

Effect of storage management on judicial service delivery of law courts within Western region in Kenya

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ABSTRACT

This study aimed to analyse the effect of storage management on service delivery of law courts within the Western Region, Kenya. The study was guided by Resource-Based View (RBV) theory. The study adopted a descriptive research design and targets a population of law courts, namely Bungoma, Busia, Butali, Butere, Hamisi, Kakamega, Kimilili, Malaba, Mumias, Port Victoria, Sirisia, Vihiga, and Webuye. The study used a census method where data was collected through administering questionnaires and conducting interview schedules. Descriptive and inferential statistics were used for data analysis. The Kisumu region was used to carry out a pilot study to ascertain the validity and reliability of the research instruments. Informed consent and confidentiality, which are ethical considerations, were observed during the study. Version 25 of the Statistical Package for the Social Sciences (SPSS) was for Windows. Descriptive statistics analysis tools included statistical measures of central tendency, including arithmetic mean and standard deviation, which were reported in tables as frequencies and percentages. The content analysis was used to analyse qualitative data, and descriptive or inferential statistics were used to analyse quantitative data. As a fair test of the relationship and association between two independent variables on a dependent variable, inferential statistics parametrically tested the hypothesis using Pearson Product Moment Correlation and Multiple Regression Analysis as a suitable test. The study found a statistically significant relationship between storage management ($P = 0.001$) and service delivery; thus, the null hypothesis was accepted at a P -value ≤ 0.05 . The study concludes that storage management significantly affects judicial service delivery. Its findings will benefit policymakers, the government, and all court users in Kenya's Western Region. It recommends that law courts invest more in technology and infrastructure to improve judicial service delivery for litigants. Courts should continue integrating with their supply chain partners to enhance organizational service delivery. The study also suggests further research on inventory management technologies, particularly for controlling stock during receiving, data reporting, and issuing from the store.

Keywords: Law Courts, Storage Management, Service Delivery, Western Region, Kenya

I. INTRODUCTION

Over the past few years, there has been a growing pressure on the public sector in Kenya to enhance efficiency, accountability and responsiveness in service delivery. This has necessitated institutions, such as Judiciary, to embrace more organized and contemporary supply chain management (SCM). Though historically SCM has been focused in manufacturing sectors, new insights reveal its increased applicability across the public sector as a means of enhancing performance and service delivery (Mwilu, 2013) Worldwide, governments and courts in places like the United Kingdom and Canada have adopted SCM restructuring like the use of ICTs, strategic sourcing, and supplier partnerships to improve the delivery of timely services (Sakun Boon-itt, 2009).

SCM is generally considered to be the synchronization of goods, services, information, and financial flows between source and final consumer (Alahmad, 2021). Its main elements, which are sourcing, logistics management, supplier integration, and storage management, are essential in making sure that it is efficient, cost-effective, and responsive in-service delivery systems. In courts, SCM is practiced to facilitate timely processing of cases in courts, availability of resources, and administration of court operations, which have a direct impact on the delivery of judicial services. Service delivery in the Kenyan Judiciary is one of the pillars of the Judiciary to realize timely justice, accessibility, transparency, and fairness. Even after the introduction of reforms like the adoption of ICT, case management systems and service charters, law courts especially in parts of the country like Western Kenya, are still faced with delays and inefficiencies associated with operational and logistical hurdles. The combination of these

challenges is partly credited to the weaknesses in SCM practices, including delays in procurement, court documents and asset storage systems, lack of coordination with suppliers, and ineffective logistics systems (Otieno & Odera, 2023).

Empirical research has shown that best practices of SCM lead to a high level of organizational performance in any field. Indicatively, a study by Maalim and Barasa (2024) and a study at the Judiciary headquarters in Nairobi indicates that e-sourcing, supplier collaboration and relationship management have a positive impact on service delivery. Likewise, logistics management is one of the SCM practices that guarantee the prompt circulation of documents and staff, and storage management helps to handle records correctly and continue cases (Coyle et al, 2021; Kolani & Miroga, 2019). There is, however, a gap in the literature that examines the impact of SCM practices on the delivery of judicial services in regional courts that are mostly centralized by governments, with most of the literature concentrating on procurement and logistics in manufacturing or centralized government institutions.

Storage management, including inventory management, warehousing, and distribution of court documents and assets, is especially problematic in the Judiciary since it directly influences the efficiency of case management and the continuity of the legal process (Mwizerwa & Akumuntu, 2024). Although this is crucial, there is a lack of empirical data on the specific effect of storage management on judicial performance in law courts in Kenya, and more so in the Western Region. Consequently, the research aims at investigating the impacts of storage management on the delivery of judicial services in law courts in the Western Kenya. The reasons behind its motivation are the desire to make operations more efficient, minimize delays, raise the record accessibility, and eventually ensure that people trust the justice system more through better supply chain practices.

1.1 Statement of the Problem

The judicial service delivery is a very essential aspect of the justice system since it provides access to justice in time and boosts the confidence of the people in the legal system. Nonetheless, in Kenya, judicial courts face rising case backlogs with reports coming out that the pending cases in the courts have been on the increase at a rate of about 7 annually. This has greatly contributed to slowing down the rate of resolving cases and compromising the court operations especially in places like the Western Region.

