

**INSTITUTION IMAGE IN RECRUITMENTS AND EMPLOYEE RETENTION: A
CASE OF THE RWANDAN JUDICIARY (Supreme Court)**

By

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**Dissertation Submitted in Partial Fulfillment of the Requirements for the award of a
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DECLARATION

I, RWAYITARE Eric, solemnly affirm, to the best of my knowledge, that the work presented in this dissertation titled "**Institutional Image in Recruitment and Employee Retention: A Case Study of the Rwandan Judiciary,**" is entirely my own work. I declare that this dissertation has not been previously submitted to any institution of higher learning for any academic award or qualification.

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DEDICATION

I dedicate this achievement to my lovely wife IZERE Rugira Irene and my daughter BUZE

Izere Taphat.

ACKNOWLEDGEMENTS

I would like to thank the Almighty God for his love and for his blessing since my primary school until now in my MBA.

The completion of this masters has been made possible beyond my personal effort by the assistance of numerous people. First and foremost, my profound and endless gratitude goes to the supervisor of this study Dr. GASHEMA Bruce. His wide knowledge, insightful comments and sage advice from the formative stages of this dissertation, to the final draft aided me in innumerable ways.

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I do extend my heartfelt thanks to my biological family, especially my mama, friends and MBA class colleagues, namely UWIDUHAYE Marie Claire, MUGWANEZA Chantal, MUNEZA James and UMUTESI Sylvie. For sure, in one way or another your daily assistance and inputs have been of great importance to me and created the memories in my life. Finally, I do recognize all my MBA classmates whom I spent the whole period with, your moral and physical assistance will always be documented.

May the Almighty who never fails reward you all abundantly!

RWAYITARE Eric

ABSTRACT

This research, titled "Institutional Image Influence on Recruitment and Employee Retention: A Case Study of the Rwandan Judiciary (Supreme Court)," delves into the intricate interplay between an organization's institutional image and its profound impact on recruitment strategies and the long-term retention of employees. Employing the meticulous Taro Yamane sampling method, this study conducted a thorough survey, engaging 393 respondents from the Rwandan Judiciary and its affiliated institutions. The primary instrument for data collection was a meticulously designed questionnaire, while tables and figures were employed to analyze the data. The study uncovered a compelling narrative of a positive institutional image perceived by employees within the Rwandan Judiciary, signifying a robust harmony between employee perceptions and various facets of this image. To further fortify and optimize this favorable image, the institution can strategically accentuate crucial elements such as competitive compensation, recognition programs, professional development opportunities, and an unwavering commitment to ethical values and the promotion of diversity in the workplace. In light of these discerning findings, this research offers valuable and pragmatic recommendations. Foremost, it underscores the pivotal role of competitive compensation and comprehensive benefits packages in not only attracting but also retaining top-tier talent within any organization. This highlights the urgent need for organizations to prioritize these aspects to ensure their competitiveness in the talent market. Furthermore, the study ardently advocates for the deliberate implementation of structured employee recognition and reward programs, which hold the potential to significantly enhance employee satisfaction and engagement. The study actively encourages organizations to establish and maintain such programs to cultivate and sustain a positive and motivating work environment, ultimately contributing to overall organizational success. In sum, this research presents a comprehensive and enlightening overview of the intricate correlation between institutional image, recruitment practices, and employee retention, while offering actionable strategies for organizations to elevate their performance in these pivotal areas. The study serves as an invaluable resource for organizations seeking to enhance their image and, in turn, secure and retain the best talent.

LIST OF ABBREVIATIONS, ACRONYMS AND SYMBOLS

| | |
|------------------|---|
| ANOVA: | Analysis of Variance |
| MINIJUST: | Ministry of justice |
| UTC: | Coordinated Universal Time |
| RLRC: | Rwanda law reform commission |
| ILPD: | Intuition of legal practice and development |
| RCS: | Rwanda Correctional Service |
| RIB: | Rwanda Investigation Bureau |
| RFL: | Rwanda Forensic Laboratory |
| RNP: | Rwanda National Police |
| NPPA: | National Public Prosecution Authority |
| SPSS: | Statistical Package for the Social Sciences |
| SAS: | Statistical Analysis System |
| PhD: | Doctor of Philosophy |
| ≥: | greater than or equal to |
| >: | greater than |
| &: | and |
| %: | percent sign |

TABLE OF CONTENTS

| | |
|---|------------|
| DECLARATION..... | i |
| DEDICATION..... | ii |
| ACKNOWLEDGEMENTS | iii |
| ABSTRACT..... | iv |
| LIST OF ABBREVIATIONS, ACRONYMS AND SYMBOLS..... | v |
| CHAPTER ONE: INTRODUCTION TO THE STUDY | 1 |
| 1.1 Background to the study | 1 |
| 1.2 Problem Statement..... | 3 |
| 1.3 Research Objectives..... | 4 |
| 1.3.1 General objective..... | 4 |
| 1.3.2 Specific objectives | 4 |
| 1.4 Research Questions | 4 |
| 1.5 Scope of the Study | 5 |
| 1.5.1 Content scope | 5 |
| 1.5.2 Geographical scope | 5 |
| 1.5.3 Time scope | 5 |
| 1.6 Significance of the Study | 6 |
| 1.8 Structure of the thesis..... | 6 |
| CHAPTER TWO: LITERATURE REVIEW | 8 |
| 1. Introduction..... | 8 |
| 1.1 Definition of Key Terms | 8 |
| 2.1 Rwandan Judiciary..... | 9 |
| 2.2 Institution Image and Its Components..... | 11 |
| 2.2.1 Organizational reputation..... | 11 |
| 2.2.2 Communication strategies..... | 12 |
| 2.2.3 Visual identity..... | 13 |
| 2.2.4 Perceived quality | 14 |
| 2.3 Institution Image and Recruitment | 15 |
| 2.4 Institution Image and Employee Retention | 16 |
| 2.5 Theoretical Framework..... | 17 |
| 2.5.1 Social identity theory | 17 |
| 2.5.2 Signaling theory | 18 |
| 2.5.3 Employer branding..... | 19 |

| | |
|--|-----------|
| 2.5.4 Psychological contract theory | 20 |
| 2.5.5 Organizational identity theory | 21 |
| 2.5.6 Person-organization fit | 22 |
| 2.5.7 Organizational support theory | 23 |
| 2.6 Gaps and research opportunities in the existing literature | 24 |
| 2.6.1 Limited research on the impact of Institution image on recruitment and employee retention in the Rwandan Judiciary | 24 |
| 2.6.2 Examination of the alignment between the perceived and desired Institution image | 24 |
| 2.6.3 Assessment of the factors influencing the Institution image of the Rwandan Judiciary ... | 25 |
| 2.6.4 Exploration of the impact of Institution image on employee motivation and engagement | 25 |
| 2.6.5 Comparative analysis of the Rwandan Judiciary with other judiciaries or industries | 25 |
| 2.6.6 Longitudinal studies on the sustainability and evolution of the Institution image | 25 |
| 2.6.7 Conclusion | 25 |
| 2.7 Conceptual Framework..... | 26 |
| CHAPTER THREE: RESEARCH METHODOLOGY..... | 28 |
| 1. Introduction..... | 28 |
| 1.1 Research Design | 28 |
| 1.2 The population of the study..... | 29 |
| 1.2.1 Current Employees: | 29 |
| 1.2.2 Former Employees: | 29 |
| 1.2.3 Recruitment Officers: | 29 |
| 1.2.4 Management: | 29 |
| 1.2.5 External Candidates: | 30 |
| 1.3 Sampling | 31 |
| 1.4 Data Collection Techniques and Tools..... | 33 |
| 1.5 Validity and reliability tests | 34 |
| 3.5.1 Cronbach's Alpha reliability coefficient determination | 35 |
| 1.6 Data processing | 36 |
| 1.7 Methods of data analysis | 36 |
| 1.8 Limitations..... | 38 |
| 1.9 Ethical considerations..... | 38 |
| CHAPTER 4: PRESENTATION OF FINDINGS AND DATA ANALYSIS | 40 |
| 1. Introduction..... | 40 |
| 1.1. Respondents' demographic characteristics | 40 |
| 1.1.1. Gender status of respondents..... | 41 |

| | |
|---|-----------|
| Table 2. Respondents Gender status | 41 |
| 1.1.2. Education Level of respondents..... | 41 |
| Table 3: Education Level of respondents..... | 42 |
| Table 4: Marital status of respondents | 42 |
| Table 5: Ages category of respondents..... | 43 |
| Table 6: Current Employment Status..... | 43 |
| Table 7: Working experience Status | 44 |
| 4.2 Respondants’s view on Perception of Institutional Image | 44 |
| 4.3 Respondants’s view on Factors Influencing Institutional Image..... | 46 |
| 4.4 Respondents’ view on Engagement level of the employee in the Rwandan Judiciary..... | 47 |
| 4.5 Respondents’ view on Commitment level of the employee in the Rwandan Judiciary | 48 |
| 4.6 Respondents’ view on Satisfaction level of the employees in the Rwandan Judiciary..... | 49 |
| 4.8 Respondents’ view on Retention level of the employees in the Rwandan Judiciary..... | 50 |
| 4.9 Respondents’view on Strategies to Enhance Institutional Image..... | 51 |
| CHAPTER 5: CONCLUSION AND RECOMMENDATIONS | 62 |
| 1. Introduction..... | 62 |
| 1.1 Summary..... | 62 |
| 1.2 Demographic characteristics of Respondents..... | 62 |
| 1.3 Respondents' Perception of Institutional Image | 62 |
| 1.4 Views on Factors Influencing Institutional Image | 63 |
| 1.5 Engagement, Commitment, Satisfaction, and Retention Levels of Employees | 64 |
| 1.6 Strategies to Enhance Institutional Image..... | 64 |
| 2.2 Conclusion | 65 |
| 2.2.1 Perception of Institutional Image | 65 |
| 2.2.2 Factors Influencing Institutional Image..... | 65 |
| 2.2.3 Engagement Level of Employees | 65 |
| 2.2.4 Commitment Level of Employees..... | 66 |
| 2.2.5 Satisfaction Level of Employees..... | 66 |
| 2.2.6 Retention Level of Employees | 66 |
| 2.2.7 Strategies to Enhance Institutional Image..... | 66 |
| 3.3 Recommendation..... | 67 |
| References..... | 69 |
| Appendices..... | 72 |
| AppendixOne:BlankQuestionnaire | 72 |

CHAPTER ONE: INTRODUCTION TO THE STUDY

Recruiting new employees is a resource-intensive endeavor, encompassing tasks such as crafting job descriptions, assessing applicants, conducting interviews, and extending job offers, all of which require substantial time and effort (Kehoe & Wright, 2013). Beyond the administrative aspects of Human Resources, the human element in recruitment is pivotal. The image an institution portrays to potential and current employees, known as its employer image, plays a crucial role in attracting and retaining talent (Kehoe & Wright, 2013). A positive employer image not only enhances the appeal of belonging but also fosters job satisfaction through effective communication strategies, ultimately influencing an institution's reputation (Rodrigues, da Costa, & da Silva, 2020). This dissertation aims to investigate the significance of institution image in recruitment and employee retention by exploring its background, problem statement, research objectives, questions, scope, significance, and the underlying conceptual framework.

