

THE STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE AT THE JUDICIARY: A CASE OF COURT OF APPEAL

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ABSTRACT

The study aimed to examine the strategy implementation and organizational performance at the judiciary with reference to a court of appeal as the study case, and the specific objectives were to establish the influence of organization resources and organizational leadership on organizational performance at the Court of Appeal. The resource-based view serves as the study's primary anchor theory and is supported by the institutional theory and Higgins 8-S Strategy Implementation Framework. A descriptive research design was used for the investigation for conducting the study that targets a population of 385, and a sample size of 120 was selected using stratified random sampling. Data was collected using questionnaires and SPSS was used to examine the quantitative data. Tables are used to present the data. To demonstrate the relationship between the variables, inferential statistics (regression and correlation) was employed. The following ethical guidelines were used as a guide for the research study throughout and all study activities, including communications, dates, and places of data collection, were accurately recorded. The study establishes the predictor variable with the highest impact on organizational performance at the Court of Appeal was organizational resources, followed by organizational leadership. To make sure that organizational goals and objectives are successfully carried out, the Judiciary should design and formulate policies, regulatory frameworks, and strategic plans. The study suggests that the management of any organization, such as the Judiciary, should be aware that there is a clear relationship between the chief executive officer's abilities and performance and the success of the institution. As a result, the management team influences each stage of the process of strategy implementation. The JSC should be aware that organizational leadership is an integral part of organizational success. Senior management at the Judiciary must use a suitable balance of leadership styles to maximize the chances of long-term strategic effectiveness

Keywords: *Strategy Implementation, Organizational Performance, Organization Resources Organizational Leadership and Court of Appeal*

BACKGROUND OF THE STUDY

Successful management depends on the control and implementation of the strategy. To turn strategic plans into reality and achieve strategic objectives, managers and employees must engage in a dynamic, iterative, and complex process of decisions and actions. According to Pearce and Robinson (2018), the strategy must be carefully implemented to be successful. This process entails looking into potential solutions and finding a match between the firm's internal flaws and the requirements of the external environment (Thompson, Strickland, & Gamble, 2018). Decisions are made regarding the organization's plans. The strategists at the corporate level are responsible for this. Depending on the organization, the formulation strategy may vary. While business organizations may aim to maximize profits, government organizations like the judiciary may have different goals to provide effective service at a lower cost in terms of time and resources.

The strategy must be turned into carefully thought-out action to be successful. This implies that the strategy must be transformed into directives for the employees of the company to follow daily. The firm and the strategy must converge. This means that the organization of the company's operations, as well as its values, beliefs, and tone, must reflect the strategy. The managers of the company must direct and control actions and outcomes while also being flexible during strategy implementation (Thompson, Strickland, & Gamble, 2018).

As they provide strategic direction and serve as the foundation for an organization's implementation of plans, concise and strategic vision and mission statements are essential for the effective formulation and implementation of strategies (Dyer, 2018). Programs, budgets, and procedures, many of which are integrated into the strategy, are used to carry out the objectives and goals of the organization. Therefore, organizational policies, budgets, and programs govern how a strategy is implemented. Successful strategy implementation is essential for any organization, whether it be public or private. Even the best, most obvious strategy may fail if it isn't put into action. However, implementing strategies is a much more complicated and challenging task (Thompson, Strickland, & Gamble, 2018). But there have been difficulties in implementing strategies in organizations. More than half of strategies, according to research, fail during the execution phase (Pearce & Robinson, 2018). Since it

determines whether an organization succeeds or fails, the process of implementing a strategy has been called the most crucial step in the strategic management process.

However, because it is believed that strategy implementation determines whether an organization succeeds or fails, this step has also long been the most disregarded. However, because it is believed that strategy implementation is a relatively simple process, this step has also historically been the most disregarded (Thomas, Hunger, Hoffman, & Bamford, 2020). In reality, strategy implementation is a challenging and complex process that determines how well an organization performs in comparison to its rivals. The financial performance of an organization is positively correlated with effective strategy implementation (Pearce & Robinson, 2018).