Courts in this region still experience lingering challenges with regard to ineffective service delivery, poor infrastructure and poor resource management systems in spite of the continued reforms. Research has also blamed such inefficiencies in part to bad supply chain management (SCM) practices that do not enable good distribution and use of resources needed to run the courts smoothly. The important elements of SCM like sourcing, logistics management, supplier integration, and storage management are necessary in order to make sure that the courts are well equipped and can work efficiently. Nonetheless, current reports indicate that the operations are still limited, with ineffective internet connections, inadequate ICT infrastructure, inadequate office supplies, absence of backup power stations, and scarcity of human resources. These obstacles interfere with major judicial operations including virtual hearings, filing of cases, procurement and administration reporting, which ultimately impacts the speed and quality of delivering justice.

Moreover, empirical research specifically on the SCM practices in the judiciary, specifically storage management in Kenya is scarce. The prevailing literature has focused on general public sector logistics and there has been a gap in comprehension of the role of internal SCM elements in delivering judicial services in courts. It is on this basis that this paper attempts to investigate how the supply chain management practice of storage management impacts on the provision of judicial services in law courts in the Western Region of Kenya with an aim of increasing operational efficiency and timely access to justice.

1.2 Research Objectives

General objective of the study was to investigate the effect of storage management on Judicial Service Delivery of law courts within Western Region in Kenya.

1.3 Research Hypothesis

H₀₃: Storage management has no significant effect on Judicial Service Delivery of law courts within Western Region in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Resource based view

Resource-Based View (RBV) theory, initially by Wernerfelt (1984) and subsequently by Barney (1991), gives a solid theoretical background on how organizational resources determine performance outcomes. According to the theory, organizations gain sustained competitive advantage when they have resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Courts may be considered an organization in the context of judicial service delivery

whose performance is influenced by the quality and management of internal resources, such as storage management systems.

Storage management systems; including physical case files archives, digital records management systems and hybrid documentation infrastructure are essential organizational assets in the context of the Judicial Service Delivery of law courts in the Western Region of Kenya. An RBV approach would propose that effective storage management improves the accessibility, accuracy, security and speed of accessing court records and this directly relates to the effectiveness of case handling and timeliness of judgment and service delivery in general. Courts, which have well developed and secure storage systems, can be better placed to cut down on the case backlog, minimize loss of documents, and enhance judicial process transparency.

The strategic value of storage management can also be attributed to the VRIN features of RBV. An example of such an implementation is the creation of a secure, integrated, and efficiently managed system of court records, which is valuable since it enhances service delivery, rare since not all courts have completely digitized their systems, inimitable since expensive and technical expertise is needed, and non-substitutable since manual systems cannot be as efficient. Such storage systems thus become strategic assets which boost judicial performance and increase the confidence of the people in the judiciary. Moreover, RBV also points out that it is not only the availability of resources, but their effective use. The efficiency of the judicial operations, in this instance, depends on how well storage management practices (including indexing, digitization, backup systems, and records retrieval protocols) are implemented. Those courts who invest in training their registry personnel, implementation of electronic case management systems, and proper records management are likely to provide quicker and more efficient judicial services.

RBV has however been criticized to emphasize primarily on internal resources and overlook the external institutional and environmental forces like legal reforms, budgetary restrictions, and policy structures. This restriction is significant in the context of the judicial system since the effectiveness of storage management can also rely on government investment, ICT infrastructure, and national policy on the judiciary. Irrespective of this drawback, RBV is still very relevant since it establishes how the ability of the internal storage management can produce direct impact on the results of judicial service delivery. In short, the RBV theory offers a clear perspective on the operations of storage management systems as strategic organizational resources that lead to the efficiency, less delays, and quality delivery of judicial services in courts in Western Kenya.

2.2 Empirical Review

Alahmad (2021) defines supply chain management (SCM) as the process of organizing the activity of suppliers to design and manage cost-effective supply systems. It also involves all the activities involved in manufacturing and product development up to the information systems needed to facilitate and operate these activities. SCM helps organizations to reduce unwarranted expenses by combining production, transportation, and distribution, and controlling them centrally. This is done by better management of internal inventories, production processes, distribution, sales and even supplier held stocks. The essence here is that almost all products that make it to the marketplace are the products of the concerted efforts of various organizations in a supply chain. Even though the concept is not novel, the SCM has not been considered as the main source of competitive advantage by many businesses until recently.

Falks (2018) goes further to discuss that supply chain managers are focused on reducing shortages, along with managing and lowering the cost of operations. They are not just involved with logistics or ordering of stocks; they manage the whole supply chain and logistics process to make it more efficient and to lower the overall organizational costs. The enhanced productivity and efficiency directly enhance the profitability of a company. SCM is also effective in ensuring that businesses are not disrupted, recalls of expensive products and legal hurdles. Practically, the supply chain managers manage all the logistics activities in supply chain which generally comprises of five major components.