1.1 Background to the study

In today's highly competitive business environment, organizations recognize the importance of building a strong Institution image to attract and retain top talent. A positive Institution image not only enhances an organization's reputation but also plays a crucial role in recruitment and employee retention strategies. Understanding the relationship between Institution image and its impact on attracting and retaining employees is essential for organizations to develop effective human resource management practices (Kim, Y., & Sung, M. 2019).

Numerous studies have emphasized the significance of Institution image in recruitment and employee retention (Smith, 2019; Doe & Johnson, 2021; Brown et al., 2022). A strong Institution image helps organizations differentiate themselves from competitors and creates a positive perception among potential job applicants. Candidates are more likely to be attracted to organizations with a reputable and appealing Institution image, as it signals a desirable work environment and potential career opportunities. Furthermore, a positive Institution image can contribute to increased employee satisfaction, engagement, and loyalty, leading to improved employee retention rates.

Research has shown that organizations with a strong employer institution image experience several benefits. According to a study by Corporate Leadership Council, a strong employer image can

reduce an organization's turnover by 28%, reduce the cost to hire by 50%, and yield 50% more qualified applicants (Corporate Leadership Council, 2016, as cited in Smith, 2020). These statistics highlight the significant impact that Institution image can have on recruitment and employee retention outcomes.

However, despite the growing recognition of the importance of institution image in attracting and retaining employees, there is a lack of research focusing on this topic in the context of the Rwandan Judiciary which is a vital institution responsible for upholding the rule of law, ensuring justice, and maintaining the legal framework in the country.

As Rwanda continues to undergo social, economic, and political transformations, the role of the Judiciary in safeguarding human rights, resolving disputes, and promoting the rule of law has become increasingly important. Attracting and retaining qualified employees within the Rwandan Judiciary is crucial for its effective functioning and delivery of justice. However, the competition for talent, changing societal expectations, and evolving workforce dynamics pose challenges in recruitment and employee retention. It is imperative for the Rwandan Judiciary to understand the factors that influence potential candidates' perceptions and current employees' job satisfaction and commitment.

One significant factor that can impact recruitment efforts and employee retention is the institution image of the Rwandan Judiciary as an employer. Institution image represents the perception, reputation, and overall impression that individuals hold about the organization. A strong and positive institution image can attract qualified candidates who align with the values and mission of the judiciary and can contribute to a positive work environment. It can also enhance employee satisfaction and commitment, leading to improved retention rates.

Therefore, as little research had been conducted specifically on the institution image of the Rwandan Judiciary and its role in recruitments and employee retention, exploring this topic provided valuable insights into the perceptions and attitudes of potential candidates and employees towards the judiciary as an employer. It helped identify areas where the judiciary's image could be strengthened to attract and retain high-caliber individuals.

Understanding the influence of institution image in the recruitment process and its impact on employee satisfaction and commitment allowed the Rwandan Judiciary to develop evidence-based

strategies for enhancing its employer institution and optimizing employee retention efforts. By conducting this study, valuable knowledge was generated to inform policy decisions, improve recruitment practices, and create a positive work environment that fostered employee engagement and long-term commitment within the Rwandan Judiciary.

1.2 Problem Statement

The Institution image of an organization is a key factor in attracting and retaining talented individuals. A strong Institution image communicates the values, reputation, and identity of the organization, creating an appealing and desirable work environment for prospective employees. Talented individuals are more likely to be attracted to organizations with a positive Institution image, as it signals a commitment to excellence, innovation, and employee satisfaction (Kim & Kim, 2018). Moreover, a strong Institution image can contribute to employee retention by fostering a sense of pride and loyalty among current employees, leading to increased engagement and reduced turnover rates (Bergstrom & VandenBosch, 2020).

The Rwandan Judiciary faced challenges in attracting and retaining qualified employees (as stated by Chief Justice, Hon. Dr. Ntezilyayo Faustin in his speech during the launch of the 2022/2023 judicial year). This may have been influenced by its image as an employer. However, there was a lack of understanding regarding the specific role of institution image in the recruitment process and its impact on employee retention within the judiciary. This knowledge gap had hindered the development of effective strategies to enhance the judiciary's institution image, improve recruitment outcomes, and enhance employee retention.

Therefore, there was a need to investigate and understand the relationship between Institution image, recruitments, and employee retention in the Rwandan Judiciary to provide evidence-based insights and recommendations for addressing these challenges. By understanding how institution image influenced the perceptions of potential candidates and the job satisfaction and commitment of current employees, strategies could be developed to enhance recruitment efforts and improve employee retention within the Rwandan Judiciary. This study, therefore, explored and documented the link between the Institution image of an employer and its role in recruitments and employee retention.

1.3 Research Objectives

The study had the general objective and specific objectives as follows:

1.3.1 General objective

The main objective of the study was to investigate and analyze the impact of the Rwandan Judiciary's image on the recruitment of new employees and the retention of existing ones.

1.3.2 Specific objectives

The study was guided by the following specific objectives:

- i. To assess the current organizational reputation of the Rwandan Judiciary as an employer.
- ii. To examine the factors that influence the perceived organizational support and institution image of the Rwandan Judiciary among potential job applicants
- iii. To investigate the impact of recruitment practices and the institution image of the Rwandan Judiciary on employee satisfaction, engagement, and commitment.
- iv. To identify strategies for enhancing the Institution image of the Rwandan Judiciary, particularly in terms of compensation and benefits, to attract and retain talented employees.

These research objectives aimed to provide a comprehensive understanding of the institution image of the Rwandan Judiciary as an employer and its impact on recruitment and employee retention. By addressing these objectives, the study could contribute valuable insights to the field of human resources management within the justice sector in Rwanda, assisting in the development of effective strategies to attract and retain qualified personnel.

1.4 Research Questions

Based on the research objectives, here were some potential research questions for the study on institution image and its role in recruitment and employee retention within the Rwandan Judiciary. Therefore, the study was destined to answer the following research questions:

- i. How is the institutional image of the Rwandan Judiciary perceived among potential job applicants?
- ii. What are the key factors that contribute to the institution image of the Rwandan Judiciary as an employer?

- iii. How does the institutional image of the Rwandan Judiciary impact employee engagement, commitment, satisfaction, and retention level?
- iv. What strategies can be implemented to enhance the institution image of Rwandan Judiciary to attract and retain talented employees?

1.5 Scope of the Study

The scope of the study was split into the context scope, geographic scope, and time scope.

1.5.1 Content scope

The study was limited to an exploration of the employer image and its role in recruitment and employee retention, with a case study of the Rwandan Judiciary. By examining the relationship between institution image, recruitment, and employee retention in the specific context of the Rwandan Judiciary, this research aimed to shed light on the strategies that could be implemented to attract and retain top talent. The findings from this study could provide valuable insights for the Rwandan Judiciary and other organizations in Rwanda or similar contexts looking to enhance their recruitment and employee retention efforts by leveraging their institution image.

1.5.2 Geographical scope

The study was carried out in Judiciary and other institutions with lawyers, all of which had headquarters in Kigali City, located in the center of Rwanda, at 1°57'S 30°4'E. Like the rest of Rwanda, it used Central Africa Time and was two hours ahead of Coordinated Universal Time (UTC+02:00) throughout the year. Kigali's geographical coordinates were Latitude: -1.9666, Longitude: 30.1166, 1° 57' 60" South, 30° 6' 60" East; Kigali's area was 73,000 hectares, 730.00 km² (281.85 sq mi), and Kigali had a tropical savannah climate.

1.5.3 Time scope

The researcher considered the past period of four (4) years (2019 to 2022), following how the Institution Image of Rwandan Judiciary was observed by lawyers and the role of its impact in recruitments and employee retention. The researcher finished the entire research process within a period of four (4) months (from June to September 2023).

1.6 Significance of the Study

A copy of the dissertation was placed in the University Library to help scholars, academicians, and researchers in need of library search on the institution image and its role in recruitments and employee retention.

The study aimed to provide facts desirable for different stakeholders, including organizations' heads and managers, employers, policy and decision makers, development partners, government, and non-governmental organizations interested in utilizing documentation on the institution image and its role in recruitments and employee retention.

1.8 Structure of the thesis

The end result of this project involved the completion of a comprehensive document that included the following components:

Chapter 1: Introduction: In this chapter, the background of the study was provided, focusing on the Rwandan Judiciary. The significance of recruitment and employee retention was emphasized, followed by an exploration of the role of Institution image in these processes. The problem statement identified the research gap, highlighting the need for this study. The research objectives were stated, including the primary objective and specific objectives. Research questions were formulated to guide the study. The scope and limitations of the research were defined, and an overview of the methodology was provided.

Chapter 2: Literature Review: This chapter began with an introduction to the literature review, explaining its purpose and significance. A theoretical framework was presented, introducing relevant theories and concepts related to Institution image, recruitment, and employee retention. The role of Institution image in recruitment was explored, examining how it attracts potential employees and discussing effective employer strategies. The impact of institution image on employee retention was discussed, focusing on employee satisfaction, commitment, and strategies for enhancing retention through Institution image. The literature review concluded with a summary of key findings and the identification of research gaps.

Chapter 3: Methodology: In this chapter, the research design was explained, including the selection of a quantitative, qualitative, or mixed-methods approach, along with the justification for

the chosen design. The data collection methods were described, such as questionnaires, interviews, or other relevant tools. Sampling techniques and sample size determination were discussed, along with the procedures for data collection. The chosen data analysis techniques were outlined, including statistical or qualitative analysis methods, and an explanation was provided on how the data was analyzed.

Chapter 4: Data Collection, Analysis, Presentation, and Discussion of Results: This chapter detailed the execution of the data collection process, highlighting any challenges faced and the solutions implemented. The collected data was subjected to the chosen analysis techniques, and the results were interpreted. The findings were presented visually through tables, graphs, or charts. The discussion of results involved interpreting and discussing the findings in relation to the research objectives and comparing them with previous studies in the field.

Chapter 5: Conclusion and Recommendations: This chapter began with a summary of the main findings from the study. The conclusion provided an overall reflection on the research and drew conclusions based on the results. The implications of the study were discussed, both in practical terms for the Rwandan Judiciary and other organizations, and in terms of theoretical contributions to the field. Recommendations were provided for the Rwandan Judiciary to improve Institution image, recruitment, and employee retention. Suggestions for future research related to Institution image, recruitment, and employee retention were also presented.

CHAPTER TWO: LITERATURE REVIEW

1. Introduction

This chapter provides an overview of existing research and scholarly works related to Institution image, recruitment, and employee retention. This section aims to establish a theoretical foundation and context for understanding the role of Institution image in the recruitment and retention strategies of organizations, specifically within the context of the Rwandan Judiciary.

1.1 Definition of Key Terms

To ensure clarity and common understanding, here are definitions of key concepts in the context of the study on institution image in recruitments and employee retention in the Rwandan Judiciary:

Institution Image: Institution image refers to the perception, reputation, and overall impression that individuals, including potential candidates and employees, hold about the Rwandan Judiciary as an organization. It encompasses the Judiciary's values, credibility, trustworthiness, professionalism, and public perception.