When a company adopts organizational policies and practices that are in line with its strategy, strategy implementation takes place. The formal structure of a company, its employee remuneration policies, and both official and informal management control methods are three organizational policies and practices that are particularly crucial in implementing strategy, according to Thompson, Strickland, and Gamble (2018). Managers must translate organizational action from strategic thought. They transition from "planning their work" to "working their plan," as noted by Pearce and Robinson (2018). The emphasis switches from developing strategies to putting them into action. Short-term goals must be established, functional tactics must be launched, policies that empower employees must be communicated, and powerful rewards must be created. For a strategy to be implemented, certain conditions must exist both internally and externally (Ansoff & Nakamura, 2018).

Organizational Performance

An organization's performance is identified by Borman and Schmit (2016) as a multidimensional paradigm whose analysis includes several factors. The definition used in this study, developed by Aguinis and Kraiger (2018), describes organizational performance in terms of the quality service, and mission, among others, which, when operationalized, identify the company's growth, customer and staff happiness, and revenue growth. Different metrics can be used to measure organizational performance, and the unit of measurement

should be viewed as a whole. Operations revenue, operating income, total unit sales, profitability, ability to repay debt, liquidity, solvency and financial efficiency of the institution are all factors that are measured. Organizational performance is impacted by both internal and external factors. Competition, technology, and the workplace are among the external forces that affect performance; internal forces include aptitude, levels of motivation, competencies, and knowledge (Saeed, Jiao, Zahid, Tabassum, & Nauman, 2020).

Performance was divided into three categories by Hasani and O'Reilly (2020): business performance, financial performance, and organizational effectiveness. Findings based on market share, innovation, and new product development are the main topics of financial performance. A more comprehensive conceptualization that takes into account the accomplishment of goals and perceived overall performance is reflected in the performance measurement of overall organization effectiveness (Liu, Ma, & Huang, 2015). When compared to the intended objectives or goals of an organization, organizational performance in the judiciary refers to the actual outcome. One way to increase people's commitment to achieving an organization's stated goals is through the performance of the organization, and this study is one example.

Many studies have adopted a multidimensional approach to evaluating the performance of non-financial measures suggested by Jama (2017). These non-financial measures of performance include organizational development, operational efficiency, governance, increased effectiveness in achieving strategic goals, increased staff commitment, shared vision, the fit between internal and external capabilities, and consideration of the long-term effects of the decision. Organizational performance is the study-dependent variable that is determined by service delivery, customer satisfaction, efficiency in courts, and revenue collection.

Strategy Implementation

A business strategy, according to Ricart and Garrido (2015), is "the selection of a model for the future of the organization and how to achieve it." It is a plan that combines,

integrates, and rationalizes the company's decisions to create wealth and value. Consequently, a well-designed and implemented master plan is a driving force for achieving organizational objectives and purposes as well as giving the organization a competitive advantage (Pearce & Robinson, 2018). The collection of choices and actions that lead to the creation and implementation of designed plans is referred to as strategic management. As they give strategic direction and serve as the foundation for an organization's implementation of future goals, concise and strategic vision and mission statements are essential for the effective formulation and implementation of strategies (Kriger & Zhovtobbryukh, 2019).

Programs, finances, and processes, many of which are integrated into the strategy, are used to carry out the objectives and goals of the organization. Therefore, organizational policies, finances, and programs govern how a plan is implemented. Successful strategy implementation is essential for any organization, whether it be public or private. Even the best, most obvious approach may fail if it isn't put into action. However, implementing strategies is a much more complicated and challenging undertaking. But there have been difficulties in implementing strategies in organizations. According to research, more than half of strategies fall short during the execution phase (Ansoff & Nakamura, 2018). Since it decides whether an organization succeeds or fails, the process of implementing a strategy has been called the most crucial step in the strategic management process. (Thompson, Strickland, & Gamble, 2018).

