



**EFFECT OF FIT FOR PURPOSE APPROACH MANAGEMENT SKILLS ON JUSTICE DELIVERY IN KENYA; A CASE OF MILIMANI HIGH COURT NAIROBI**

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**ABSTRACT**

*Strategic management plays a role for attainment of organization's goals and objectives; hence it is a continuous planning, monitoring, analysis and assessment of all activities that makes an organization succeed competitively. This study had the strength of relying on literature of Justice Delivery since it is commonly identified by four pillars, namely; fairness in process, transparency in action, opportunities for voice and impartiality in decision making. General impression of this study was on delivery of justice by the Kenyan judiciary which had been facing challenges ranging from cases backlog, ethical and corruption issues, insufficient judicial officers, insufficient digitization and infrastructure. This study focused on the review of the judicial strategic plan and performance reports on delivery of justice. Specific objective of the study was to determine the effect of deploying Fit for Purpose Approach Management Skills in Justice Delivery in Kenya. This study used a descriptive survey research design anchored on pragmatism philosophy on a population target of judicial officers which constituted; Judges and Magistrates who practice in Milimani law court, Nairobi; Kenya. Data collection was done through structured questionnaires by use of census technique on all concerned respondents. Analysis of data of the study was done by use of Statistical Package for Social Sciences (SPSS 24) in order to solve concerned information of descriptive and inferential content of the study. Descriptive statistics included; frequencies, percentages and means, however for inferential Statistics, main concern was on correlation. The conclusion of the study was that Fit for Purpose Approach Management Skills had significant positive effect on Justice Delivery since the null hypothesis was rejected. This study recommended strengthening of Fit for Purpose Approach Management skills as strategic management tool in the administration of justice as it had shown to improve Justice Delivery.*

**Key words;** Fit for Purpose Approach Management Skills, Justice Delivery

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## INTRODUCTION

In the study by Hough, Jackson, Bradford, Myhill and Quinton (2010) on procedural justice, justice is commonly identified by four pillars; fairness in process, transparency in action, opportunities for voice and impartiality in decision making. More so, if the pillars are embraced well, there will be promotion of organization change, bolstering of good relationship within the community and enhancement of safety, hence improving on distributive justice and procedural justice. According to Greenberg (1990) on justice, internal justice deals with the processes that underlie decision making within agencies, hence it is a basic requirement for effective functioning of the organization.

In the study by Blader and Tyler (2003) on justice, the perception of whether the rules and decision making within agency are is on the process of decision making rather than outcome of decision making. According to Frost (2007), procedural justice is concerned with the means of decision-making, while distributive justice is concerned with the ends of decision-making. Kameri (2011) in her paper of the Kenya Justice Sector and the rule of law observed that accountability, independence and respect for rule of law were key factors for protection of human rights and access for justice.

According to Bradford (2014), fairness, equality and justice are hallmarks of a civilized society and such concepts are fundamental and operational in formal social control mandates bestowed upon courts since they are agencies of society. In the study by Hough *et al.*, (2015), judiciary is the foundation upon which democracy grows and develops hence it is so because the judiciary is the only organ that deals with the administration and dispensation of justice in any democratic nation. Frost (2007) embraces judiciary's importance in human society, since it behoves on those who are entrusted with the dispensation of justice to be guided by the principle of truth and morality. More so, it is a major feature of a democratic

system of government as it interprets laws that are made by the legislative branch or those that are made on the authority of the legislature.