Seepma et al. (2021) emphasizes that the necessity to practice SCM is particularly acute when the manufacturers have to deal with perishable goods. In sourcing products, companies ought to be sensitive on the lead time and the ability of a supplier to meet such requirements. After manufacture of products and even after sales are completed, a firm has to place the products in the hands of the customers. Distribution is normally considered to be a source of brand image as yet; the customer has not come across the product. With good SCM processes, a firm has good logistic capacity, and delivery channels to enable timely, secure and low-cost delivery of goods. This includes having backup or diversified distribution methods should one method of transportation temporarily be unusable

Odhiambo and Janet (2016) examined the effect of storage systems on the organizational performance in Middle East College Muscat Oman. This paper aims at exploring the impact of storage system on organizational efficiency. This research aims at proposing or discovering the effective storage systems that are intended to enhance the performance of organizations. Secondary sources of data were used to conduct the study, in which the literature available in the area of the study was searched to achieve the research objectives. The study results revealed that storage systems have a

significant influence on the performance of the organization, which highlights the importance of effective storage management. The research adopted only secondary data while, this study relied on both primary and secondary data.

The quantitative research by Asif et al. (2024) investigated the effect of variables of inventory management on the efficiency of the firm, focusing on departmental stores in Karachi. Two hundred and fifty respondents were used to collect data by use of Likert-scale questionnaires. The study demonstrated that the indicators of inventory management have a positive relationship with firm efficiency. But in contrast to the current study which employs the quantitative and qualitative methods, Faraz used the quantitative method alone. Barinotto et al. (2024) has explored the effect of inventory management on the financial performance of listed manufacturing companies in Sri Lanka. The research was grounded on the time of inventory conversion and inventory turnover against monetary performance measure such as return on assets, operation and market value added cash flow. In the study, which was founded on the secondary data of annual reports, 2014-2018, the research found out that the turnover of inventory was highly non-associated with the financial performance. There is a gap in contexts, with the present research having a different scope and focus.

In reference to Barinotto Roncal et al. (2024), records management is the control and maintenance of both digital and hard copy documentation of transactions and business activity. This involves the creation, identification of such records, storage, retrieval, archiving and disposal disposition of such records. The importance of Records Management in SCM is that the entities have ownership and authority over its information and also enables improved strategic planning over the business. It is the legal obligation of organizations to ensure the information that they possess is correct and safely stored and records managers play the part of ensuring that they do so. While retail businesses, manufacturers, and other organizations depend on various factors for their success, choosing the right type of supply chain might be the most integral. Supply chains are logistic systems that involve inventory holding which is required in transforming a raw material to a finished product that will be used by the consumer.

Kolani and Miroga (2019), mention that one of the most important aspects of business success is storage management. It entails inventory control, warehousing and distribution so as to deliver products at the right time, and within the budget. Lack of proper management in storage may result in delays in the delivery of products, rise in costs of operation and loss in customer satisfaction. The nature of the current supply chain systems is such that companies must be equipped with the right storage logistic management system to ensure that they meet the desired goals and objectives. A storage system must be visible in order to have an effective supply chain operation. With the power of technology and data, businesses will have a chance to understand the flow of their goods in real-time. This will enable them to monitor and trace the inventory to make decisions concerning their stock and transportation requirement. In addition, big data analytics is being employed by many companies to help them have a deeper insight into its supply chain network so that it can be optimized to achieve the best results.

The inventory management model developed and tested by Jama et al., (2023) links inventory management and warehouse performance in the South African retailing sector. The researchers performed a survey of 203 supply chain professionals in selected provinces and found out that there was a positive correlation between inventory investment, ABC analysis and inventory performance. Though Jama focused on the performance of retail warehouses, the current research views the SCM practices as a context of the judicial service provision via census approach, where the circumstances and sector differ. The study by Mazikana (2023) analyzed how inventory management practices such as supplier relations and sourcing affected the performance of an organization in the builder's express industry of Zimbabwe on organization performance. The survey design used was a cross-sectional survey and the results indicated that there was a strong relationship between inventory management practices and performance. However, the study was conducted among supply chain managers in business organizations, and the current study with juridical officers and staff work in law courts, which implies a difference in population and setting.

Kithae and Achuora (2017) investigated how inventory management affects the performance of the private commercial banks in Kenya with a self-administered questionnaire research design and descriptive research design. The researchers concluded that there was a positive and significant relationship between inventory management practices and organizational performance. Conversely, the current study explores SCM practices with regard to law court performance in the Western Region of Kenya, which has a distinct difference in its sector and geographical focus. Mwendwa and Machoka (2025) explain that Safety Stock is stocked to meet demand in the face of unpredictable demand changes and to minimize stocks shortages. Such inventory buffer is also referred to as buffer stock. A particular amount of goods maintained in the warehouse or store to meet the unscheduled changes in the demand or supply of goods without any scheduling is called safety stock in storage. Safety stock, as the name suggests, provides an additional layer of protection against possible issues that may lead to the imbalance in the capacity of the warehouse to satisfy the customer demand and, therefore, it assists us in avoiding a stockout. The safety of inventory is another important issue of SCM that should not be disregarded. It entails the reservation of some inventory to guarantee that the supply chain does not collapse in the event of a sudden surge in demand or even in case of production delays. This is particularly critical in the volatile business world that we are in where supply chain disruptions are not uncommon. The goal of

inventory safety is to guarantee that any disruptions are reduced and the supply chain is not just resilient to any unexpected events.