However, because it is believed that strategy implementation is a reasonably simple procedure, this step has also historically been the most disregarded (Pearce & Robinson, 2018). This couldn't be further from the truth; strategy execution is a challenging and intricate process that affects how well an organization succeeds in comparison to its rivals. An organization's performance is favourably correlated with effective strategy execution (Ansoff & Nakamura, 2018). Organizations must therefore view strategy execution as the most important step in the strategic management process. The following is a description of the strategic implementation aspects included in each of these dimensions' leadership, culture and values, strategic thinking and planning, alignment, performance measurement,

performance management, process improvement and sustainability of strategic management.

Organization resources

Companies require technological, physical, human, and financial resources to achieve their desired goals (Avgerou, 2019). Each of these resources defines the types of actions required to put specific strategies into action. The level at which operations are carried out should have the necessary resources to carry out all of the strategic plans put in place (Campbell & Park, 2017). According to Campbell and Park (2017), all assets that a company has at its disposal for usage in the production process are referred to as organizational resources. Human, financial, raw material and capital resources are the four fundamental categories of organizational resources. During the production process, organisational resources are gathered, put to use, and turned into completed goods or services. The resources a corporation has at its disposal are its employees. The managers rely on their abilities and expertise a great deal. Financial resources are sums of money that managers employ to purchase products and services for the company (Campbell & Park, 2017).

Knowledge, products, processes, instruments, procedures, and systems that aid in the production of commodities and services are referred to as technology. The technological skills of an organization enable it to implement technology initiatives that best suit its goals. The knowledge acquired from adopting a technology strategy flows back into technological capabilities, allowing organizations to grow and build core competencies to help them sustain their competitive advantage (Avgerou, 2019). Organizations employ a variety of resources to achieve their objectives. Managers are in charge of gathering and overseeing the resources needed to achieve objectives. Human resource management is a systematic process of learning and development through which individuals acquire the information, perspective, and attitude needed to effectively manage a company. It emphasizes the necessity to learn and grow through using one's information, as well as the opportunity to do so. Knowledge is useless unless there is an opportunity to use it, which is attained through exposure. Remember that resources include more than just people; they also

include the budget needed to finance the project, the locations where the project will take place, and any specific equipment.

The management of resources necessitates a careful examination of deadlines and timetables. It is crucial to align all of these factors with the organization's objectives (Gitau, Abayo, & Kibuine, 2020). Without strategic information resources, strategy implementation is highly likely to fail that's why the study needs to examine it and how it influences strategy implementation. The dimension of organization resources to be used in this study include employee skills, organization infrastructure, structured work and technology used, and how they affect organizational performance.

Organizational Leadership

According to Sarfraz (2017), leadership is a key that drives and explains an organization's profitability and competitiveness. Better strategic leadership within an organization generally results in higher performance and increased organizational success. The underlying strategic decision is carried out to achieve the strategic objective via the effective practice of strategic leadership (Sarfraz, 2017). The future is the main emphasis of leadership, which aims to generate excitement for both the present and the future. A leader's objective is to comprehend the environment, business conditions, and other factors better to see future issues. Adaptive leadership has been identified as a systematic concern for the growth, development, and upkeep of all organizational assets necessary for the organization to remain competitive (Kriger & Zhovtobbryukh, 2019).

The organization's key difficulty is to establish a transparent structure that guarantees that every employee is aware of and eager to support acceptable strategy implementation; to do this, employees must first actively participate in developing and debating the need for such a strategy. Creating and utilizing an integrated adaptive leadership structure that can be used for the broadest variety of business-related concerns and methods is the appropriate path to implementing the finest strategy (Norzailan, Othman, & Ishizaki, 2016). Organizational leadership is key to achieving organizational goals and vision, that's why it has been selected as the independent variable of the study. The dimension of organization leaders to

be used in this study include leadership composition, accountability, fairness, transparency, resource allocation and how they affect organizational performance.