Fit-For-Purpose Approach Management Skills is something that is suited for the purpose it was designed to do. Boaz and Ashby (2003), Fit-for-Purpose Approach Management Skills in justice delivery, refers to evidence based resolution of disputes for effective justice delivery. Bennet and Alemie (2016) refers to applying spatial, legal, and institutional methodologies that are most fit for the purpose of providing secure tenure for all. This approach when used in justice delivery would enable the building of national judicial administration systems within a reasonable timeframe and at affordable costs. The Fit for Purpose Approach Management Skills starts by identifying and analysing the purpose(s) that the systems are intended to serve and then deciding on the adequate means to be applied for meeting the purpose(s). This means that systems should be designed to meet / fit the purpose(s) rather than just following some rigid set of regulations and demands for accuracy. The solutions must be evidenced based (Boaz & Ashby, 2003). These unnecessary constraints, often imposed during colonial times, result in systems that are unsustainable and frankly unattainable at a national wide scale for developing countries. In this regard, of course, political commitment, corruption, largesse and a range of other factors play in as well (Miller & Page, 2013).

In the study by Kaye (2004) on delivery of justice today, a problem solving approach, the Chief Judge of the State of New York explains how and why New York's state courts adopted a problem-solving approach to delivering justice in certain categories of cases. That approach aims to achieve more constructive interventions than conventional case resolutions, which often do not solve the underlying problem (such as drug addiction or domestic violence) that brings the same people back to court again and again. The examples of community courts, drug courts, and domestic violence courts illustrate

how the problem solving concept is applied in New York.

The Fit for purpose approach focuses firstly on defining the “what” in terms of the end outcome for society and communities; secondly, it looks at the implementation design of “how” this could be achieved. Or to put it another way, the means (the “how”) should be designed to be the most “fit” for achieving the purpose (“what”). A catch phrase for this approach used in New Zealand is “As little as possible – as much as necessary” (McLaren, Enemark, Lemmen, Antonio & Gitau, 2016). The concept includes three core components; stakeholders, legal, and institutional frameworks. Each of these components includes the relevant flexibility to meet the actual needs of today and can be incrementally improved over time in response to societal needs and available financial resources. According to Miller and Page (2013), it means that the concept – in itself – represents a continuum. The three framework components are interrelated and form a conceptual nexus underpinned by the necessary means of capacity development.

In the study by Ossome (2014), legal framework should be simple, flexible, and designed for decentralized administration rather than judicial decisions. The legal system must be adapted to accommodate the various kinds of land rights and social tenures that do exist rather than just focusing on land titling, ownership and leasehold. The various tenure systems must be enshrined in the land laws. This should allow for security of tenure within various kinds of communities and thereby enable secure justice for all.

### **Statement of the problem**

In the study by Mutunga (2011), Kenyan Judiciary was faced by several challenges such as case backlog, poor physical and ICT Infrastructure, lack of accountability, weak internal audit, poor organizational culture, poor reinforcement of values and gaps in soft skills within the justice value chain, unethical conduct, lack of proper feedback management and ineffective monitoring

and evaluation of its strategic plans. Further, Mango (2014) on Policy direction and administration of the judiciary by the judicial service commission is enjoined to ensure effective, efficient and impartial justice delivery.

The study by Oganyo (2014) indicated the role of the judicial service commission as to appoint, promote and discipline judicial officers. The role should be exercised in a manner that promotes and protects judicial independence. The study further observed that the judicial service commission should be fair, that the law society representatives to the judicial service commission who are advocates should not handle cases before judges whom they appoint and discipline as this may affect independence of the judicial officers. Tenure of magistrates should be considered as magistrates handle bulk of the cases. This study pointed to a problem within the judiciary that if not adequately addressed by the judicial service commission could affect justice delivery.

Wambua (2012) contemplates, despite the well-intended strategic plans; the judiciary still faces serious challenges such as huge cases backlogs and heavy traffic of cases that has a strain on judicial time and resources that impacts negatively on justice delivery. Judicial performance report (2018), revealed that there were 549,556 cases pending in courts countrywide against a human resource of 158 judges, 421 magistrates and 51 Kadhis and these regarded to 2016 to 2017 state of the Administration of justice. This state of affairs necessitates a strategy of harnessing unexplored strategies such as strategic soft skill management at every stage of the justice value chain.