III. METHODOLOGY

3.1 Study Area

The research study focused on investigating the effect of storage management practices on Judicial Service Delivery within Law Courts in the Western Region, Kenya. The region, which includes law courts such as Kakamega, Mumias, Butere, Butali, Vihiga, Hamisi, Busia, Port Victoria, Malaba, Sirisia, Bungoma, Webuye and Kimilili. Efficient supply chain practices are critical in ensuring that these courts function smoothly, providing timely and effective services to the public. Storage management was explored in relation to how they affect the speed and quality of service delivery in these institutions. Previous studies have highlighted the importance of SCM in public sector service delivery (Rajab et al., 2021); yet limited research has been conducted in the context of the Judiciary sector in Kenya, particularly within the Western Region. This study aimed to fill this gap and contribute to the broader understanding of storage management's role in enhancing public service efficiency.

3.2 Research Design

A descriptive research design was adopted. The design combined both quantitative and qualitative approach that allowed comprehensive exploration of the topic. The quantitative aspect involved questionnaires targeting Accountants, Court Administrators, ICT Officers and Procurement officers. The structured questionnaires were used to collect data on storage management practices on Judicial Service Delivery indicators such as Timely Delivery of Justice, Improved Access to Justice and Compliance with legal and ethical standard. The qualitative component involved in-depth administering of interview schedule with Magistrates who are AIE holders mandated with approval of procurement activities and preparation of annual procurement plan. This is paramount in order to gain insights into the challenges, opportunities, and perceptions of storage management practices in the context of service delivery (Creswell, 2014).

3.3 Target Population

The entire set of the units to which the data was applied in making inferences was the target population. Those units on which the survey results are to be generalized are the target population. According to Mugenda and Mugenda (2003), a complete set of individuals, cases or objects sharing some observable common characteristics is referred to as target population. The target population is 65 respondents from courts within Western Region in Kenya namely Busia, Butali, Butere, Hamisi, Kakamega, Kimilili, Malaba, Mumias, Port Victoria, Sirisia, Vihiga and Webuye. The target respondents were head of section namely Magistrates, Accounts, Procurement, Information Communication Technology and Court Administration.

3.4 Census Study

The research study adopted census approach which involves collecting data from every single individual or unit within a defined population, ensuring a complete and accurate picture of the group being studied. This method is ideal for small population, situation requiring maximum accuracy and when detailed information is crucial. This approach provides comprehensive and complete data for the entire group, enabling the creation of accurate totals and an exact measure of reality, but it is also typically more costly, time-consuming, and resource-intensive than a sample-based survey. Data collected through self-administered questionnaires and conducting interview schedule. Unlike sample surveys, which only collect data from a subset of the population, census aim to include every member of the population.

3.5. Data Collection Instrument

Primary data was used to generate information from respondents on views and opinions on information regarding storage management on Judicial Service Delivery of Law Courts within Western Region in Kenya. The data was collected through conducting interview schedule for magistrates who are head of stations and Self-administered questionnaire was used to collect data by A KII guide for head of sections as indicated within mentioned courts.

3.6 Pilot of the Study

A suitable pilot study involved preliminary assessment of a small sample of law courts to evaluate the applicability and feasibility of the research study methods. A pilot study focused on Kisumu Law Courts, Ukwala Law Courts and Nyando Law Courts within the Nyanza region. The targeted respondents were 3 Magistrates Head of station, 3 Accountants, 3 ICT Officers, 3 Court Administrates and 3 Procurement officers. Data was gathered through conducting interviews schedule for magistrates while questionnaires were circulated among Accountants, ICT Officers, Court



Administrative and Procurement officers. According to Creswell (2014), pilot studies are crucial in refining instruments and ensuring they are effective before the full-scale study.

3.6.1 Reliability

Reliability refers to the consistency of a measure. This study adopted reliability coefficient as a measure of reliability. To test the reliability of a study investigating the effect of SCM practices on Judicial Service Delivery in Law Courts within the Western Region of Kenya, it is essential to assess the consistency and stability of the measurement instruments used in the study. The internal consistency method was employed, using statistical techniques namely Cronbach’s alpha to determine the extent to which items on a scale measure the same concept (Nunnally & Bernstein, 1994). A Cronbach’s alpha value of 0.70 was attained which generally was considered acceptable for social science research (George & Mallery, 2003). To enhance reliability of data, pilot testing of the questionnaires and interview guide on a small sample of law courts with the same characteristics was done in Nyanza Region Kenya which was conducted before the main study to identify any ambiguities or inconsistencies (Mugenda & Mugenda, 2003). These methods ensured that the instruments produce consistent, reliable results across different contexts and time points.

3.6.2 Validity

Validity of the instruments was carried out since it tells the researcher that the items measured what they were supposed to measure and consistently. To ensure validity the research instrument was reviewed by experts in the field of SCM including research supervisor and two academic reviewers. Their feedback focused on the relevance, clarity and comprehensiveness of the questionnaire items. Experts evaluated whether each question appropriately measured the study variables such as logistics management, sourcing, storage management, supplier integration and service delivery of institution. According to Donald and Delno (2006), the validity of research instruments tells the researcher whether they are relevant, meaningful, and helpful in relation to the conclusions they draw. It has to do with the data's accuracy. Research professionals who served as the study's supervisors ensured both content and face validity. When issues were found, the research instruments were adjusted to take into account the well-informed feedback before the data was actually collected. Content-related and criterion-related validity were the two categories of validity that were taken into consideration (Donald & Delno, 2006). Content Validity index (CVI) was used in quantitative data where CVI Values more than 0.7 were acceptable. Construct validity using KMO and Barlett’s Test were used in testing validity of qualitative data.