STATEMENT OF THE PROBLEM

The strategy's execution process has been considered the most critical element of the strategic management process since it determines organizational success or failure (Kihara, Bwisa, & Kihoro, 2016). However, for a long time, this step has been the most overlooked because it is assumed that strategy implementation is a simple process. This is not the case; implementing a strategy is a challenging and intricate process that determines how well an organization performs in comparison to its competitors. Effective strategy implementation is positively related to an organization's performance. As a result, organizations must regard strategy implementation as the most critical component of the strategic management process. The path of the judiciary's modernization was sparked by the adoption of a new Constitution in 2010. The Constitution demands accountability from those in whose hands the authority is vested while granting the judiciary judicial authority derived from the people. To provide Kenyans seeking justice in the legal system with high-quality services, the strategic plan's implementation in the judiciary has become essential. Although it is influenced by a variety of factors because strategic plan implementation in the judiciary is still in its early stages, strategic plan implementation has a significant impact on performance.

Each strategic plan has its own set of strengths in terms of internal and external procedures. The Court of Appeal was chosen as a case study because of its importance in the administration of justice. This role has an impact on every part of our lives in Kenya. Strategic planning examines the changing role of the courts in achieving community development goals. As previously said, it leads to deciding the Court of Appeal's long-term orientation and performance by ensuring that strategies are properly created, effectively implemented and regularly assessed. Knowing an organization's strategic position and considering the strategic options available to it are meaningless unless the strategy managers wish to pursue can be put into action.

The effectiveness of a strategy on performance is assessed through strategy evaluation hence the need for a current study, several studies such as Njoroge, Pokhariyal, Ongeti, and Kinuu (2015) discovered in their study on the impact of performance contracts for strategy execution and performance in Kenyan public companies that while these institutions have strategic plans, their implementation is deficient. This study provides a contextual gap that needs to be filled. On the subject of strategy implementation and public service performance, Andrews, Boyne, and Walker (2017) researched if better performance standards are to be attained, the findings imply that public organizations must achieve a fit between strategic orientation and style of implementation. The study identifies an empirical gap that needs to be filled, and Langereis (2015) researched the relationship between municipal performance and strategy in the Netherlands. The study unequivocally demonstrated the use of strategic orientations by Dutch municipalities. The study fills a methodological gap, and the results show that economic, social-cultural, and ecological capital have an impact on the organizational performance of municipalities. It is on this basis that this research was to establish the strategy implementation and organizational performance at the judiciary in a case of a court of appeal.

OBJECTIVES OF THE STUDY

- i. To establish the influence of organization resources on organizational performance at the Court of Appeal.
- ii. To examine the effects of organizational leadership on organizational performance at the Court of Appeal.

LITERATURE REVIEW

Theoretical Literature Review

Resource-Based View

In 1959 Penrose developed this theory, but Wernerfelt's work in 1984 helped make it more widely known for its applicability in analyzing business performance (Kozlenkova, Samaha, & Palmatier, 2014). Wernerfelt claimed that the internal resources of the company are the true drivers of its performance and profitability. The phrase "resource-based view"

generally refers to the viewpoint that believes in organizational resources. This early understanding of the resource-based view is attributed to Penrose's research from that year (Kozlenkova, Samaha, & Palmatier, 2014). These resources are arranged so that they are thought of as internal resources that the company already has.

The resource-based viewpoint's advantages were furthered by Jay Barney, whose work has since gained traction in the field of strategic management. He outlined the key internal resource characteristics and their connection to competitive advantages in his 1991 study "Firm Resources and Sustained Advantages." When a business can produce more economic value than its closest rival in a given market, it has a competitive advantage (Kozlenkova, Samaha, & Palmatier, 2014). Later works by him distinguished a temporary competitive advantage from a long-term competitive advantage. A company reaches SCA, according to Barney, when it achieves both competitive advantage and when rival companies are unable to duplicate the advantages of its strategy (Kozlenkova, Samaha, & Palmatier, 2014).