Basing on Judicial Transformation Framework (2012-2016), the Judiciary still has weak results in the areas of operation captured in the key result areas in the reports that gives rise to a research gap. The reports captured concepts of soft skills and values but did not have data on the effect of selected strategic soft skills on justice delivery in Kenya. This study was conducted to find the effect of Fit for Purpose Approach Management Skills on Justice Delivery.

## Objectives of the Study

The objective of this study was to determine the effect of deploying Fit for Purpose Approach Management Skills on Justice Delivery in Kenya

The research was guided by the following hypothesis;

- **H<sub>0</sub>:** Fit for Purpose Approach Management Skills has no significant influence on Justice Delivery in Kenya

## LITERATURE REVIEW

### Theory of Organizational Citizenship Behaviour

Team work is conceptualized in Organization Citizenship Behaviour. In a recent conceptual work, Lester *et al.*, (2002) argued that OCBs enhance social capital, a source of competitive advantage for organizations that derives from close relationships among employees. Citizenship performance facilitates contact among employees, fosters interpersonal liking and trust, and facilitates understanding – these dimensions of social capital, in turn, enhance organizational performance. Consistent with the idea that OCB is related to organizational effectiveness, the results of several empirical studies suggest that organizations and work-groups are more productive when employees perform more OCB (MacKenzie *et al.*, 1998; MacKenzie *et al.*, 1996). In addition, employees who perform more OCB are less likely to voluntarily quit their jobs and more likely to be promoted (Hui, Lam & Law, 2000). Hence, the level of OCB in an organization is a key marker for human resource management research and practice. Moreover, to the extent OCB represents a source of competitive advantage, it stands to reason that organizations should benefit from interventions designed to improve the frequency with which members perform citizenship behaviors (Skarlicki & Latham, 1996).

In the study by Mackenzie *et al.*,(1998)on organization behaviour, quality of such interventions hinges on the extent to which

models account for variance in OCB performance training programs are only as efficacious as the predictive validity of the constructs and processes around which such programs are designed. Further OCB deals with actions and behaviours that benefit the team and encourage greater functioning and efficiency of the team. This is typically categorized as a worker going above and beyond or giving their all. They look at their job at more than just a pay cheque and strive to do all they can to make the work environment smooth. These are positive behaviours that enhance delivery in the organization. They relate to three primary principles altruism courtesy and contentiousness. These behaviors are tied to job satisfaction, justice, transformational leadership and organization support. It leads to workers feeling a sense of purpose, feel they have greater control over the work they do, a renewed sense of vigour and increased job performance and career fulfillment. Altruism refers to a behavior where one decides to help without expecting anything in return. In a work environment is where a colleague helps a co worker finish an assignment even though it's not part of his work. Courtesy is when a worker is polite to those they work with. This could relate to watching their noise level when speaking on phone or checking on a troubled colleague. Contentiousness refer to when an employee goes above and beyond for example when one comes to work early to finish a project exceeding the teams goal or developing a new approach or procedure to improve efficiency and effectiveness in job delivery. Civic virtue is associated with positive light. It encourages a sense of community and interpersonal ties between co workers. Sportsman ship relates to the when an employee decides to stay in good spirits even when something does not go their way positive energy bounce back.

### Theory of Strategy (Strategic Choice Approach)

The Strategic Choice Approach relates to fit for purpose approach in decision making. Strategic choice is viewed as an ongoing process in which the planned management of uncertainty plays a crucial role. The spread of this theory has been credited to a multitude of researchers. Chandler (1962) worked on

his research on the relationship between strategy and structure, most of the scholars among them Bain (1968) as well as Porter (1980) had similar studies on relationship between strategy and structure within organizations.

In the study by Choo and Bontis (2012), strategic choice perspective was originally advanced as a corrective to the view that the way in which organizations are designed and structured is determined by their operational contingencies as it was indicated by John Child in 1972. The strategic choice perspective proposes that strategy, structure and process must fit environmental circumstances and that these conditions may change over time (Thompson, 2005). This focus on behaviour assumes that organizational actors possess the discretion to act of their own free will. It is further grounded on the assumption that managerial decisions about how organizations respond to environmental challenges are essential determinants of the organizational performance and this underlies the strategic orientation enquiry (Venkatraman & Camillus, 2014).