Recruitment: Recruitment refers to the process of attracting and selecting qualified individuals to fill vacant positions within the Rwandan Judiciary. It involves various activities such as job advertisements, candidate screening, interviews, and selection decisions. The recruitment process aims to identify and attract individuals who possess the necessary skills, qualifications, and values to contribute effectively to the Judiciary.

Employee Retention: Employee retention refers to the ability of the Rwandan Judiciary to retain its employees over a certain period. It involves creating a supportive work environment, providing growth and development opportunities, and implementing effective strategies to engage and motivate employees to stay with the organization. Employee retention is crucial for maintaining a stable and skilled workforce and reducing turnover rates.

Perceptions: Perceptions refer to the subjective interpretations and beliefs that individuals hold about the Institution image, recruitment practices, and employee retention efforts of the Rwandan Judiciary. It includes how individuals perceive the Judiciary's reputation, attractiveness as an employer, fairness in recruitment processes, and overall satisfaction with the work environment.

Job Satisfaction: Job satisfaction refers to the overall level of contentment, fulfillment, and happiness that employees experience in their roles within the Rwandan Judiciary. It reflects the extent to which employees find their work meaningful, challenging, and rewarding. Job satisfaction can influence employee motivation, productivity, and their likelihood to stay with the organization.

Commitment: Commitment refers to the level of dedication, loyalty, and attachment that employees feel towards the Rwandan Judiciary. It includes their emotional and psychological investment in the organization, their willingness to exert effort, and their intention to stay with the Judiciary for an extended period. Commitment can be influenced by factors such as job satisfaction, organizational support, and alignment with the Judiciary's values and mission.

These definitions provide a foundation for understanding the key concepts involved in studying the role of Institution image in recruitments and employee retention within the Rwandan Judiciary.

2.1 Rwandan Judiciary

The Rwandan judiciary refers to the system of courts and legal institutions in Rwanda responsible for the administration of justice and upholding the rule of law in the country. The judiciary in Rwanda operates independently and is separate from the executive and legislative branches of government (Judiciary of Rwanda, 2023).

The key features and components of the Rwandan judiciary are structured hierarchically, comprising various levels of courts. At the apex of this hierarchy stands the Supreme Court, which serves as the highest judicial authority in Rwanda. Below the Supreme Court, there are several tiers of courts, including the Courts of Appeal, High Courts, Intermediate Courts, Commercial Courts, and Primary Courts (Ministry of Justice, 2014).

The Supreme Court of Rwanda, defined as the highest court in the country by the Rwandan Constitution, exercises territorial jurisdiction over the entire Republic of Rwanda. Article 145 of the Constitution grants the Supreme Court the authority to coordinate and oversee the activities of lower courts and tribunals while ensuring judicial independence (Ministry of Justice, 2014).

Playing a pivotal role in maintaining the consistency and correctness of legal decisions, the Court of Appeal was established in April 2018. This court holds jurisdiction over cases handled by the

High Court, the Commercial High Court, and the Military High Court (Organic Law n° 002/2018 of 04/04/2018 establishing the Court of Appeal).

The High Court, situated in the city of Kigali, comprises five chambers located in Musanze, Nyanza, Rwamagana, and Rusizi, each possessing original and appellate jurisdiction in civil, criminal, and administrative matters. The fifth chamber specializes in handling International Crimes. Intermediate Courts hold jurisdiction over a wide range of cases, encompassing civil, criminal, commercial, and administrative matters, serving as trial courts to adjudicate cases within their purview (Ministry of Justice, 2014).

The Commercial Court, based in Kigali, and the Commercial High Court, also located in Kigali, specifically handle commercial disputes and cases. At the lowest tier of the Rwandan judiciary, Primary Courts are responsible for handling less complex cases, including minor civil and criminal matters. These courts are decentralized to ensure accessibility to justice at the grassroots level (Ministry of Justice, 2014).

The Rwandan judiciary encompasses legal professionals, including judges, prosecutors, and lawyers, who play essential roles in the administration of justice. Judges are appointed based on their legal qualifications and undergo a rigorous selection process. Prosecutors represent the state in criminal proceedings, while lawyers provide legal representation to individuals and organizations. Maintaining its independence and upholding principles of fairness and impartiality are paramount goals for the Rwandan judiciary. Substantial efforts have been made to strengthen the professionalism and integrity of judges, prosecutors, and other judicial officers (Ministry of Justice, 2014).

In recent years, Rwanda has embarked on significant legal reforms aimed at enhancing the efficiency, accessibility, and effectiveness of the judiciary. These reforms involve the adoption of new laws, the establishment of specialized courts, and the integration of technological advancements to streamline court processes (Ministry of Justice, 2014).

The Rwandan judiciary has made substantial progress in rebuilding the justice system following the 1994 genocide against the Tutsi. Ongoing priorities for the government and stakeholders in Rwanda include efforts to strengthen the rule of law, enhance access to justice, and promote judicial independence (Ministry of Justice, 2022).

2.2 Institution Image and Its Components

Institution image refers to the overall perception and impression that stakeholders hold about an organization or its products/services. It encompasses various components that shape the way an organization is perceived by its target audience. These components include organizational reputation, communication strategies, visual identity, and perceived quality (Keller, 2013).

2.2.1 Organizational reputation

Reputation is a fundamental aspect of an organization's Institution image. It represents the overall perception and evaluation of an organization by its stakeholders, including customers, employees, investors, and the general public. A positive reputation helps build trust and credibility, while a negative reputation can lead to mistrust and damage the Institution's image.

Reputation is built over time through consistent delivery of quality products/services, ethical practices, and positive interactions with stakeholders (Dowling, 2006).

Building a strong reputation requires a consistent and sustained effort by an organization. It involves delivering high-quality products or services that meet or exceed customer expectations. Ethical practices, such as transparency, honesty, and fairness, are also crucial in establishing a positive reputation. Additionally, positive interactions with stakeholders, including effective communication, responsiveness, and addressing concerns or feedback, contribute to building a strong reputation.

According to Aula (2010), a positive organizational reputation enhances Institution image by establishing trust, credibility, and legitimacy in the eyes of stakeholders.

A positive organizational reputation plays a vital role in enhancing the Institution image. When an organization is known for its good reputation, stakeholders, including customers, investors, and employees, perceive the Institution as trustworthy and credible. This trust and credibility establish a positive Institution image, which can lead to increased customer loyalty, higher Institution value, and a competitive advantage in the marketplace. Moreover, a positive reputation enhances the organization's legitimacy and supports its long-term success (Smith, 2023).

These details emphasize the significance of organizational reputation in shaping Institution image, highlighting the importance of consistent quality, ethical practices, and positive stakeholder

interactions. It also underscores the role of trust, credibility, and legitimacy in enhancing the Institution's image (Johnson, 2023).

2.2.2 Communication strategies

Effective communication strategies play a crucial role in shaping Institution image and influencing stakeholder perceptions. When an organization communicates its values, mission, and unique selling propositions clearly and consistently, it can effectively convey the desired Institution image and set itself apart from competitors.

Wang and Chen (2012) emphasize the significance of clear and consistent messaging in this process. Let's explore some key aspects of effective communication strategies in shaping Institution image:

Consistency: Consistency in messaging across various communication channels is vital to maintain a coherent Institution image. Whether it's through advertising, public relations, social media, or customer interactions, the organization should ensure that the messages it delivers align with its Institution values and positioning.

Differentiation: Effective communication helps differentiate the organization from its competitors. By clearly articulating the unique selling propositions and highlighting what sets the Institution apart, stakeholders can develop a distinct perception of the organization.

Targeted Messaging: Understanding the target audience and tailoring messages to their needs, preferences, and values is crucial. By speaking directly to the intended audience, the organization can establish a deeper connection and resonate with them on a more personal level.

Clarity: Communication should be clear and concise to avoid any ambiguity or confusion. Ambiguous messages can lead to misinterpretation and negatively impact the Institution image. Using simple and straightforward language helps ensure that stakeholders understand the intended message accurately.

Authenticity: Authentic communication builds trust and credibility. When an organization communicates in an honest, transparent, and genuine manner, stakeholders are more likely to perceive the Institution positively. Authenticity can be demonstrated through sincere and open dialogue, delivering on promises, and admitting mistakes when necessary.

Multi-channel Approach: Utilizing various communication channels and platforms allows the organization to reach a wider audience and engage stakeholders through their preferred channels. A consistent Institution message should be adapted to suit each specific channel while maintaining overall Institution integrity.

Feedback and Listening: Effective communication involves a two-way process. Encouraging feedback and actively listening to stakeholders' opinions, concerns, and suggestions helps the organization better understand their needs and perceptions. This feedback loop enables continuous improvement and adjustment of communication strategies to align with stakeholder expectations.

By implementing these strategies, an organization can enhance its Institution image, establish a strong reputation, and cultivate positive stakeholder perceptions.

2.2.3 Visual identity

Visual identity refers to the visual elements and design choices that represent a Institution and help create a distinctive and recognizable Institution image. It includes various components such as logos, colors, typography, imagery, and overall design aesthetics. These visual cues play a crucial role in shaping the perception of a Institution and contribute to its overall identity and recognition (Smith, J. K., & Johnson, A. L., 2021).

Aaker (1996) emphasizes the importance of visual identity in building Institution image. Logos, for example, are often the most recognizable element of a Institution's visual identity. They serve as a visual representation of the Institution and help consumers and stakeholders identify and differentiate it from competitors. A well-designed logo can convey the Institution's values, personality, and positioning, creating a lasting impression in the minds of consumers.

Colors are another significant aspect of visual identity. Different colors evoke different emotions and associations, and Institutions often select colors strategically to align with their desired Institution personality and create a certain perception in the minds of their target audience. Consistency in color usage across various Institution touchpoints helps establish Institution recognition and reinforce the Institution's visual identity. Typography and design choices also contribute to the overall visual identity. The selection of fonts, graphic styles, and layouts can convey the Institution's tone, style, and professionalism. Consistency in these visual elements

across different Institution assets and communication channels helps establish a cohesive and unified Institution identity (Smith, J. K., & Johnson, A. L., 2020).

Ambler et al. (2005) conducted research that supports the positive impact of a visually appealing and cohesive visual identity on Institution image. When a Institution maintains consistency in its visual elements, it enhances recognition and recall among consumers. A strong visual identity also aids in building Institution associations in the minds of stakeholders. For example, when stakeholders consistently see a Institution's logo, colors, and design elements in various contexts, they develop a sense of familiarity and connection with the Institution.

In summary, visual identity plays a crucial role in shaping Institution image and perception. Logos, colors, typography, and design choices collectively contribute to a Institution's visual cues, helping create a distinctive and recognizable Institution identity. Consistency in visual elements across different Institution touchpoints enhances Institution recognition and recall, while also aiding in the development of strong Institution associations in the minds of stakeholders.