3.7 Data Analysis and Presentation

Quantitative data was analyzed using descriptive statistics to summarize important characteristics of the data. This included measures of central tendency like using the mean to establish the average responses and measures of dispersion like standard deviation and variance to establish the variability in the data. Graphical tools like bar charts and histograms were also used to present the results to improve the interpretation and make comparisons across variables. Thematic analysis was used on qualitative data of magistrates (head of stations). Interview data were transcribed, systematized, and coded into several major themes including procurement processes, logistics management, resource allocation and its impact on judicial efficiency. These data were then analyzed repeatedly in order to find patterns, similarities and differences between courts. The process allowed the study to come up with detailed information on how storage and associated activities, influence the delivery of judicial services in Western Region courts in Kenya.

Inferential statistics took quantitative data analysis; a step further by allowing researchers to draw conclusions beyond their sample size to a larger population. This study adopted statistical techniques to generalize findings from a subset of data to an entire population by hypothesis testing by use of analysis of variance. This test was applied in order to determine whether observed differences or relationships are statistically significant at confidence level of 95%. The simple linear regression analysis was used to establish the influence of independent variable indicators on dependent variable. The simple linear regression equation was presented as follows using statistical package of social science (SPSS).

$$y = \alpha + \beta X + \varepsilon \dots\dots\dots (i) \text{ Simple linear regression analysis}$$

Where y= Judicial Service Delivery of Law Courts

- α = Constant
- β = Coefficient
- X = Coefficient Indicators
- ε = Error term

3.8 Diagnostic Tests

There are a number of assumptions that are involved in multiple regression analysis to guarantee the validity and reliability of the results of this method, i.e., linearity, normality, multicollinearity and homoscedasticity. A diagnostic

test is defined as the way of identifying causes of trends and relationships among variables using the data. Makes some presumption about a data set; specifically, that data is taken out of the population which has some sort of a distribution, a normal one.

3.9 Ethical Issues and Considerations

Ethics play a significant role in research study and to some extent it carries a lot of weight on the acceptability of the research during and after the study. The respondents were made aware of importance and usefulness of the study. The criteria were those required by the University requirement in the research protocols followed. The permission to collect data and carry out research was received in the form of relevant letters in respective office of institution. The Researcher stressed confidentiality in terms of responding to the questionnaire honestly and this eased the fears that they had on giving their sincere views. In addition, the researcher assured the respondents that their answers would not be disclosed in any manner except to the purpose of this research which was revealed at the introductory level in the questionnaire and handled in a confidential manner. The objectives of this study were explained to the respondents. This was accompanied by a lack of name of the respondents on the questionnaire and the information in the questionnaire was voluntary.

IV. FINDINGS & DISCUSSION

4.1 Findings

4.1.1 Effect of Storage Management on Judicial Service Delivery of Law Courts

Storage management's effect was on service delivery in law courts in the Western Kenya Region was considered. There were a set of six relevant questions used. The degree in which the respondents were in agreement or disagreement with the assertions was requested of them. The findings are shown in Table 1.

Table 1

Effect of Storage management on judicial service delivery of law courts

Research Statement	SA	A	FA	DA	Mean	Std. Dev.
Our court inspects and accepts procured goods and services to comply with legal and ethical standards.	2 (4.1%)	19 (38.8%)	21 (42.9%)	7 (14.3%)	2.67	0.774
Our court maintains records of receipt and issuance of stock in order to provide timely delivery of Justice.	3 (6.1%)	17 (34.7%)	21 (42.9%)	8 (16.3%)	2.69	0.822
Our court maintains optimal inventory stock levels to enable timely delivery of Justice.	2 (4.1%)	21 (42.9%)	20 (40.8%)	6 (12.2%)	2.61	0.759
Our court maintains stock safety measures from damages in the store to enhance Judicial Service delivery.	3 (6.1%)	23 (46.9%)	20 (40.8%)	3 (6.1%)	2.47	0.710
Our court observes security measures for storage facilities against pilferage and theft to comply with legal and ethical standards.	3 (6.1%)	21 (42.9%)	22 (44.9%)	3 (6.1%)	2.51	0.711
Our court conducts follow up on defects goods for replacement in order to enhance Judicial Service delivery.	3 (6.1%)	24 (49%)	17 (34.7%)	5 (10.2%)	2.49	0.767

