I am able to produce quality work in time.					
6	I am able to produce quality work as specified in the Institutional goals					

**Kindly, what do you recommend / suggest on how to enhance the following;**

1. a) Orientation and induction of newly recruited officers
1. b): Routine practice of transfers of judicial officers from one duty station to another
2. (a) Compensation and :
- 2 (b). Incentives like transport, fuel, lunch, medical, vehicle allocation, etc)
3. Performance Management (in from of Planning, setting targets, Appraisals, reviews, Evaluation, trainings and Promotions):

*Thank you for your time*

**Appendix 2: Interview guide:**

**Section A: Staff orientation, Induction and routine transfers:**

**In your opinion;**

1. Do you think orientation and Induction of newly recruited staff in the Judiciary enables them adequately deliver justice in a timely and quality manner?

Yes or No.....

If No, why .....

If Yes, how.....

2. Do you think the Policy of transfer of judicial officers from one duty station to another affect timely, quality, accessible and affordable justice delivery?

Yes or No

If No, how.....

If Yes, how.....

3. Do you think Compensation /salary of staff of the judiciary influence justice delivery?

Yes or No

If No why .....

If yes, how.....

4. Do you think that the incentives given to employees in the judiciary, like lunch, transport, fuel, has any influence on the performance of judicial officers in delivering justice?

Yes or No

If No, why .....

If Yes, how.....

5. Do you think performance Management (Planning - setting targets, Appraisals, Reviews and evaluation of staff performance) in the Judiciary has any effect in Justice delivery in the judiciary

Yes or No.

If No, why .....

If Yes, how.....

6. Do you think trainings and promotions in the Judiciary are based on performance of the judicial officers?

Yes or No

If No, how.....

If Yes, how.....

**Kindly, what do you suggest on the following;**

1. Orientation and induction of newly recruited officers
2. The Practice of routine transfers of judicial officers from one duty station to another
3. Compensation and incentives in the Judiciary
4. Performance Management in the Judiciary:

*Thank you for your time*

## APPENDIX 3: INTRODUCTION LETTER



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# UGANDA MANAGEMENT INSTITUTE

Your Ref:

Our Ref: G/35

21 September 2015

**TO WHOM IT MAY CONCERN**

### **MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH**

**Ms. Edimu Hellen** is a student of the Masters in Institutional Management and Leadership of Uganda Management Institute 3<sup>rd</sup> Intake 2013/2014, **Reg. Number 13/MIML/03/029.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to her research.

Her research Topic is: **“Human Resource Management Practices and Delivery of Justice in the Judiciary of Uganda: A case study of Gulu Chief Magistrates Court.”**

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Stella Kyohairwe'.

Stella Kyohairwe (PhD)  
**AG. HEAD, POLITICAL AND ADMINISTRATIVE SCIENCE**