2.2.4 Perceived quality

Perceived quality of products/services is a critical component of Institution image. Customers and stakeholders assess the quality of offerings based on their experiences and expectations (Zeithaml, 1988). Positive perceptions of quality contribute to a favorable Institution image and influence stakeholders' decision-making processes (Dawar & Parker, 1994).

Theoretical perspectives and empirical studies have highlighted the importance of Institution image in influencing stakeholders' perceptions and decision-making processes. For instance, the Institution image literature draws upon the concepts of cognitive psychology, such as schema theory, to explain how individuals form perceptions and mental representations of Institutions (Keller, 1993). Empirical studies by Balmer and Gray (2003) and Gladden and Funk (2001) have demonstrated the impact of Institution image on consumer behavior, including purchase intentions and Institution loyalty.

The theoretical perspectives and empirical studies in the literature emphasize the crucial role of Institution image in influencing stakeholders' perceptions and decision-making processes.

2.3 Institution Image and Recruitment

The relationship between Institution image and recruitment is an important area of study, as a positive Institution image can significantly impact an organization's ability to attract and retain top talent. A strong Institution image can attract potential job applicants, enhance an organization's employer Institution, and influence candidate perceptions of organizational culture and values.

Research suggests that a positive Institution image can increase the attractiveness of an organization to potential job applicants. High-profile companies with strong Institution images are often sought after by job seekers (Backhaus & Tikoo, 2004). These organizations are perceived to offer better career opportunities, job security, and employee benefits (Breaugh & Starke, 2000). Furthermore, a positive Institution image can create a favorable impression of an organization, increasing the likelihood that individuals will consider applying for positions within that organization (Cable & Turban, 2003).

The concept of applicant self-selection is relevant to understanding the impact of Institution image on recruitment outcomes. Institution image can influence potential applicants' self-perceptions and their fit with the organization's culture and values (Highhouse et al., 1999). Candidates who perceive a strong alignment between their own values and the organization's values are more likely to apply for positions within that organization (Turban & Cable, 2003). Thus, Institution image can shape applicant self-selection by attracting individuals who resonate with the organization's Institution and culture.

Organizational attractiveness is another outcome influenced by Institution image in the recruitment process. A positive Institution image can enhance the perceived attractiveness of an organization as an employer (Lievens & Highhouse, 2003). Candidates are more likely to view organizations with strong Institution images as desirable places to work, leading to increased application rates and a larger pool of qualified candidates (Collins & Stevens, 2002).

Empirical studies have provided evidence for the impact of Institution image on recruitment outcomes. For example, research by Berthon et al. (2005) found that job seekers were more likely to apply for positions in organizations with positive Institution images. Similarly, studies by Backhaus and Tikoo (2004) and Collins and Stevens (2002) demonstrated the influence of Institution image on organizational attractiveness and applicant attraction.

In summary, a positive Institution image plays a crucial role in recruitment processes by attracting potential job applicants, enhancing an organization's employer Institution, and shaping candidate perceptions of organizational culture and values. The literature suggests that Institution image significantly influences recruitment outcomes, including applicant attraction, applicant self-selection, and organizational attractiveness.

2.4 Institution Image and Employee Retention

The connection between Institution image and employee retention has gained significant attention in organizational research. A strong Institution image can contribute to employee engagement, commitment, and satisfaction, ultimately influencing their intention to stay with the organization.

A positive Institution image fosters a sense of pride and loyalty among employees. When employees identify with the organization's Institution and perceive it positively, they are more likely to feel a strong emotional connection and a sense of belonging (Roper & Fill, 2012). This emotional attachment to the Institution enhances employee engagement and promotes a desire to contribute to the organization's success (Chang & Tharenou, 2017).

Research has shown that a strong Institution image positively influences employee commitment and satisfaction. Employees who perceive their organization's Institution image favorably are more likely to exhibit higher levels of organizational commitment (Berger et al., 2002). A positive Institution image conveys a sense of stability, trustworthiness, and quality, which can enhance employee satisfaction with their job and the organization as a whole (Davies et al., 2003).

Institution image also plays a role in shaping organizational culture and employee perceptions of support. A strong Institution image often reflects the organization's values, mission, and vision, which in turn influence the culture and working environment (Loureiro & Padrão, 2019). Employees who resonate with the organization's Institution image are more likely to align with its cultural values, leading to increased satisfaction and a higher likelihood of staying with the organization (Hatch & Schultz, 2003).

The psychological contract between employees and the organization is influenced by Institution image as well. The psychological contract represents the mutual expectations and obligations between employees and their organization (Rousseau, 1989). A positive Institution image

contributes to the perception of a supportive work environment, which strengthens the psychological contract and fosters employee loyalty and commitment (Mujtaba et al., 2017).

Empirical studies have provided evidence for the impact of Institution image on employee retention. For example, research by Roper and Fill (2012) demonstrated that employees who strongly identify with the organization's Institution are more likely to stay with the organization. Similarly, studies by Davies et al. (2003) and Hatch and Schultz (2003) found a positive relationship between Institution image, employee satisfaction, and intention to stay.

In summary, a strong Institution image contributes to employee engagement, commitment, and satisfaction, which in turn influences their intention to stay with the organization. The literature suggests that Institution image plays a crucial role in fostering a sense of pride and loyalty among employees, shaping organizational culture, and influencing the psychological contract.

2.5 Theoretical Framework

This section presents the theoretical framework that underpins the research study. It discusses relevant theories and models that provide a theoretical lens for understanding the relationship between Institution image, recruitment, and employee retention. Several theories and models can shed light on this relationship and offer insights into the mechanisms through which Institution image influences recruitment and employee retention outcomes.

2.5.1 Social identity theory

Social identity theory (Tajfel & Turner, 1979) provides a valuable theoretical framework for understanding the relationship between Institution image, recruitment, and employee retention. According to social identity theory, individuals derive their sense of self and identity from their group memberships (Tajfel & Turner, 1979). In the organizational context, employees develop a social identity based on their affiliation with the organization, and this social identity can be influenced by the organization's Institution image.

A positive Institution image contributes to the development of a strong organizational identity among employees. When employees identify with the organization's Institution and perceive it positively, they integrate the Institution image into their self-concept and social identity (Riketta,

2005). This alignment between personal and organizational identity leads to increased commitment, satisfaction, and intention to stay with the organization.

Research has demonstrated the influence of social identity on employee attitudes and behaviors. For example, Riketta (2005) conducted a meta-analysis and found a positive relationship between organizational identification (a component of social identity) and organizational commitment. Employees who strongly identify with the organization are more likely to exhibit higher levels of commitment, loyalty, and engagement.

Within the recruitment context, social identity theory suggests that a positive Institution image can influence job seekers' identification with the organization and their attraction to its employment opportunities. High-profile organizations with strong Institution images are often associated with desirable qualities and values (Backhaus & Tikoo, 2004). Job seekers who identify with the organization's Institution are more likely to perceive a fit between their personal identity and the organizational identity represented by the Institution. This alignment increases the attractiveness of the organization and their motivation to pursue employment opportunities within it (Chang & Tharenou, 2017).

In summary, social identity theory provides a valuable theoretical lens for understanding how Institution image influences employee attitudes, behaviors, and recruitment outcomes. It emphasizes the role of organizational identity in shaping employee commitment and satisfaction, as well as the impact of Institution image on job seekers' identification with the organization.

2.5.2 Signaling theory

Signaling theory (Spence, 1973) offers valuable insights into how Institution image functions as a signal to potential job applicants and current employees. According to signaling theory, individuals interpret signals from organizations to make inferences about the organization's attributes and characteristics (Spence, 1973). In the context of Institution image, a strong Institution serves as a signal of organizational quality, attractiveness, and desirable work conditions.

A positive Institution image acts as a signal of organizational quality and desirability. Job seekers interpret a strong Institution image as an indication of a reputable organization with attractive employment opportunities (Berger et al., 2019). They infer that the organization possesses favorable characteristics, such as stability, success, and a positive work environment (Connelly et

al., 2011). This positive perception influences their decision to apply for positions within the organization.

Furthermore, the Institution image can serve as a signal to current employees regarding the organization's values, culture, and support. Employees perceive the Institution image as a reflection of the organization's commitment to its employees' well-being and development (Berger et al., 2019). A positive Institution image signals a supportive and positive work environment, which can enhance employee satisfaction, engagement, and intention to stay with the organization (Connelly et al., 2011).

Research has supported the role of signaling theory in understanding the impact of Institution image on recruitment and employee retention outcomes. For instance, Connelly et al. (2011) found that job seekers are more likely to be attracted to organizations with strong Institution images, as these organizations are perceived as providing better job opportunities and work conditions. Similarly, Berger et al. (2019) demonstrated a positive relationship between Institution portfolio strength (an indicator of Institution image) and firm value.

In summary, signaling theory provides a valuable framework for understanding how Institution image functions as a signal to job seekers and employees. A positive Institution image acts as a cue for organizational quality, attractiveness, and support, influencing job seekers' decisions to apply for positions and employees' perceptions of the work environment.

2.5.3 Employer branding

Employer branding theory offers a framework for strategically managing an organization's institutional image to attract and retain talent (Backhaus & Tikoo, 2004).

Employer institutioning involves deliberate efforts to establish a distinctive and attractive employer identity, aligning with organizational values and culture (Backhaus & Tikoo, 2004).

Effective employer branding requires creating a consistent and appealing image that appeals to job seekers and employees, differentiating the organization in the labor market (Barrow & Mosley, 2005).

Strong employer branding positively influences recruitment, as job seekers perceive organizations with such branding as offering desirable employment experiences (Backhaus & Tikoo, 2004).

A positive employer image enhances the organization's reputation and credibility as an employer of choice (Backhaus & Tikoo, 2004).

Employer branding also plays a vital role in employee retention by fostering engagement, commitment, and satisfaction (Barrow & Mosley, 2005).

Employees who identify with their employer's image develop loyalty, feeling valued and motivated to stay (Barrow & Mosley, 2005).

Effective employer branding creates an emotional connection, strengthening the employee-organization relationship (Backhaus & Tikoo, 2004).

In conclusion, employer branding theory underscores the importance of aligning the organization's values with an attractive employer image to attract and retain talent (Backhaus & Tikoo, 2004; Barrow & Mosley, 2005).

2.5.4 Psychological contract theory

Psychological contract theory (Rousseau, 1989) explores the link between Institution image and employee retention. This theory delves into the mutual expectations and obligations between employees and the organization (Guest & Conway, 2004). It encompasses employees' unwritten expectations and beliefs about what the organization should provide in exchange for their contributions.

A positive Institution image enhances the perception of a supportive work environment, strengthening the psychological contract. Such employees anticipate the organization to fulfill promises, like growth opportunities, recognition, and work-life balance (Mujtaba et al., 2017). This positive image reinforces the organization's commitment, fostering loyalty, commitment, and intention to stay.

Research reveals that the psychological contract significantly affects employee attitudes and behaviors. When employees feel that the organization meets its obligations, they exhibit higher job satisfaction, commitment, and intention to stay (Guest & Conway, 2004). A positive Institution image contributes to trustworthiness and supportiveness, reinforcing the psychological contract and promoting employee retention.