The findings of Table 1 reveal that 85.7% were of the view that courts inspect and accept procured goods and services to comply with legal and ethical standards however 14.3% disagreed. This was further supported by (mean=2.67; Std. Dev. 0.774). The respondents were further asked whether courts have maintained records of receipt and issuance of stock in order to provide timely delivery of Justice. The results show that 83.7% of the respondents agreed that courts-maintained records of receipt and issuance of stock while 16.3% disagreed. This was further supported by (mean=2.69; Std. Dev. 0.822). The respondents were further required to state whether court maintain optimal inventory stock levels to enable timely delivery of Justice. From the results it was revealed that 87.8% agreed that courts have maintained optimal inventory stock levels. However, this statement was rejected by 12.2% of the respondents. These results were further held with (mean=2.61; Std. Dev.0.759). The respondents were also asked whether courts-maintained stock safety measures from damages in the store to enhance Judicial Service delivery. The results show that 93.9% of the responded agreed that courts have maintained stock safety measures from damages in the store. On the other hand, 6.1% of the respondents did not agree with this view. These results are supported by (mean=2.47; std. dev. 0.710). In addition to that respondents were asked whether courts observed security measures for storage facilities against pilferage and theft to comply with legal and ethical standards. From the finding it is depicted as 93.9% of the respondents agreed that courts observed security measures for storage facilities against pilferage and theft. However, 6.1% of the respondents were of contrary opinion. This result was supported by (mean=2.51; STD=0.711). Lastly, respondents were asked whether courts court conducts follow up on defects goods for replacement in order to enhance

Judicial Service delivery. The results indicated that 89.8% respondents agreed that courts conduct follow up on defects goods. However, 10.2% of respondents disagreed with the research statement. This result was supported by (mean=2.49; stud=0.767). Enquired as to whether there is sufficient storage infrastructure, a head of station.

“The existing storage system is operational but could not be comprehensive enough particularly with sensitive documents and inventory. Problem may include space constraint and inadequacy of contemporary storage systems”. (Head of Station 1; 12th Nov 2025).

The results that the existing storage facilities in the court are effective but not comprehensive are much congruent with the existing literature on records and supply chain management in governmental institutions. The judicial and public sector administration studies have always underlined that even though most of the institutions might have basic storage facilities available, functionality does not necessarily equate to efficiency, security or scalability of operations. As an example, public records management literature suggests that the most prevalent limitations to institutional efficiency include lack of sufficient storage space and outdated systems. Like the current results, researchers like Mwinzi and Ochiri (2019) state that a significant number of African public institutions continue to experience various issues concerning overcrowded storage facilities, ineffective indexing systems, and the low use of digital records management technologies. Such states tend to cause retrieval problems, a high probability of losing documents, and a lack of integrity of records- concerns that reflect the worries of the head of station in the present study.

The observation that storage is operational, but not effective to support the full institutional needs also indicates the difference between operational adequacy and optimal performance in the literature on supply chain and logistics. Odhiambo and Janet (2016) assert that infrastructure that is not scalable and automatable, and thus tailored to its basic operation needs, is likely to generate inefficiencies over time, particularly when it is applied to high amounts of sensitive materials. In courts, this is even more fundamental since slow or inaccurate retrieving of records may have a direct impact on the case management and the delivery of justice. Also, the problem of little space and the absence of advanced systems of storing reports, as mentioned, are highly substantiated by the research on efficiency of court administration. A study by Seepma et al. (2021) on justice sector reforms in developing nations observes that most courts have issues related to physical storage, which results in overcrowding, ineffective organization of files, and the need to use manual systems to track files. Such drawbacks decrease openness and administrative delays, which is a blow to confidence of the citizens in the judicial services.

The implication that inefficient tracking and protection of the stored equipment might occur due to old systems is also consistent with the information and records management literature. Rajab et al. (2021) highlight that the lack of automated inventory and digital archiving systems makes institutions more susceptible to loss of records, duplication, and poor audit trails. This helps in the present study to note that the current arrangements though functional fail to ensure the best conservation and accessibility of materials. In general, the results support the more general academic view that efficient court administration requires updated storage facilities and comprehensive record management systems. The gaps that have been established, lack of space, old systems, and inefficiencies in tracking are not standalone problems but structural problems that have been well reported in similar institutional contexts. Thus, literature supports the suggestion of investing in increased storage capacity and digital inventory systems highly as previous studies have found that these interventions make a significant positive change in operational efficiency, data integrity, and service delivery in judicial settings. On the method of keeping stock books, a responded remarked;

“Digital systems are used to keep stock records in places like stock registers and in other instances, digital systems. Stock taking is done regularly to be on the right track.” (Head of Station 3 - 12th Nov 2025).

This answer indicates that the system of managing stock records in the court is based on a hybrid system which is made of both manual and digital system. The implementation of stock registers shows that the old, paper-based systems are still in existence and can be able to help in accountability and audit trails but are time consuming and can be easily affected by human error. The reference to digital systems in some cases suggests that it is the adoption of technology partially, a phase of transition in inventory management. Such a combined method can bring about problems in data recording and retrieval, particularly in cases where the systems are not integrated or standardized by the department.

Also, the technique of regularly taking stock is an indication of a good control mechanism to achieve the accuracy and responsibility of inventory management. It is a good sign of control within the company, as it can be used to determine anomalies, losses, and keep up-to-date records. The success of this process however depends more on frequency, consistency and tools. These results indicate that even though the basic practices are present, the efficiency and accuracy can be improved by complete digitization and automatization of the stock management systems.

4.2 Service Delivery

The study had service delivery by law courts in Western Region in Kenya as the dependent variable. The study therefore, sought to assess the service delivery levels of the law courts that were involved. Service delivery refers to perceived level of respondents on timely delivery of justice, level of improved access to justice and level of compliance

with legal and ethical standards within Western Region, Kenya. The following three aspects were used as indicators of service delivery; timely delivery of justice, improved access to justice, compliance with legal and ethical standard. The statements were used to measure judicial service delivery as illustrated in Table 2.