According to Gills, Combs, and Ketchen (2014), not all organizational resources are necessary for it to create a competitive advantage. An organization's resources must be challenging to duplicate, replace, or transfer for them to reach the position where it can generate profits. According to Gills, Combs, and Ketchen (2014), firm resources which are stocks of readily available factors owned by the firm and capabilities to use those resources are different from firms' capabilities. The characteristics and types of advantage-generating resources, superior performance, and competitive advantage are all components of the RBV theory (Gillis, Combs, & Ketchen, 2014).

Kozlenkova, Samaha, and Palmatier (2014) claim that RBV refers to the use of a variety of priceless tangible and intangible resources available to the firm. These resources must be diverse for any company to convert its organisational strategy into a long-term competitive advantage. The Resource-Based View Theory clarifies how a business can outperform its competitors. The RBV theory places a focus on the organization's internal resources when implementing organisational strategy. RBV theory proponents like Jensen, Cobbs, and Turner (2016) contend that for businesses to perform better, it is preferable to repurpose

current resources as opposed to trying to acquire new resources or skills for every opportunity. There are two categories of these resources: tangible and intangible assets (Jensen, Cobbs, & Turner, 2016). According to the theory, a company must identify its special resources and decide where to use them to maximize profits. RBV also contends that organizational resources are important performance indicators, which enhance a company's competitiveness and performance, it can establish and maintain a competitive advantage (Hitt, Xu, & Carnes, 2016).

Although internal resources are significant drivers of organisational performance, the RBV theory is constrained by its exclusive emphasis on the internal environment as a means of maximizing a company's superior performance (Gillis, Combs, & Ketchen, 2014). The RBV has an external environment that affects the firm's performance and competitive advantage. The truth is that outside factors have an equal impact on how a firm performs in the market. How businesses operate in the market is influenced by external factors such as laws and regulations, taxation, sectoral policies, and compliance measures.

When examining elements that can influence the strategies it can use, external resources must also be taken into account. To study strategies that produce superior performance, it is necessary to take into account both external factors and a firm's internal resources, as suggested by RBV (Hitt, Xu, & Carnes, 2016). Despite its flaws, the RBV theory is chosen as the study's primary anchor theory. RBV is still a crucial theory for describing how a firm can use the resources at its disposal to improve performance and for this study, the variable that is supported by this theory include organization resources, and organizational leadership.

Higgins 8-S Strategy Implementation Framework

For implementing strategies in enterprises, Higgins (2005) updated original McKinsey's 7-S framework and created the 8-S framework. Peters and Waterman created the well-known and frequently used 7-S strategy execution framework in the 1980s (1982). Peters and Waterman defined seven interconnected elements that managers must take into consideration when putting organizational plans (implementing strategy) into practice

based on their analysis of the "best-run" American businesses. The 8th S component, which is the derivative or result of the interaction of the 7-S components contained in the original McKinsey's 7-S framework, was later added by Higgins (2005) to update and improve the McKinsey 7-S model. Since an organization cannot successfully apply strategy without assembling extra resources such as money, information, technology, and time, he also changed "skills" to "resources" as one of the contextual "S" letters.

Higgins emphasized that the 8-S framework enables a manager to handle the cross-functional responsibilities and activities connected with strategy execution more effectively and efficiently. The model notes that CEOs who understand that strategy execution is just as important as strategy development typically devote a lot of their time and energy to strategy execution, which improves the performance of their firms. According to Higgins (2005), the 8-S framework, the essential organizational elements (the 8-S's) must be in line with the strategy that the organization plans to follow for strategy implementation to be successful.

However, managers must continue to reshape their strategy in response to environmental dynamism and changes that occasionally occur in an organization's commercial environment (Higgins, 2005). As a result, this necessitates ongoing realignment of the 8-S' components by the new strategy, which managers must overcome to successfully implement strategies. The executives in organizations must constantly align all eight cross-functional 8-S components with the new strategy for successful strategy implementation and greater performance because the 8-S components are interconnected (Higgins, 2005).