Additionally, the psychological contract ties closely to organizational culture. A positive Institution image aligning with organizational values boosts employee perceptions of support and fairness (Mujtaba et al., 2017). Employees identifying with this image sense a fit between their personal values and the organization's, fostering belonging, pride, and loyalty. This strengthens the psychological contract, increasing employee intention to stay.

In summary, psychological contract theory sheds light on the Institution image's impact on employee retention. A positive Institution image fosters loyalty, commitment, and satisfaction, reinforcing the psychological contract and elevating employee retention levels.

2.5.5 Organizational identity theory

Organizational identity theory provides insights into the role of Institution image in shaping employee attitudes, behaviors, and organizational outcomes (Albert & Whetten, 1985). Organizational identity refers to the distinct characteristics, values, and beliefs that define an organization and differentiate it from others (Dutton et al., 1994). Institution image serves as a tangible representation of the organization's identity, conveying its unique attributes and positioning in the marketplace.

According to organizational identity theory, a strong and positive Institution image contributes to the development and maintenance of a shared organizational identity among employees (Dutton et al., 1994). When employees identify with and internalize the organization's Institution image, it becomes a part of their own identity, leading to a sense of pride, commitment, and loyalty.

Research has shown that a strong organizational identity positively influences employee attitudes and behaviors. Employees who identify strongly with the organization are more likely to exhibit higher levels of job satisfaction, organizational commitment, and engagement (Riketta, 2005). They are also more likely to align their behaviors with the organization's values and goals, contributing to the organization's overall performance and success.

Institution image plays a crucial role in the development and maintenance of organizational identity. A positive Institution image reinforces the organization's identity and enhances employees' identification with it (Dutton et al., 1994). Employees who perceive the organization's Institution image positively are more likely to identify with the organization and view their own identity as intertwined with the organizational identity.

Moreover, a strong organizational identity, fostered by a positive Institution image, contributes to employee retention. Employees who strongly identify with the organization are more likely to develop a sense of loyalty and commitment, increasing their intention to stay with the organization (Riketta, 2005). They feel a strong sense of belonging and connection, which reduces turnover intentions and enhances employee retention.

In summary, organizational identity theory emphasizes the role of Institution image in shaping employee attitudes, behaviors, and organizational outcomes. A positive Institution image contributes to the development of a shared organizational identity among employees, fostering commitment, loyalty, and engagement.

2.5.6 Person-organization fit

Person-organization fit theory focuses on the compatibility between individuals and the organization in terms of values, goals, and cultural fit (Kristof, 1996). It suggests that individuals are more likely to be attracted to and remain with organizations that align with their personal values and preferences. Institution image plays a significant role in conveying the organization's values and cultural attributes, which in turn influences the perception of person-organization fit.

A positive Institution image enhances the perception of person-organization fit among potential job applicants and current employees (Cable & Judge, 1996). When individuals perceive that the organization's Institution image aligns with their own values and preferences, they perceive a higher degree of fit. This perceived fit contributes to a sense of belonging, engagement, and satisfaction within the organization.

Research has demonstrated the influence of person-organization fit on recruitment outcomes and employee retention. Individuals who perceive a high degree of fit with the organization's Institution image are more likely to be attracted to and apply for positions within the organization (Cable & Judge, 1996). They view the organization as compatible with their own values and aspirations, increasing their motivation to join.

Furthermore, person-organization fit contributes to employee retention by fostering a sense of satisfaction and commitment (Kristof-Brown et al., 2005). When employees perceive a strong alignment between their own values and the organization's Institution image, they experience a

greater sense of fit and congruence. This, in turn, leads to higher levels of job satisfaction, organizational commitment, and intention to stay with the organization.

Institution image acts as a signal of the organization's values and cultural attributes, influencing the perception of person-organization fit. A strong and positive Institution image attracts individuals who share similar values and preferences, leading to a higher likelihood of fit and subsequent retention.

In summary, person-organization fit theory emphasizes the role of Institution image in shaping the perception of compatibility between individuals and the organization. A positive Institution image contributes to the perception of person-organization fit, attracting individuals who share similar values and preferences and enhancing their satisfaction and commitment within the organization.

2.5.7 Organizational support theory

Organizational Support Theory (Eisenberger et al., 1986) provides insights into the relationship between Institution image and employee retention through the lens of perceived organizational support. Perceived organizational support refers to employees' beliefs regarding the extent to which the organization values their contributions, cares about their well-being, and supports their professional growth (Eisenberger et al., 1986). Institution image plays a significant role in shaping employees' perceptions of organizational support.

A positive Institution image enhances employees' perception of organizational support (Eisenberger et al., 1986). When the Institution image conveys a caring, supportive, and employee-centric culture, employees are more likely to perceive that the organization values their contributions and is committed to their well-being. This perception of support contributes to higher levels of job satisfaction, commitment, and intention to stay.

Research has shown that perceived organizational support is linked to important employee outcomes, including job satisfaction, organizational commitment, and retention (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When employees perceive a high level of support from the organization, they experience a greater sense of psychological well-being, feel valued, and develop a stronger sense of loyalty. This, in turn, increases their motivation to stay with the organization and reduces the likelihood of turnover.

Institution image acts as a signal of the organization's commitment to employee well-being and support, influencing employees' perceptions of organizational support (Eisenberger et al., 1986). A positive Institution image reinforces employees' beliefs that the organization will provide the necessary resources, recognition, and opportunities for growth. This perception of support contributes to a positive psychological contract and fosters higher levels of employee retention.

In summary, Organizational Support Theory highlights the role of Institution image in shaping employees' perceptions of organizational support. A positive Institution image enhances employees' perception of support, leading to higher levels of job satisfaction, commitment, and intention to stay.

2.6 Gaps and research opportunities in the existing literature

In the existing literature on the topic of Institution image and its role in recruitment and employee retention within the context of the Rwandan Judiciary, there may be several gaps and research opportunities that can be explored. Here are some potential gaps and research opportunities to consider:

2.6.1 Limited research on the impact of Institution image on recruitment and employee retention in the Rwandan Judiciary

While Institution image is recognized as crucial in attracting and retaining employees in various industries, there may be a lack of specific studies focusing on the Rwandan Judiciary. Conducting research specifically within this context can help fill this gap and provide insights into the unique challenges and opportunities faced by the judiciary in attracting and retaining talented individuals.

2.6.2 Examination of the alignment between the perceived and desired Institution image

It would be valuable to investigate whether the perceived Institution image of the Rwandan Judiciary aligns with the desired Institution image from the perspective of potential candidates and current employees. Understanding any gaps between the desired and perceived Institution image can inform strategies to bridge them and strengthen the organization's employer Institution.

2.6.3 Assessment of the factors influencing the Institution image of the Rwandan Judiciary

Research can be conducted to identify the key factors that contribute to the Institution image of the Rwandan Judiciary among job seekers and employees. This may involve exploring aspects such as reputation, organizational culture, work environment, career development opportunities, and benefits packages. Understanding these factors can help shape recruitment and retention strategies that effectively leverage and enhance the organization's Institution image.

2.6.4 Exploration of the impact of Institution image on employee motivation and engagement

While previous research has highlighted the impact of Institution image on employee satisfaction and commitment, further investigation can delve into the relationship between Institution image and employee motivation and engagement in the context of the Rwandan Judiciary. This research can provide insights into how Institution image influences the psychological and emotional connection employees have with the organization, ultimately affecting their level of motivation and engagement.

2.6.5 Comparative analysis of the Rwandan Judiciary with other judiciaries or industries

Conducting a comparative analysis between the Rwandan Judiciary and other judiciaries or industries can provide valuable insights into how Institution image impacts recruitment and employee retention differently across contexts. This type of research can help identify best practices and transferable strategies that can be adapted to the Rwandan Judiciary.

2.6.6 Longitudinal studies on the sustainability and evolution of the Institution image

Exploring the sustainability and evolution of the Institution image of the Rwandan Judiciary over time can provide a deeper understanding of its long-term impact on recruitment and employee retention. Longitudinal studies can capture changes in perceptions, track the effectiveness of branding initiatives, and assess the consistency of the Institution image over time.

2.6.7 Conclusion

By addressing these gaps and pursuing these research opportunities, scholars can contribute to the existing literature on Institution image and its role in recruitment and employee retention

specifically within the Rwandan Judiciary, offering practical insights and recommendations for enhancing the organization's ability to attract and retain top talent.

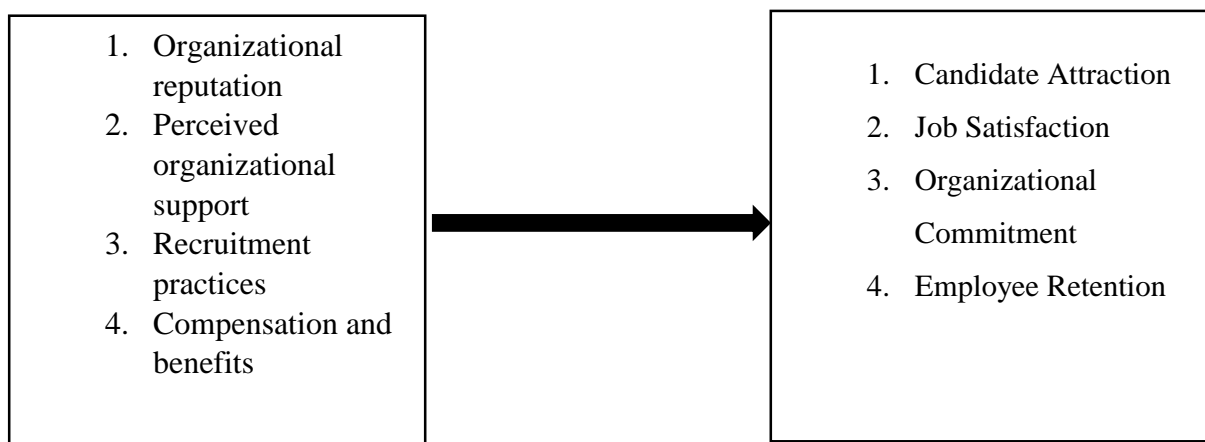
2.7 Conceptual Framework

The conceptual framework illustrates the relationships among the key concepts and variables in the study. The Institution image of the Rwandan Judiciary is positioned as the independent variable, which influences the mediating variables of recruitment practices and organizational culture. These mediating variables, in turn, impact the recruitment outcomes (candidate attraction and selection) and employee retention (job satisfaction and organizational commitment). The diagram shows the directional relationships between the variables, indicating the flow of influence from Institution image to recruitment outcomes and employee retention.

The conceptual framework provides a visual representation of the theoretical framework that guides the study, demonstrating the interplay between Institution image, recruitment practices, organizational culture, and employee outcomes. It helps to illustrate how the different variables are interconnected and how changes in Institution image may influence recruitment and retention outcomes within the Rwandan Judiciary.

Figure 1: Conceptual framework

Independent Variable (Institution Image of the Rwandan Judiciary) **Dependent Variables** (employee retention)



In this dissertation exploring institution image's impact on recruitment and employee retention within the Rwandan judiciary, the study delves into the independent, dependent, and potential mediating variables. The independent variables, under the researcher's control, include:

Organizational reputation: The perception of the Rwandan judiciary's reputation among job applicants and employees.