Table 2
Service Delivery among Law Courts in Western Region in Kenya

No. Statement	SA	A	FA	D	SD	Mean	Std. Dev
There is timely delivery of justice in law courts within Western Region, Kenya.	20 (41.0%)	22 (45.0%)	3 (7.0%)	2 (3.5%)	2 (3.5%)	4.17	0.955
There is improved level of access to justice in law courts within Western Region, Kenya	30 (61.0%)	16 (32.0%)	2 (3.5%)	1 (2.5%)	0 (0%)	4.49	0.770
The level of handling cases in Law courts within Western Region in Kenya is fairness and equitable.	31 (61.5%)	16 (33.0%)	1 (3.0%)	1 (2.0%)	0 (0%)	4.53	0.701
Courts in Western region in Kenya are guided by the Constitution and other common laws to be compliant with legal and ethical standards	15 (30.5%)	20 (40.5%)	4 (8.0%)	5 (10.5%)	5 (10.5%)	3.70	1.292

Statement 1: That was “*There is timely delivery of justice in law courts within Western Region, Kenya.*” had a mean of 4.17 and a standard deviation of 0.955. The results indicate that the majority of respondents 22(45%) agreed that there is timely delivery of justice in law courts within Western Region, Kenya 20(41.0%) fairly agreed 3(7.0%), 2(3.5%) disagreed and 2(3.5%) strongly disagreed with the statement. Statement 2: On whether there is improved level of access to justice in law courts within Western Region, Kenya had a mean of 4.49 and a standard 0.770. These results indicate that majority of the respondents 30(61.0%) strongly agreed, 16(32.0%) agreed, 2(3.5%) were neutral about the statement, 1(2.5% disagreed) and (0%) strongly disagreed with the statement.

Statement 3: “*The level of handling cases in Law courts within Western Region in Kenya is fairness and equitable.*” had a mean of 4.53 and a standard deviation of 0.701. These results indicate that the majority of the respondents 31(61.5%) strongly agreed, 16(33.0%) agreed, 1(3.0%) were neutral, 1(2.0%) disagreed and (0%) strongly disagreed. Statement 4: Which was “*Courts in Western region in Kenya are guided by the Constitution and other common laws to be compliant with legal and ethical standards*” had a mean of 3.70 and a standard deviation of 1.292. Majority of the respondents 20(40.5%) agreed that age was critical in being guided by the Constitution and other common laws to be compliant with legal and ethical standards, 15(30.5%) strongly agreed, 4(8.0%) were neutral on age as a critical factor, 5(10.5%) disagreed and 5(10.5%) strongly disagreed with the statement.

In order to establish respondents overall view on service delivery in law courts of Western Region, Kenya the mean values for the responses in the items were calculated. The distribution was negatively skewed (Skewness = -.36), with a mean of 4.0150 and SD=.5811. In general, respondents’ view of service delivery was above average, with the majority of respondents holding a positive view about judicial service delivery of law courts of Western Region, Kenya. The results indicate that supplier collaboration is very important in improving the performance and quality of the court procurement processes especially in terms of improving service delivery, minimizing delays and enhancing operational effectiveness. The results are close to the existing literature that discusses supplier relationship management as a fundamental predictor of supply chain performance in the public institutions.

Theoretically, the results can be explained by the Resource-Based View (RBV) that considers competitive advantage in organizations to be attained by valuable, rare, and inimitable resources like excellent inter-organizational relationships. In the present case, cooperative supplier relationship has been used as strategic resource, which helps the courts to attain timely procurement success and better service delivery. Likewise, Supply Chain Management (SCM) theory implies that integration and teamwork among the supply chain participants are crucial to the performance, which implies that performance could be maximized when suppliers are approached as partners, rather than transactional vendors.

The empirical results are in line with those studies that have already determined a positive association between supplier collaboration and organizational performance. As an example, a study by Mazikana (2023) discovered that strong supplier partnership enhances cost effectiveness in procurement, quality control and sensitivity to institutional requirements. Similarly, Mwilu (2013) proved that supplier relationships founded on trust contribute greatly to operational performance in terms of enhanced communication, less uncertainty and enhanced coordination of deliveries. These previously mentioned determinants of successful supplier integration are reflected in the current findings with its focus on free communication and trust.

The findings are also echoed in the public sector where research in developing economies has shown that procurement inefficiencies are a result of poor supplier relationships. Sakun Boon-itt (2009) points out that adversarial or purely transactional supplier interaction with the public procurement systems usually results in delays and quality



variations. Current results, however, indicate that courts, which promote collaborative supplier interaction, have less disruptive experiences, fewer wrongful order satisfaction, and better adherence to procurement specifications, and thus, better institutional performance. Moreover, the fact that cooperation with suppliers is associated with lower risks and higher efficiency is in line with the reasoning of Asif et al. (2024) that collaboration in supply chains helps to reduce uncertainty and be more responsive. With constant communication and trust, courts can ensure that the outputs of the suppliers are aligned with the institutional needs and limit procurement errors and delays. This supports the perspective that the supply chain management goes beyond the purchasing functions to provide long-term relational forms of governance that increase institutional resilience.