According to the 8-S model, an organizational strategy is created to attain a specific goal. As a result, each modification to the organizational purpose as expressed in the organization's vision, mission, goals, and objectives necessitates a review of the previous methods used to accomplish that purpose. The model specifies four basic forms of organizational strategies: cross-functional business-level strategies, corporate-level strategies, and functional-level strategies (Higgins, 2005). The business strategy aims to conduct business in a specific way that provides a competitive advantage compared to

competitors; the functional strategies are more focused and focused on particular areas of the business (Higgins, 2005).

The corporate-level strategy focuses on the entire business the activities that the organization engages in and the best methods for doing these tasks. Context-aware systems and procedures for strategic performance Common Values Style Structure Strategy and objectives for Staff Resourcing Performance metrics are used and connected to the business plan. Last but not least, the process strategies span functional boundaries and aim to integrate all organizational activities in a way that ensures increased effectiveness and efficiency (Higgins, 2005). This supports the adopted study theories, which hold that a system's goals are achieved when its constituent parts cooperate consistently. In this study, these constituent parts are strategic organizational resources and organizational leadership.

CONCEPTUAL FRAMEWORK

The study was guided by a conceptual framework that presents and defines the viewpoints that attempt to explain the research problem under the study.

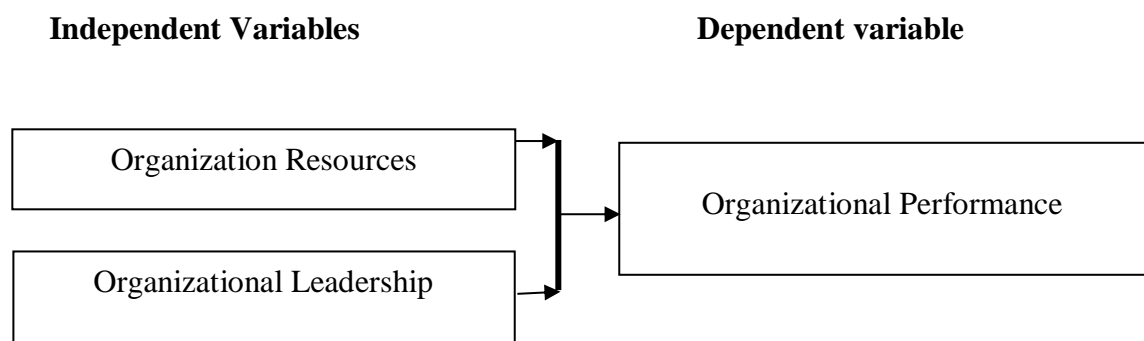


Figure 1: Conceptual Framework

RESEARCH DESIGN AND METHODOLOGY

The study employed a descriptive research approach. The objective of the descriptive study approach was to describe behaviour without in any way modifying it. Before applying quantitative research designs, the design is typically used to find useful cues about the variables that will be examined (Bordens & Abbott, 2017). The research study employed a

quantitative research design since the main objective is frequently to better understand the research study, thus the findings should be able to be used across a wide range of institutions.

The study used stratified random sampling, which Creswell and Creswell (2018) found to be objective and give all populations an equal chance of being chosen. A sample, according to Kothari and Garg (2015), is the segment of the population used to reflect the features of the population. Cooper and Schindler (2018) noted that to prevent biases, the study sample size should be random. 10% of the target population is regarded as a suitable sample size, as advised by Saunders, Lewis, and Thornhill (2018). The sample size was determined using Cochran's (1977) formula, which was developed to produce a representative sample for proportions.