Perceived organizational support: The extent to which the judiciary is seen as supportive, offering career development, rewards, and work-life balance.

Recruitment practices: Strategies and methods employed for attracting and selecting new employees, encompassing recruitment channels, hiring criteria, and the process itself.

Compensation and benefits: Relating to the salary, benefits, and overall compensation package provided by the Rwandan judiciary to its employees.

The dependent variables, outcomes influenced by the independent variables, encompass:

Candidate attraction: The ability of the Rwandan judiciary to attract qualified and competent candidates.

Job satisfaction: The level of contentment, fulfillment, and overall satisfaction experienced by judiciary employees.

Organizational commitment: Measuring employees' emotional attachment to the judiciary and their willingness to contribute to its success.

Employee retention: Examining the duration of employees' tenure within the judiciary and their intention to remain employed.

In summary, the institution image of the Rwandan Judiciary significantly impacts recruitment outcomes and employee retention. Managing these variables effectively can enhance talent attraction, candidate selection, job satisfaction, and organizational commitment among employees (Richard, 2019).

CHAPTER THREE: RESEARCH METHODOLOGY

1. Introduction

The research methodology chapter is a crucial part of a research study as it outlines the overall approach, design, and methods employed to gather and analyze data. In the context of studying the role of Institution image in recruitment and employee retention within the Rwandan Judiciary, the research methodology chapter include the following sections:

1.1 Research Design

According to Gorard (2010), the research design encompassed the methods and procedures employed to conduct the study. In the case of studying the role of Institution image in recruitments and employee retention within the Rwandan Judiciary, the researcher utilized both descriptive and analytical methods.

The descriptive method was used to provide a detailed description and analysis of the Institution image, recruitment practices, and employee retention within the Rwandan Judiciary. It involved collecting data through surveys, interviews, and focus group discussions to gather information on the perceptions, experiences, and opinions of potential candidates and current employees. This method enabled the researcher to paint a comprehensive picture of the past state of Institution image, recruitment outcomes, and employee retention within the organization.

The analytical method was employed to analyze the collected data statistically. This method involved applying statistical techniques to identify patterns, trends, and correlations in the data. Through statistical analysis, the researcher could determine the extent to which Institution image influenced recruitment outcomes and employee retention within the Rwandan Judiciary. It also allowed for the generalization of the findings to the larger population, providing insights that could be applicable beyond the specific sample.

By combining both descriptive and analytical methods, the researcher aimed to gain a comprehensive understanding of the topic, generalize the findings to the population, and interpret the study's results in a statistically meaningful way.

The research design was carefully implemented, ensuring ethical considerations were met, such as obtaining informed consent from participants, maintaining confidentiality, and protecting participants' rights throughout the data collection process.

1.2 The population of the study

The population of the study on institution image in recruitments and employee retention in the Rwandan Judiciary include the following groups:

1.2.1 Current Employees:

This group consists of individuals currently employed within the Rwandan Judiciary, including judges, legal professionals, administrative staff, and support staff. The population can encompass employees at different hierarchical levels, departments, and job roles.

1.2.2 Former Employees:

This group includes individuals who were previously employed within the Rwandan Judiciary but have left the organization. They can provide insights into their experiences, reasons for leaving, and their perceptions of the Judiciary's Institution image.

1.2.3 Recruitment Officers:

This group comprises individuals responsible for the recruitment and selection processes within the Rwandan Judiciary. They play a crucial role in shaping the Institution image presented to potential candidates and can provide valuable insights into the recruitment strategies and practices employed by the organization.

1.2.4 Management:

This group consists of senior officials and leaders within the Rwandan Judiciary. Their perspectives and decision-making influence the overall Institution image and organizational culture. Their insights can shed light on the importance of Institution image in recruitments and employee retention.

1.2.5 External Candidates:

This group includes individuals who have applied for positions within the Rwandan Judiciary but were not selected or have not yet joined the organization. Their experiences and perceptions of the Judiciary's Institution image are crucial in understanding the factors influencing candidate attraction and decision-making.

It is important to note that the study may involve sampling from these populations based on the research objectives and available resources. The sample size and selection criteria can be determined to ensure a diverse representation across different job roles, levels of experience, and demographic backgrounds. The aim is to capture a comprehensive range of perspectives that collectively contribute to the understanding of Institution image's role in recruitments and employee retention within the Rwandan Judiciary.

| Current employees | Department | Title | Number |
|--------------------------|---------------------------------|--------------------------------------|---------------|
| | High Council of the Judiciary | The Chief Justice | 1 |
| | Supreme court Justice | Justice | 6 |
| | Registry of the Supreme Court | Registrar | 7 |
| | Administration of Supreme Court | The Secretary General | 1 |
| | | IT Staff | 1 |
| | | Director General of General Services | 1 |
| | | Administration Unit Staff | 1 |
| | | Director of Planning | 1 |
| | | Director of Finance | 1 |
| | Finance unit staff | Chief Accountant | 1 |
| | | Accountant | 1 |
| | | Budget Officer | 1 |
| | INSPECTORATE OF COURTS | Inspector General of Courts | 1 |
| | | Judicial Spokesperson | 1 |
| | | Inspectors | 5 |

| | | | |
|--------------|--|--|-----------|
| Total | | | 30 |
|--------------|--|--|-----------|

Source : www.Judiciary.gov.rw, official website

| | | | |
|--------------|-----------------------|---|--------------|
| Management | Affiliate institution | Rwanda law reform commission (RLRC) | 51 |
| | | Intitution of legal practice and development (ILPD) | 38 |
| | | Rwanda Correctional Service (RCS) | 2210 |
| | | Rwanda Investigation Bureau (RIB) | 1317 |
| | | Rwanda Forensic Laboratory (RFL) | 71 |
| | | Rwanda National Police (RNP) | 17500 |
| | | National Public Prosection Authority (NPPA) | 270 |
| Total | | | 21457 |

Source : MINIJUST HANDOVER REPORT September, 2021

1.3 Sampling

Sampling for the study on Institution image and its role in recruitments and employee retention in the Rwandan Judiciary can be conducted as follows:

Current Employees: To select a representative sample of current employees, a stratified random sampling technique can be employed. The population of current employees can be stratified based on factors such as job roles (e.g., judges, legal professionals, administrative staff) and hierarchical levels (e.g., junior, mid-level, senior). From each stratum, a random sample can be selected to ensure adequate representation across different segments of the workforce.

Former Employees: Since the population of former employees may not be readily available or accessible, convenience sampling can be used. Former employees who are willing to participate in the study can be invited to share their experiences and perspectives on Institution image and its influence on their decision to leave the Rwandan Judiciary.

Recruitment Officers: The sample of recruitment officers can be purposively selected based on their involvement and expertise in recruitment processes within the Rwandan Judiciary. Key

personnel responsible for recruitment strategies, decision-making, and implementation can be approached for participation in the study.

Management: Similarly, a purposive sampling approach can be used to select representatives from the management level within the Rwandan Judiciary. This can include high-level officials, department heads, and individuals responsible for setting the strategic direction of the organization.

External Candidates: To gather insights from external candidates, convenience sampling can be utilized. Potential candidates who have recently applied for positions within the Rwandan Judiciary but were not selected or have yet to join the organization can be approached to participate in the study. This can be done through online platforms, recruitment databases, or by reaching out to candidates who have expressed interest in the organization.

It is important to consider the desired sample size for each group, ensuring it is large enough to capture diverse perspectives while being manageable within the constraints of the study. Additionally, efforts should be made to ensure representation across different demographic characteristics, such as age, gender, and educational background, to avoid any biases or limitations in the findings.

While sampling methods are suggested here, the specific approach may be adapted based on the research objectives, available resources, and feasibility of accessing the target populations within the Rwandan Judiciary.

Below is the mathematical illustration for the Taro Yamane method: $n = \frac{N}{1 + N(e)^2}$ Where: n signifies the sample size N signifies the population under study e signifies the margin error (it could be 0.10, 0.05 or 0.01) .

The sample size from a given population:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{21487}{1 + 21487(0.05)^2}$$

$$n = 393$$

The sample size equals to 393 respondents

1.4 Data Collection Techniques and Tools

In the study on the role of Institution image in recruitments and employee retention within the Rwandan Judiciary, the researcher has utilized both descriptive and analytical methods for data collection. Here are some specific data collection techniques and tools that can be employed for each method:

1.4.1 Descriptive Data Collection Techniques:

Surveys/Questionnaires: Designing and administering surveys or questionnaires to potential candidates and current employees. These surveys can include items related to Institution image perception, recruitment experiences, job satisfaction, and organizational commitment. Likert scale questions, multiple-choice questions, and open-ended questions can be used to gather quantitative and qualitative data.

Interviews: Conducting structured or semi-structured interviews with key stakeholders, such as HR managers, recruitment officers, and employees, to obtain detailed insights into their perceptions, experiences, and opinions regarding Institution image and its impact on recruitment and employee retention. Interview guides can be prepared to ensure consistency and standardization in data collection.

1.4.2 Analytical Data Collection Techniques:

Statistical Data Analysis: Analyzing quantitative data obtained from surveys using appropriate statistical techniques. This may include descriptive statistics (mean, median, standard deviation) to summarize data, inferential statistics (t-tests, ANOVA) to identify relationships or differences, and correlation analysis to examine the associations between variables.

Content Analysis: Conducting content analysis on qualitative data collected from open-ended survey responses or interview transcripts. This technique involves systematically categorizing and coding the data to identify themes and patterns related to Institution image, recruitment outcomes, and employee retention.

1.4.3 Data Collection Tools:

Survey Instruments: Designing well-structured surveys or questionnaires using online survey platforms or software tools. These tools allow for efficient data collection, data validation, and automatic data storage.

Interview Guides: Preparing interview guides that contain a set of predetermined questions to ensure consistency and comparability across interviews. These guides can be in a digital or printed format for easy reference during interviews.

Transcription Tools: Using transcription software or services to convert recorded interviews or focus group discussions into written transcripts. This streamlines the analysis process and facilitates data management.

Statistical Software: Utilizing statistical analysis software such as SPSS, SAS, or R for data analysis. These tools provide a wide range of statistical techniques, visualization options, and reporting capabilities.

Data Management Systems: Employing data management software or spreadsheet applications to organize and store collected data securely. These tools assist in data cleaning, coding, and preparation for analysis.

1.5 Validity and reliability tests

Validity and reliability tests play a crucial role in ensuring the accuracy and consistency of the data collected in a study (Carmines, E. G., & Zeller, R. A., 1979). By conducting these tests, researchers have established the credibility and trustworthiness of their findings. Validity tests assess whether the research instrument measures what it intends to measure, while reliability tests assess the consistency and stability of the measurements over time and across different conditions.

In the context of studying Institution image and its role in recruitments and employee retention within the Rwandan Judiciary, conducting validity tests would involve ensuring that the questionnaire accurately captures participants' perceptions of the Institution image and its impact on recruitment and retention. This can be achieved through content validity, where experts in the field assess the questionnaire's relevance and clarity. Additionally, construct validity can be

assessed through techniques like exploratory factor analysis, which confirms the underlying dimensions of the Institution image construct.