### **Frame work Synthesis Theory**

Fit for Purpose Approach Management skills is defined in the Framework synthesis theory as one of several methodologies currently being developed for synthesizing qualitative data (Barnett-Page & Thomas, 2009). This type of synthesis is based on framework analysis (Pope, 2000) and “offers a highly structured approach to organizing and analyzing data, for example indexing using numerical codes, rearranging data into charts. In the study by Barnett-Page and Thomas (2009), it involves the preliminary identification of a priori themes against which to map data from included studies. In contrast to such methods as met - ethnography Campbell (2003) asserts framework synthesis is primarily a deductive approach. As such it carries certain pragmatic advantages which might prove beneficial within the constraints of assessment where effectiveness review, economic evaluation

and qualitative evidence synthesis are conducted together within tight time constraints. Thus a framework may not simply be an instrument for analysis but may also represent a scaffold against which findings from the different components of an assessment may be brought together and organized for performance. An example of best fit approach describes the application of a pragmatic approach from lessons learned and adopting the ‘best fit’ framework. This approach was tested in the health sector and bonds well with the justice sector performance.

### **Ethics theory**

In the study by Rawls (2001) on ethics, ethical theories provide part of the decision-making foundation When Ethics are in Play because these theories represent the viewpoints from which individuals seek guidance as they make decisions. According to Portmore (2007), each theory emphasizes different points a different decision-making style or a decision rule such as predicting the outcome and following one’s duties to others in order to reach what the individual considers an ethically correct decision. In the study by Sen (2004) on ethics, in order to understand ethical decision making, it is important for students to realize that not everyone makes decisions in the same way, using the same information, employing the same decision rules. In order to further understand ethical theory, there must be some understanding of a common set of goals that decision makers seek to achieve in order to be successful. Four of these goals include beneficence, least harm, respect for autonomy, and justice. For individuals, the ethical theory they employ for decision making guidance emphasizes aspects of an ethical dilemma important to them and leads them to the most ethically correct resolution according to the guidelines within the ethical theory itself. According to Rawls (2001), four broad categories of ethical theory include deontology, utilitarianism, rights, and virtues.

### Competency Model Theory

A competency model is a framework for defining the skill and knowledge requirements of a job. This relates to the variable of ethical values and implicit knowledge management.

Competence is the set of demonstrable characteristics and skills that enable, and improve the efficiency of, performance of a job. The term competence first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. In 1970, Craig C.

Lundberg defined the concept in "Planning the Executive Development Program". The term gained traction when in 1973, David McClelland wrote a seminal paper entitled, "Testing for Competence Rather than for Intelligence". It has since been popularized by Gilbert (1978) who used the concept in relationship to performance improvement. According to United Nations Industrial Development Organization (2002), competence is defined as knowledge and specifications which can cause one person to act better, not considering his special proficiency in that job.