In this study, a sample size of 120 respondents was employed. Questionnaires are preferred by the researcher since the study that has used them and questionnaires are recommended to be economical and they are easily administered as well as time-saving (Saunders, Lewis, & Thornhill, 2018). The questionnaire in the study is preferred based on other researchers who have used them in the same subject area. Questionnaires are considered to be cheaper instruments of data collection and the researcher can obtain volumes, however, noted that the questionnaire's only disadvantage is cannot be administered to illiterate respondents not able to read and write (Creswell & Creswell, 2018). The researcher used questionnaires because it makes it possible and easy for correlation, descriptive, and inferential statistical analysis as echoed by Saunders, Lewis, and Thornhill (2018). These questions also will aid in enriching the qualitative methodology effectively. The questionnaire further provides anonymity as most respondents always don't prefer their identity revealed.

Primary data was collected using questionnaires while secondary data used in the literature review is collected from documented sources such as journals, monographs, articles, books, and company reports. The qualitative data were analyzed using simple statistics and SPSS. The raw data gathered from the field was coded before the generalization of the findings is made. The results were analyzed using descriptive statistics and presentations were in

tables. Inferential statistics were used to show the connection that exists between the study variables.

The study used Pearson correlation matrix was used. Pearson correlation helped in predicting and describing the association between the variables in terms of magnitude and direction. The correlation test at a 5% level of significance with a 2-tailed test was conducted. Analysis of variance (ANOVA) was adopted to disclose the complete model significance. The calculated f statistic was compared with the tabulated f statistic. A critical p-value of 0.05 was used to determine whether the overall model was significant or not.

RESEARCH FINDINGS AND DISCUSSION

The researcher gave the sample population a total of 120 questionnaires and a total of 102 questionnaires were filled, representing an eighty-four per cent response rate. The response rate to the research study was good. According to Kothari and Garg (2015), responses from a research study with a 50 per cent response rate are satisfactory, 60 per cent are good, and more than 70 per cent are exceptional. As a result, the study response rate was outstanding, and 102 valid questionnaires were used for data analysis.

Inferential Statistics

TABLE 1: MODEL SUMMARY FOR ORGANIZATION RESOURCES

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.632 ^a	.399	.394	.60908

a. Predictors: (Constant), Organization resources

Table 1 illustrates the dependent variable, organizational performance, and the predictor factor, organizational resources. R = 0.632 shows a high positive correlation and revealed that organizational resources and organizational performance are related, and R² = 0.399 implies that a unit change in organizational resources may explain 39.9% of the variation in organizational performance.

TABLE 2 ANOVA^A RESULTS FOR ORGANIZATION RESOURCES

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.875	1	27.875	75.141	.000 ^b
1 Residual	41.920	101	.371		
Total	69.795	102			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Organization resources

The values of $F = 75.141$ in Table 2 indicate that organizational resources have a considerable impact on organizational performance, indicating that the model is a good fit to the data and that organizational resources have a large impact on Court of Appeal performance. With a significance level of .000, which is less than 0.05, the regression model significantly predicts the dependent variable.

TABLE 3 REGRESSION COEFFICIENTS^A FOR ORGANIZATION RESOURCES

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	Std. Error	Beta				Lower Bound	Upper Bound
(Constant)	1.095	.331		3.309	.001	.439	1.751
Organization resources	.688	.079	.632	8.668	.000	.531	.845

a. Dependent Variable: Organization performance

Table 3 illustrates that the organizational resources of the Court of Appeal have a considerable favourable impact on organizational performance. According to the data, organizational resources have a strong link with performance; $p < 0.05$ ($P = 0.01$). The value of organizational resources is statistically significant ($t = 8.668$, $p < 0.05$), which means that increasing the mean index of organizational resources should improve organizational performance by .688 units (68.8 per cent). The regression model that explains the results in

Table 3 is as follows: organizational performance = 1.095 + 0.688 (organization resources). The model explains how organizational resources influence Court of Appeal performance.

TABLE 4 MODEL SUMMARY FOR ORGANIZATIONAL LEADERSHIP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.331	.325	.64274

a. Predictors: (Constant), Organizational leadership

In a regression analysis, organizational performance was employed as the dependent variable and organizational leadership as the predictor component. The regression analysis revealed a relationship $R = 0.575$, which indicates that organizational leadership and organizational performance are fundamentally related, and $R^2 = 0.331$, which indicates that a unit change in organizational leadership can explain 33.1% of the variation in organizational performance. The outcomes are summarized in Table 4.