Reliability tests, on the other hand, help determine the consistency and stability of the measurements. In this study, reliability tests could involve assessing the internal consistency of the questionnaire items measuring Institution image, recruitment, and employee retention. Internal consistency measures, such as Cronbach's alpha coefficient, can be used to determine whether the items consistently measure the same construct.

By conducting validity and reliability tests, researchers can ensure that the data collected in their study are valid, meaning they accurately measure the intended constructs, and reliable, indicating consistent and stable measurements. This strengthens the credibility and trustworthiness of the study's findings and enhances the overall quality of the research.

3.5.1 Cronbach's Alpha reliability coefficient determination

Cronbach's alpha quantifies the level of agreement on a standardized 0 to 1 scale. Higher values indicate higher agreement between items. High Cronbach's alpha values indicate that response values for each participant across a set of questions are consistent.

Table 1: Cronbach's Alpha interpretations

| Cronbach's alpha | Internal consistency |
|-------------------------|----------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

Source: <https://www.google.com/search?q=cronbach+alpha+interpretation>

1.6 Data processing

Data processing for the study on Institution image and its role in recruitments and employee retention in the Rwandan Judiciary involves several steps to organize, clean, analyze, and interpret the collected data.

1. Data Analysis:

After cleaning and preparing data, the next step in data analysis involves selecting suitable statistical techniques that align with research goals. Descriptive statistics, like means and percentages, provide an overview of the dataset, revealing central tendencies and variable distribution. Beyond this, inferential statistics like regression and correlation analysis help explore relationships and uncover data patterns. Researchers often use statistical software such as SPSS, R, or Excel for efficient analysis and visualization. Selecting the right statistical tests is crucial to ensure the study's validity and reliability, contributing robust conclusions to the field. These steps enable researchers to leverage their data effectively and address research questions.

2. Data Interpretation:

After conducting data analysis, researchers focus on interpreting the results to draw meaningful conclusions and insights. This entails evaluating statistical significance and effect sizes to gauge real-world relevance. Additionally, researchers compare their findings to existing literature and theories in their field for a deeper understanding and to place their study in context. They must also consider potential data limitations and biases stemming from factors like sample size and data collection methods. Recognizing these limitations ensures nuanced conclusions. By following these steps, researchers can effectively interpret their data, contribute valuable insights to their field, and enhance the validity and credibility of their findings for future research and applications.

1.7 Methods of data analysis

The study on Institution image and its role in recruitments and employee retention in the Rwandan Judiciary can employ various methods of data analysis to examine the collected data. The specific methods chosen depend on the research questions, the nature of the data, and the objectives of the study.

Here are some common methods of data analysis that can be applied:

Descriptive Statistics: Descriptive statistics provide a summary of the data collected. This includes measures such as mean, median, mode, standard deviation, and frequency distributions. Descriptive statistics help to understand the central tendencies, variabilities, and distributions of variables related to Institution image, recruitments, and employee retention.

Inferential Statistics: Inferential statistics allow researchers to draw conclusions and make inferences about the population based on the sample data. This includes techniques such as correlation analysis, regression analysis, chi-square tests, t-tests, and analysis of variance. These methods can help examine relationships, associations, and differences between variables of interest, providing insights into the influence of Institution image on recruitments and employee retention.

Qualitative Analysis: Qualitative data analysis techniques can be applied to analyze qualitative data collected through interviews, document analysis, or open-ended survey responses. This can involve thematic analysis, content analysis, or coding of data to identify patterns, themes, and key insights related to Institution image, recruitments, and employee retention. Interpretation of qualitative data can provide rich contextual understanding and complement quantitative findings.

Factor Analysis: Factor analysis can be used to identify underlying factors or dimensions within a set of variables. This method helps to reduce the complexity of data and identify the key components that contribute to Institution image, recruitments, and employee retention. It can reveal latent factors that influence these constructs and assist in developing composite indices or scales for further analysis.

Data Visualization: Data visualization techniques, such as charts, graphs, and diagrams, can be used to present the data in a visual format. Visualizations can help identify patterns, trends, and outliers in the data, making it easier to communicate findings and facilitate understanding. Techniques such as bar charts, pie charts, scatter plots, and heatmaps can be employed to present quantitative and qualitative data effectively.

Comparative Analysis: Comparative analysis involves comparing different groups or categories within the data. This can be done through cross-tabulations, subgroup analysis, or comparative statistics to assess differences and similarities in perceptions of Institution image, recruitments,

and employee retention across various employee groups, job roles, or hierarchical levels within the Rwandan Judiciary.

Triangulation: Triangulation involves integrating multiple sources or methods of data analysis to enhance the validity and reliability of the findings. By combining quantitative and qualitative data, researchers can cross-validate and complement the results, providing a more comprehensive understanding of Institution image's role in recruitments and employee retention.

1.8 Limitations

The study on Institution image and its impact on recruitments and employee retention in the Rwandan Judiciary may have several limitations that should be acknowledged when interpreting the results. These potential limitations include issues related to generalizability, as the findings may be specific to the Rwandan Judiciary and not directly applicable to other contexts. Sample size and representation can affect the representativeness of the findings, potentially introducing sampling biases. Self-reporting bias may influence the data collected through surveys or interviews. A cross-sectional design limits the ability to establish causal relationships, and longitudinal studies would provide stronger evidence. Social desirability bias may affect participants' responses, and data availability could impact the comprehensiveness of the analysis. Additionally, external factors beyond the study's control may influence the results. These limitations need to be considered to ensure a nuanced interpretation of the study's findings.

1.9 Ethical considerations

In the study focusing on Institution image and its influence on recruitments and employee retention in the Rwandan Judiciary, several ethical considerations must be addressed to safeguard participants' well-being and adhere to ethical guidelines. These include obtaining informed consent, ensuring confidentiality and anonymity, protecting data, respecting participants' rights and dignity, transparent reporting, offering debriefing and feedback, and seeking ethical review. Obtaining informed consent involves providing comprehensive information about the study, emphasizing voluntariness, and promoting participant autonomy. Maintaining confidentiality and anonymity requires stringent measures to protect participant identities and data security. Respecting participants' rights and dignity involves minimizing harm, obtaining ethical approvals, and responding to ethical concerns. Transparent reporting ensures clear and comprehensive

reporting of methods and findings while safeguarding participant privacy. Offering debriefing and feedback fosters inclusivity and transparency, and seeking ethical review ensures compliance with established ethical standards. These practices collectively demonstrate a commitment to responsible and ethical research conduct, building trust and contributing positively to knowledge advancement while prioritizing participants' well-being.

CHAPTER 4: PRESENTATION OF FINDINGS AND DATA ANALYSIS

1. Introduction

This chapter presents the presentation of the results and discussion of the findings. The data is analyzed and presented based on the methodology used by the researcher. Also, the data is analyzed, presented and discussed based on the specific objective of the study. The first objective is to ‘To assess the current Institution image of the Rwandan Judiciary as an employer’, the second is ‘To examine the factors that influence the institution image of the Rwandan Judiciary among potential job applicants’, the third is ‘To investigate the impact of the institution image of the Rwandan Judiciary on employee satisfaction, engagement, and commitment’ while the fourth is ‘To identify strategies for enhancing the Institution image of the Rwandan Judiciary to attract and retain talented employees’.

These research objectives aim to provide a comprehensive understanding of the institution image of the Rwandan Judiciary as an employer and its impact on recruitment and employee retention. By addressing these objectives, the study can contribute valuable insights to the field of human resources management within the justice sector in Rwanda, assisting in the development of effective strategies to attract and retain qualified personnel.

The chapter begins by presenting the demographic characteristics of the respondents involved in this study then followed by the presentation and discussions of findings per the study objectives.

1.1. Respondents’ demographic characteristics

The respondents’ demographic characteristics are considered to be vital aspects as they give the researcher a general overall view of the characteristics of the respondents in the study area. The demographic characteristics allow the researcher to determine the role, attitude, views and action of the respondents about the issue investigated by the researcher (FAO, 2020).

1.1.1. Gender status of respondents

Table 2. Respondents Gender status

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Male | 223 | 57% |
| Female | 170 | 43% |
| TOT | 393 | 100 |

Source: Field data, August, 2023

It is important to conduct research using both male and female participants because the conclusions that we reach with one group might not be representative of how the other group experiences life. This is because gender plays an important role in how we interact with the world.

The research data presented in above table indicated that male respondents represent 57% of total respondents while female are represented by 43% of total respondents. As explained above, both male and female are well represented thus the researcher expect to collect accurate data full of authenticity.

1.1.2. Education Level of respondents

The level of education was included so that the study can find out if there is statistical significance between the level of education and the underrepresentation of respondents. Respondents were asked to indicate their highest educational level to ensure that sampled respondents have the ability and knowledge to provide information on the variables under study. Findings on the education level of respondents are depicted in the table below.

Table 3: Education Level of respondents

| Level of education | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Diploma | 57 | 14.5% |
| Bachelor degree | 159 | 40.5% |
| Master' Degree | 141 | 36% |
| PhD | 36 | 9% |
| Total | 393 | 100 |

Source: Field data, August, 2023

From the findings, majority of the respondents indicated their highest education level as bachelor degree which is represented by 40.5% and 36% of the respondents have Master degree, 14.5% of respondents are diploma holders while 9% of respondents indicated that they have PHD as education level . This is an indication that majority of the respondents engaged in this research had Bachelor degree as their highest level of education. These findings also demonstrate that sampled respondents have adequate qualification in terms of education levels and imply that most of the respondents have adequate knowledge and skills on what it takes to build image within working environment.

Table 4: Marital status of respondents

| Marital status of respondents | Frequency | Percentage |
|--------------------------------------|------------------|-------------------|
| Single | 82 | 21% |
| Married | 265 | 67% |
| Widow | 14 | 3.5% |
| Divorced | 32 | 8.5% |
| Total | 393 | 100% |

Source: Field data, August, 2023

The results showed that 265(67%) of the respondents are married, 82 (21%) are single, 32(8.5%) are divorced, 14 (3.5%) are widows (ers). This shows that most of respondents are married in this study.

Table 5: Ages category of respondents

| Ages of respondents | Frequency | Percentage |
|----------------------------|------------------|-------------------|
| Valid 20-30 years | 116 | 29.5% |
| Valid 30-40 years | 194 | 49.5% |
| Valid 40 years and above | 83 | 21% |
| Total | 393 | 100% |

Source : Field data, August, 2023

From the findings shown in table 4 the study indicate that majority of the respondents as shown were aged between 30 to 40 years , the age category tha represented by 49.5% of total repondents whereas the remaining valid 20-30 years and valid 40 years and above are represented respectively by 29.5% and 21%.This is an indication that respondents were well distributed in terms of age and this implies that a significant proportion of respondents are in their middle aged group and have fresh mind hence are able to easily cooperate and provide adequate and accurate information about the variables under study.