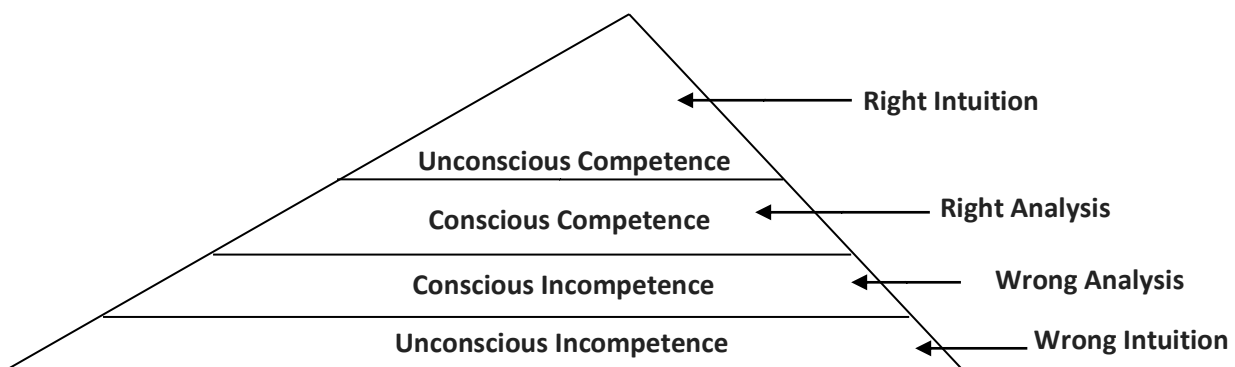
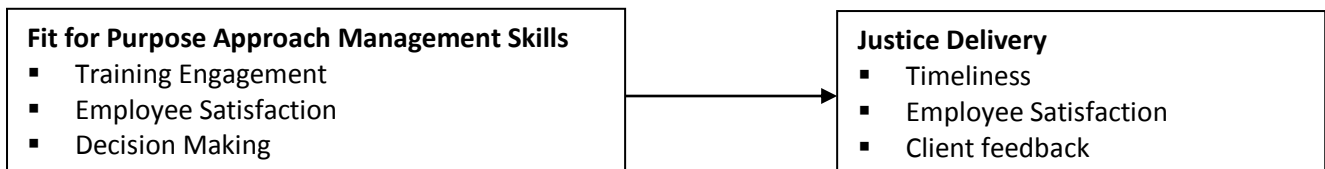


Figure 1: The Four Stages Competence Framework

There exist four stages of competence framework arranged as a pyramid as above. Regardless of training, competence would go through experience and the extent of an individual's capacity to learn and adopt. Regardless of training, competence would go through experience and the extent of an individual's capacity to learn and adopt.

According to Kant (1997), competency development has 5 stages which are, Novice, implying ruled based behaviour, strongly limited and inflexible. Experienced beginner; incorporates aspects of the situation; practitioner; acts consciously from long term goals and plans, knowledgeable practitioner; sees the situation as a whole and acts from personal conviction. Expert: has intuitive understanding of the

situation and zooms in on central aspects. Competence is a lifelong series of doing and reflecting. David McClelland, in 1960s came up with a view to moving away from traditional description of competency in terms of knowledge, skills and attitudes, and instead focused on specific self-image, values, traits, and motive dispositions (i.e. relatively enduring characteristics of people) that are found to consistently distinguish outstanding from typical performance in a given job or role. The most recent definition has been formalized by Javier Perez Capdevila (2007), who has written that competencies are fusions of aptitudes and attitudes processed by employees. The competence theory model discussed above thus encompasses the four strategic soft skills variables.



**Independent variable**

**Dependent variable**

**Figure 2: Conceptual Framework**

**METHODOLOGY**

This study adopted a descriptive survey research design since data involved was qualitative and quantitative in nature and more so, descriptive study focuses on explaining situations. Testing was done on the independent variable to establish their relationship with the dependant variable. The study employed Pragmatism philosophy based on firm judgment, the immutability of truth and the endless reality. The objectivist/positivist approach was chosen because it relies on options such as surveys and questionnaires. The target population for this study was 82 judicial officers, which constituted of judicial officers who worked or practiced in Milimani Court Nairobi, Kenya.

The study used a census approach to pick from all the 82 employees in the cadres indicated above in Milimani Law Court, Nairobi. The census method was applied since the population was small (n <100). Questionnaires were used as the main data collection tool that sought information on Fit for Purpose Approach Management skills practice and timely Justice Delivery. This study obtained legitimate documents like researchers' introductory letter, respondents' consent and a letter of identity from the university. This study used drop and pick method that allowed the respondents to fill in questionnaires conveniently. Respondents were assured of confidentiality in that the information to be obtained was to be used for the proposed study only.