In general, the results support the idea that supplier cooperation is not only an operational requirement but a strategic aspect that affects the procurement efficiency and service delivery in courts. This is in line with the rest of the literature that promotes relationship-based procurement systems in government institutions as a way of enhancing efficiency, quality and accountability in service delivery.

4.3 Inferential results

H_{01} : Storage management has no significant effect on Judicial Service Delivery of law courts within Western Region in Kenya

The third objective of the study was to determine the effects of sourcing on judicial service delivery of law courts in Western Kenya. Regression analysis established the statistical relationship between sourcing and judicial service delivery. The model was as follows:

$$y = \alpha + \beta_3 X_3 + \varepsilon$$

Whereby = Service Delivery

α = Constant

X_3 = Storage Management

ε = error term

Table 3

Model Summary for Storage Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394 ^a	.155	.137	.9284

The results for the model summary were as presented in Table 3 where R^2 , which is a measure of the extent to which the independent variable predicts the dependent variable, was .155. It implies that changes in storage management accounts for about 15.5% of the changes in judicial service delivery of law courts in Western Region in Kenya. This represents a fairly low level of determination.

Table 4

ANOVA Storage Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.155	1	.155	8.992	.004 ^b
	Residual	0.845	48	.0172		
	Total	1.000	49			

a. Dependent Variable: Judicial Service Delivery

b. Predictors: (Constant), Storage Management

The model significance was presented using ANOVA test. Results in Table 4 shows that the sum of squares (Regression) = 0.155, mean square (Regression) = 0.155 and that of error = 0.0172, F-statistics = 8.992 and the significance (p-value) = 0.004 and since this value is less than the alpha level of 0.05, the correlation is considered statistically significant. It implies that storage management has a positive and significant level on judicial service delivery of law courts in Western Kenya.



Table 5
Coefficients for Storage Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
1	(Constant)	2.988	0.164		18.254	0.000
	Storage Management on judicial delivery	0.297	0.046	0.394	3.001	0.004

a. Dependent Variable: Judicial service delivery

As shown in Table 5 the unstandardized coefficient for the variable was .297 and the p-value = 0.004. The new model becomes $Y = 2.988 + 0.297X_1 + \varepsilon$ thus implying that at a significance level of 0.004, storage management will impact the judicial service delivery of law courts by up to 29.7%. The findings also indicate that the t-statistics 18.254 indication that storage management significantly influences judicial service delivery.

The study agrees with an empirical study done by Jama et al. (2023) that inventory management affects service delivery in retail industry. The study found that there were positive effects of inventory management and service delivery. According to the findings, inventory management plays a significant role in service delivery. As a result, the study suggests that the retail industry should guarantee the regulatory framework for technology adoption as well as the physical infrastructure and facilities in order to enhance inventory management on service delivery. Additionally, research in the academic study of how inventory management affects public sector service delivery might look at a number of areas to fill in knowledge gaps and gain a deeper understanding. Potential research topics include examining how new technologies like blockchain, artificial intelligence (AI), and the Internet of Things (IoT) affect public sector service delivery and inventory management procedures.

Furthermore, the study supports the findings of Mohamed and Simotwo (2024), which discovered that 70.80% of respondents agreed, 20.80% strongly agreed, and just 8.30% disagreed that Elwak Sub County Referral Hospital encounters stock issues. 37.80% of respondents highly agreed, while 62.50% agreed that Elwak Sub County Referral Hospital’s service delivery is halted by understock conditions. This demonstrates that understock conditions significantly impede the hospital’s ability to provide services. According to the study, effective inventory control would guarantee that the necessary amount of inventory is kept up to date, ensuring a steady supply of goods to user departments with few instances of shortages, which inevitably impacts hospital service delivery.

This study did not conform to the study of Sugut and Ondara (2023) of inventory management practices and performance of supply chain at the Nairobi City County Kenya who found that adaptation of Economic Order Quantity (EOQ); just in time (JIT) and material requirement planning (MRP) positively impacted supply chain achievement in Nairobi County. However, strategic supplier partnerships in line with the inventory management were found to have insignificant impact on performance

V. CONCLUSION & RECOMMENDATIONS

5.1. Conclusion

The study concludes that effect of storage management practices on Judicial service delivery is statistically significant. This demonstrates that inspection and acceptance of products, stock records, safety and security of stock result substantially affect Service delivery positively. The efficiency of internal operations of department depends largely on availability of inventory that minimizes unnecessary costs. Out of stock results to disruptions and halt of processes which eventually affects production output level. They are other factors like staffing and physical infrastructure facilities that have effects on service delivery.

5.2. Recommendations

On the third objective, since storage management was determined to have a statistically significant impact on judicial service delivery ($p = 0.004$), the research proposes that law courts in the Western Region of Kenya should enhance and institutionalize effective storage management systems. This involves having hard inventory management practices that involve having a trained and responsible store staff, maintain good store conditions to avoid spoilage or loss of critical materials as well as modern inventory tracking technology to ensure efficiency and transparency. Also, to minimize theft or tampering, security should be increased through the maintenance of relationships with the private security agencies, and frequent police patrols to ensure protection of stored assets. Constant supervision, frequency audit, and staff capacity building in areas that deal with storage management are also advised in order to increase reliability further and eventually improve efficiency and effectiveness in delivery of judicial services.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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