TABLE 5: ANOVA^A RESULTS FOR ORGANIZATIONAL LEADERSHIP

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.114	1	23.114	55.950	.000 ^b
1 Residual	46.682	101	.431		
Total	69.796	102			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Organizational leadership

$F = 55.950$ indicates that organizational leadership has a considerable impact on organizational performance, indicating that the model fits the data well and that strategic marketing alliance tactics have a large impact on Court of Appeal performance. Table 5 shows that the regression model strongly predicts the dependent variable with a significance level of .000, which is less than 0.05.

TABLE 6: REGRESSION COEFFICIENTS^A FOR ORGANIZATIONAL LEADERSHIP

Model	standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error			Lower Bound	Upper Bound
(Constant)	1.379	.345	3.993	.000	.695	2.063
Organizational leadership	.644	.086	7.480	.000	.473	.814

a. Dependent Variable: Organization performance

According to the study's findings, the inclusion of organizational leadership in the Court of Appeal has a significant positive impact on organizational performance. According to the findings, organizational leadership has a significant relationship with organizational performance; $p < 0.05$ ($P = 0.01$). Consequently, the organizational leadership values are statistically significant ($t = 7.480$, $p < 0.05$), meaning that increasing the mean index of organizational leadership by .644 points should improve performance. The regression model that explains the Table 6 results is given by: $\text{Organizational Performance} = 1.379 + 0.644 (\text{organizational leadership})$. At the Court of Appeal, the model demonstrates that organizational leadership has a positive impact on organizational performance.

TABLE 7: REGRESSION COEFFICIENTS^A FOR MULTIVARIATE ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.552	.367		1.504	.136	-.176	1.281
Organization resources	.358	.118	.329	3.027	.003	.123	.592
Organizational leadership	.307	.114	.274	2.697	.008	.081	.532

According to the study's findings, predictor variables have a strong beneficial impact on organizational performance at the Court of Appeal. The data show a substantial association between strategy implementation and organizational performance ($p = 0.05$; $P = 0.01$). As

a result, at p.05, the predictor variable values are statistically significant, meaning that increasing the mean index of predictor variables should increase organizational performance. Table 7 summarizes the findings. According to the model, the predictor variable with the highest impact on organizational performance at the Court of Appeal was organizational resources, followed by organizational leadership. As a result, the regression model for the study is: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$

Organizational Performance = .552 + .358 (organization resources) + .307 (organizational leadership).

CONCLUSION AND RECOMMENDATIONS

The study found that organizational resources have a significant impact on organizational performance, leading to the conclusion that organizational resources play an important role in determining how well organizations perform. The study also established that organizational leadership influences the performance of the Court of Appeal, and the study concludes that organizational leadership affects organisational performance to a great extent, which denotes a strong positive correlation between organizational leadership and organisational performance and that different types of organizational leadership influence organisational performance.

The research study makes the following recommendations for the judiciary and other organizations' improvement. To make sure that organizational goals and objectives are successfully carried out, the Judiciary should design and formulate policies, regulatory frameworks, and strategic plans. The study suggests that the management of any organization, such as the Judiciary, should be aware that there is a clear relationship between the chief executive officer's abilities and performance and the success of the institution. As a result, the management team influences each stage of the process of strategy implementation. The JSC should be aware that organizational leadership is an integral part of organizational success.

Senior management at the Judiciary must use a suitable balance of leadership styles to maximize the chances of long-term strategic effectiveness. Human capital and

organizational infrastructure should be invested in by the Judiciary. Developing human capital necessitates investment in training and development, as well as the support and money required by top management. HRM activities play a critical part in this, but without active backing from senior management, such activities will lack the impetus and funding to be effective.

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