The quantitative data collected was analyzed by Statistical Package for Social Sciences (SPSS 24) where descriptive statistics was computed to help in describing and interpreting data in line with study objectives. For variable relationships,

correlation and regression analysis were also examined. Analyzed data was presented by use of tables. The Analytical model for the study took the form of;  $Y = \alpha + \beta_1 X_1 + \epsilon$  Where;

Y= Justice Delivery

$\alpha$ = Constant Term

$\beta$ = Beta Coefficient –This measures how many standard deviations a dependent variable will change, per standard deviation increase in the independent variable.

$X_1$ = Fit for Purpose Approach, and  $\epsilon$  = Error term

**FINDINGS AND DISCUSSIONS**

This part of the study presented results of the analysis and findings based on specific objective of the study which was to investigate the effect of Fit for Purpose Approach Management Skills on Justice Delivery in Milimani Law Court in Nairobi; Kenya

**Descriptive Statistics on Fit for Purpose Approach Management Skills on Justice Delivery in Kenya**

This section was in line with the study objective which sought to examine the effects of Fit for Purpose Approach Management Skills on Justice Delivery in Kenya. Respondents agreed with a mean of 3.55 and standard deviation of 1.007 that Fit for Purpose Approach Management Skills enables the Judiciary to communicate and work effectively on Justice Delivery. The respondents returned a mean of 3.81 and Standard deviation of 0 .881 that through training and workshops on Fit for Purpose approach management skills. On the question of whether induction and on job capacity building was effective for justice delivery, the responded returned a mean of 4.26 and standard deviation of 1.075 which implied that Fit for Purpose Management Skills were instrumental to Justice Delivery. Regarding sharing of



information on dispute resolution, respondents agreed with a mean of 4.08 and standard deviation of 1.135 implying the judiciary facilitated information sharing on dispute resolution for justice delivery. On the question of Neglecting a task adversely affects other employees of the entire organization, the respondents returned a mean of 4.18 and standard deviation of 0.827 which indicates that fit for purpose management skills will help the judiciary militate against employees failing to handle their tasks. The study observed that a majority of the sampled respondents agreed at a mean of 3.77 and standard deviation of 0.997 on the question whether Judiciary spends less time on solving cases when using fit for purpose management skills. The response shows that Fit for Purpose Management Skills is instrumental to Justice Delivery in Kenya. However, the construct had an overall mean of 3.94 as reflected by the analysis.

In the study by Bennett and Alemie (2016) on soft skills, Fit-For-Purpose means applying the spatial, legal, and institutional methodologies that are most fit for the purpose of providing secure tenure for all. This approach will enable the building of national judicial administration systems within a reasonable timeframe and at affordable costs. The Fit for Purpose approach starts by identifying and analysing the purpose(s) that the systems are intended to serve and then deciding on the adequate means to be applied for meeting the purpose(s). In the study by Pittaro (2018) on criminal justice, criminal justice sector needs to put attention on training and education of indispensable soft skills. The Scholar contemplates for the ability to control a situation through communication rather than physical force always preferred.

#### **Descriptive Analysis on Justice Delivery in Kenya**

This section entailed an analysis of the dependent variable. It examined the perceptions held on Justice Delivery in Kenya. On the question of whether the Judiciary current case handling system leads to delay in delivery of judgments and

rulings, the respondents agreed with a mean of 4.19 and standard deviation of 0.847 that soft skills has an impact on justice delivery. On whether slow up-take of innovative ways of case disposal consumes essential judicial time in case disposal, the respondents returned a mean of 4.13 and standard deviation of 0.911, which could mean procedural inefficiency hence lower the level of Justice Delivery. As regards Judiciary handling complaint mechanism, the respondents largely agreed with a mean of 4.38 and standard deviation of 0.562, hence implies the Judiciary takes into consideration client complaints effectively leading to improved management for Justice Delivery. On the question of equitable allocated of cases without time bias, the respondents returned a verdict of a mean of 3.53 and standard deviation of 1.119, implying general acceptance that cases were equitably allocated without bias which promotes access to Justice. Further the respondents were in agreement with a mean of 3.94 and standard deviation of 1.992 on open door management policy; hence in support that the policy could enhance Justice Delivery. The respondents returned a verdict of a mean of 4.04 and standard deviation of 1.031 on judgments being subjected to peer review for quality control a majority agreed indicating that peer review was essential for quality control in Justice Delivery.

Mutunga (2012) observed that it was acknowledged that lack of accountability; efficiency, transparency, integrity and confidence were a major hindrance to delivery of justice in Kenya. The observation by Mutunga 2012 is in line with this research findings that soft skills have a significant impact on justice delivery in Kenya and the transformative framework of the Judiciary

#### **Inferential Statistics**

Pearson product-moment correlation coefficient was used to obtain a measure of the strength of association between two variables Independent and Dependent. The Pearson correlation coefficient,  $r$ , takes a range of values from +1 to -1. A value of 0 indicates that there exists no association between the independent and the dependent variables while a

value greater than 0 indicates a positive association meaning that an increase in the value of one variable leads to the increase in the other. A value less than 0 indicate a negative association meaning that a decrease in the value of one

variable would lead to a decrease in the value of the other. The correlation summary shown in Table 1 indicated that the affiliation between the independent variable and the dependent variable was significant.

**Table 1: Summary of Correlations:  
Relationship between Fit for Purpose Approach Management skills and Justice Delivery in Kenya**

		Fit for Purpose	Justice Delivery
Fit for Purpose	N		
	Pearson Correlation	1	
	Sig. (2-tailed)		
Justice Delivery	N	62	
	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	
		N	62

Correlation analysis to ascertain whether Fit for Purpose Approach Management Skills affects Justice Delivery in Kenya indicated the analysis having the relationship significant correlation (r) of 0.443 and probabaility (p) of less than 0.05 ( $p < 0.05$ ). This finding suggested that the Judiciary system in Kenya put strong emphasis on Fit for Purpose Management Skills. In the study by Bennett and Alemie (2016) on soft skills, Fit-For-Purpose means applying the spatial, legal, and institutional methodologies that are most fit for the purpose of providing secure tenure for all this approach will enable the building of national judicial administration systems within a reasonable timeframe and at affordable costs. The Fit for Purpose approach starts by identifying

and analysing the purpose(s) that the systems are intended to serve and then deciding on the adequate means to be applied for meeting the purpose(s).Hence Fit for Purpose is instrumental for Justice Delivery.

#### Regression Analysis

The multiple linear regressions were undertaken for the purpose of examining the effects of Fit for Purpose Approach Management Skills on Justice Deliver in Kenya. The model summary on table 2 indicated a multiple linear correlation coefficient R of 0.548 which indicated that the independent variable (Fit for Purpose Approach Management Skills) had a positive correlation with the dependent variable (Justice Delivery).

**Table 2: Multiple Linear Regression Analysis Model Summaries**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.548 <sup>a</sup>	.300	.263	2.37043

a. Predictors: (Constant), Team Work, Ethics, Implicit Knowledge, Fit for Purpose

The coefficient of determination (R Square) of 0.300 indicated that the independent variable constituted 30% of the variance in the dependent

variable. These results therefore explained 54.8% while the 45.2% was explained by other variables outside the scope of this study.

**Table 3: Summary of ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	189.856	4	47.464	6.308	.000 <sup>b</sup>
Residual	443.894	59	7.524		
Total	633.750	62			

a. Dependent Variable: Justice Delivery

b. Predictors: (Constant), Fit for Purpose Approach Management Skills

The results of Table 3 indicated that there is a significant difference between means of Soft Skills on Justice Delivery in Kenya ( $F_o = 6.308 > F_c = 2.50$ ;

$\alpha < 0.05$ ;  $df = 4, 59$ ;  $p = 0.000 < 0.05$ ). This finding confirmed that the model predicted by Table 3 indicated that it is indeed significant.

### Multi-Regression Equation;

**Table 4: Multiple linear regression results**

	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	Beta( $\beta$ )	Std. Error	Beta( $\beta$ )		
(Constant)	2.250	4.759		.473	.637
Fit for Purpose Approach Management Skills	.357	.117	.257	3.494	.000

a. Dependent Variable: Justice Delivery

Fit for Purpose Approach Management Skills had coefficient ( $\beta$ ) = 0.357,  $p = 0.000 < 0.05$ . This indicated that the dependent variable, that is, the Justice Delivery, would change by a corresponding number of standard deviations when the respective independent variable change by one standard deviation. The study therefore established that Fit for Purpose Management Skills was influential to Justice Delivery in Kenya.

### Hypotheses Testing

$H_0$ : Fit for Purpose Approach Management Skills has no significant effect on Justice Delivery in Kenya in Kenya

The hypothesis was tested to ascertain the relationship between Fit for Purpose Approach Management Skills and Justice Delivery in Kenya. This study employed multiple regressions. The test was done at a significant level 0.05. The test results reflected existence of a statistically significant correlation between Fit for Purpose Approach Management Skills and Justice Delivery where beta ( $\beta$ ) was 0.357 and probability ( $p$ ) 0.000 was less than 0.05 ( $p = 0.000 < 0.05$ ). The result led to the rejection of the null hypothesis,

hence a conclusion that there exists a significant effect of Fit for Purpose Approach Management Skills on Justice Delivery in Kenya.

According Miller and Page (2013) contemplated unnecessary constraints, often imposed during colonial times; result in systems that are unsustainable and frankly unattainable at a national wide scale for developing countries. In this regard, of course, political commitment, corruption, largesse and a range of other factors play in as well. The Fit for Purpose approach focuses firstly on defining the “what” in terms of the end outcome for society and communities and then the why, how, when and who commonly referred to as the five friends of planning. According to Mintzberg (1998) incorporated soft skills in organization management strategy increases competitiveness. He also identified five key factors which are Plans, Patterns, Positions, Perspectives, and Ploys as strategic performance pathways. Therefore, the emergent linear model after removal of Implicit Knowledge Management Skills variable, was;

$$Y = 2.25 + .357X_1$$

Where the variables are as follows;

Y= Justice Delivery,  $X_1$  =Fit for Purpose Management Skills.

## CONCLUSIONS AND RECOMMENDATIONS

This objective examined the effect of Fit for Purpose Management Skills on Justice Delivery in Kenya. Descriptive results revealed that respondents strongly agreed that Fit for Purpose enabled the Judiciary to effectively discharge her core functions of Justice Delivery. In addition, the respondents strongly agreed that through Fit for Purpose Management Skills the judiciary had improved efficiency and achieved higher results. Majority of the respondents indicated that a Fit for Purpose Approach was necessary to mitigate procedural bureaucracy and promote innovation in justice delivery. The respondents returned a verdict that Fit for Purpose Management Approach was key for judicial transformation. The hypothesis test results indicated that there exists a statistically significant correlation between Fit for Purpose Management and Justice Delivery.

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The result led to the rejection of the null hypothesis, hence a conclusion that there exists a significant effect of Fit for Purpose Management Skills on Justice Delivery in Kenya.

The results indicated that a faster uptake of Fit for Purpose Management Approach and innovative ways of dispute resolution would greatly reduce procedural bureaucracy and hence promote faster access to justice.

The study recommended that the judiciary embraces a Fit for Purpose Approach Management Skills in all its administrative systems.

## Areas for Further Research

The study recommended for further research on Fit for Purpose Approach Management Skills in other public sector organizations. Further research was also recommended to open up, document and share resources within the judiciary, justice sector and academia.

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