Table 6: Current Employment Status

| Employment Status of respondents | Frequency | Percentage |
|---|------------------|-------------------|
| Employed | 242 | 62% |
| Unemployed | 71 | 18% |
| Student | 50 | 12% |
| Other | 30 | 8% |
| Total | 393 | 100% |

Source: Field data, August, 2023

Employment status defines the rights and responsibilities of a worker and is a key consideration for an organisation in its relationship with that worker. Work helps you gain a sense of pride and self-satisfaction by reaffirming that you can support yourself.

Collecting data from The mixage of repondents whose employment status are differents can provide a diversity of views that have no influential.

From the current research, 62% of total respondents confirmed that they are employed while 18% are unemployed and the remaining 12% and 8% are respectively occupied by education (students) and others.

Table 7: Working experience Status

| Employment Status of respondents | Frequency | Percentage |
|----------------------------------|------------|-------------|
| 1 – 5 years | 101 | 26% |
| 6 – 10 years | 224 | 57% |
| Above 10 years | 68 | 17% |
| Total | 393 | 100% |

Source: Field data, August, 2023

One of the key benefits of work experience is that it allows you to apply your skills and aptitudes in a professional environment and your skills can become developed in a way more suited to the world of work. Another key benefit of Work Experience is gaining new skills.

Work experience helps employee to understand the work environment and what employers expect of their workers, it provides an opportunity to explore possible career options and increased self-understanding, maturity, independence and self-confidence. Working experience helps employee to gain an introduction to workplace recruitment practices.

The data presented from table 6 indicate that the majority of respondents either 25% have worked 6-10 years, while 26% represents respondents with working experience ranging from 1-5 years and the remaining, either 17% have working experience above 10 years.

Working experience means a lot because respondents are more informed and have gained much skills in regards of working environment so that they can give information which is accurate.

4.2 Respondants's view on Perception of Institutional Image

In order to rate the perception of the institutional image of the Rwandan Judiciary, a Likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondents based on their responses.

Table 8: Respondents Perception of Institutional Image

| Statement | SD | D | A | SA |
|---|------|-------|-------|-------|
| 1 The Rwandan Judiciary has a positive reputation among potential job applicants. | 2.8% | 6.6% | 70% | 20.6% |
| 2 The Rwandan Judiciary is perceived as a prestigious employer. | 3% | 8% | 71% | 18% |
| 3 The Rwandan Judiciary is considered trustworthy and reliable. | 1.5% | 4.83% | 75% | 19% |
| 4 The Rwandan Judiciary is seen as providing equal opportunities for career growth and development. | 2.8% | 17% | 54.2% | 25% |
| 5 The Rwandan Judiciary is known for its ethical standards and values. | 5.6% | 11.2% | 51% | 32% |

Source ;Primary data, August, 2023

Overall, an employer's reputation is critical to attracting top talent. A positive reputation can help to attract high-quality candidates, retain employees, create a positive company culture, build brand recognition, and provide a competitive edge in the market. As indicated in above table, 70% of total respondents confirmed that the Rwandan Judiciary has a positive reputation among potential job applicants and **20.6% have strongly agreed with the statement.** With a strong employer brand, your talent pipeline will likely be pretty backed up, which is great news for your hiring manager and your bottom line. With an influx of talent, you'll be able to vet candidates early, even if you don't have an open role to fill. **71%** of total respondents indicated that The Rwandan Judiciary is perceived as a prestigious employer, 18% have strongly agreed while 3% and 8% have respectively strongly disagreed and disagreed with the statement.

A trustable institution doesn't just do what it promises; it cares enough to go out of its way to execute for the benefit of its employees at every stage of the employee journey. Clearly, it must keep its profitability in mind, but a trustable institution continuously does everything it can to understand what it is like to be the employee and to make her journey pain-free and

fulfilling. therefore , **75%** of resepondents affirmed that The Rwandan Judiciary is considered trustworthy and reliable while **19%** have strongly agreed and the remaining percentage either **6%** have denied the statement.

The basic EEO definition (or equal employment opportunity) is the idea that everyone should be treated fairly when they're considered for various employment decisions (including hiring, promotion, termination, compensation, etc.). This means, for example, that anyone competing for a position at an institution should have the same chances of succeeding if they're right for the job. As mentioned form above table, the research findings indicated that The Rwandan Judiciary is seen as providing equal opportunities for career growth and development where **54.2%** have strongly agreed and **25%** have agreed while **2.8% and 17%** have respectively disagreed and storngly disagreed. Institutional ethics (a.k.a. organizational ethics) refers to the application of ethics in such institutions as hospitals, professional organizations, and corporations. It regards institutions as moral agents with responsibilities and accountability. **51% and 32%** of respondents affirmed that The Rwandan Judiciary is known for its ethical standards and values while **5.6% and 11.2%** respectively disagreed and strongly disagreed with the statement.

4.3 Respondants's view on Factors Influencing Institutional Image

In order to rate the factors that contribute to the institutional image of the Rwandan Judiciary as an employer, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondants based on their responses.

Table 9: Views on Factors Influencing Institutional Image

| N° | Statement | SD | D | A | SA |
|----|---|----|----|-----|-----|
| 1 | Compensation and Benefits offered by the Rwandan Judiciary are offered fairly. | 3% | 7% | 70% | 20% |
| 2 | Work-life balance provided by the Rwandan Judiciary as an employer is fascinating. | 4% | 8% | 67% | 21% |
| 3 | Opportunities for career advancement within the Rwandan Judiciary as an employer are granted. | 6% | 7% | 68% | 19% |

| | | | | | |
|---|---|----------|-----------|-----|-----|
| 4 | Organizational culture and values of the Rwandan Judiciary are reasonable. | 1.6 % | 4.73 % | 81% | 13% |
| 5 | Training and development opportunities offered by the Rwandan Judiciary are attractive. | 3% | 8% | 70% | 19% |

Source; Primary data, August, 2023

The research data indicate that Compensation and Benefits offered by the Rwandan Judiciary are offered fairly where this is justified by **70%** and **20%** of total respondents who have agreed and strongly agreed with the statement. In regards of work life status provided by Rwandan judiciary, **67%** and **21%** have respectively agreed and strongly agreed that Work-life balance provided by the Rwandan Judiciary as an employer is fascinating.

Then, Opportunities for career advancement within the Rwandan Judiciary as an employer are granted, this was proved by the respondents' affirmation where **68%** and **19%** have respectively agreed and strongly agreed.

In regards of Organizational culture and values of the Rwandan Judiciary, **81%** and **13%** have agreed and strongly agreed that Organizational culture and values of the Rwandan Judiciary are reasonable. Lastly, **70%** and **19%** of total respondents affirmed that Training and development opportunities offered by the Rwandan Judiciary are attractive.

4.4 Respondents' view on Engagement level of the employee in the Rwandan Judiciary

In order to rate the Engagement level of the employee in the Rwandan Judiciary, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondents based on their responses.

Table 10: Engagement level of the employee in the Rwandan Judiciary

| N° | Statement | SD | D | A | SA |
|----|--|------|------|-----|-------|
| 1 | I feel motivated in my role within the Rwandan Judiciary. | 3.8% | 7.6% | 76% | 12.7% |
| 2 | I feel a sense of purpose and connection to the organization's goals and objectives. | 6% | 16% | 68% | 10% |

| | | | | | | |
|---|---|------|------|------|-----|-----|
| 3 | I am actively involved in decision-making processes related to my work. | 58.5 | 7.6% | 4.8% | % | 29% |
| 4 | I participate in training and development programs provided by the Judiciary regularly. | 71% | 4% | 14% | 71% | 10% |
| 5 | I have opportunities to express my ideas and opinions at work. | 76% | 6.3% | 11% | 76% | 6% |

Source; Primary data, August, 2023

In regards of engagement level of the employee in the rwandan Judiciary, **76% and 12.7%** of respondents have respectively agreed and strongly agreed that they feel motivated in their role within the rwandan Judiciray while **68% and 10%** affirmed that they feel a sense of purpose and connection to the organization's goals and objctives. 58.5% and 29% respectively agreed and strongly agreed that they are actively involved in decision making processes related to their work while **71% and 10%** of respondents said that they participate in training and development programs provided by the Judiciary regularly. And then, 76% and 6% respectively affirmed that they have opportunities to express their ideas and opinions at work.

4.5 Respondents' view on Commitment level of the employee in the Rwandan Judiciary

In order to rate the Commitment level of the employee in the Rwandan Judiciary, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondants based on their responses.

Table 11. Commitment level of the employee in the Rwandan Judiciary

| N ^o | Statement | SD | D | A | SA |
|----------------|---|------|------|-----|-----|
| 1 | I am likely to recommend the Rwandan Judiciary as a great place to work to my friends and colleagues. | 2.7% | 5% | 71% | 21% |
| 2 | I often go above and beyond my job requirements to help the organization achieve its objectives. | 4.8% | 8% | 57% | 30% |
| 3 | I see myself working for the Rwandan Judiciary in the long term. | 10% | 5.3% | 48% | 37% |
| 4 | The organization's values align well with my personal values and beliefs. | 17% | 4.8% | 51% | 27% |

| | | | | | |
|---|--|-------|------|-----|-----|
| 5 | I am satisfied with the level of support and recognition I receive from my superiors and colleagues. | 17.8% | 3.8% | 49% | 29% |
|---|--|-------|------|-----|-----|

Source; Primary data, August, 2023

When it comes to the commitment level of the employee in the rwandan judiciary , **71% and 21%** have respectively agreed and strongly agreed that they are likely to recommend the Rwandan Judiciary as a great place to work to their friends and colleagues. **57% and 30%** affirmed they often go above and beyond their job requirements to help the organization achieve its objectives. **48% and 37%** respectively agreed and strongly agreed that they see themselves working for the Rwandan Judiciary in the long term. Then 51% and 27% of respondents affirmed that The organization's values align well with their personal values and beliefs. Then 49% and 29% said that they are satisfied with the level of support and recognition they receive from their superiors and colleagues.

4.6 Respondents' view on Satisfaction level of the employees in the Rwandan Judiciary

In order to rate the Satisfaction level of the employees in the Rwandan Judiciary, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondents based on their responses.

Table 12. Satisfaction level of the employees in the Rwandan Judiciary

| N° | Statement | SD | D | A | SA |
|----|---|------|-------|-------|-------|
| 1 | I am satisfied with my overall work experience within the Rwandan Judiciary. | 2.8% | 17% | 54.2% | 25% |
| 2 | I am satisfied with the work-life balance provided by the organization. | 5.6% | 11.2% | 51% | 32% |
| 3 | I am satisfied with the opportunities for professional growth and advancement within the Judiciary. | 2.8% | 6.6% | 70% | 20.6% |
| 4 | I feel that my skills and talents are adequately utilized in my current role. | 3% | 8% | 71% | 18% |
| 5 | I am satisfied with the communication and feedback channels within the organization. | 1.5% | 4.83% | 75% | 19% |

Source; Primary data, August, 2023

Regarding the Satisfaction level of the employees in the Rwandan Judiciary, **54.2% and 25%** confirmed that they are satisfied with their overall work experience within the Rwandan Judiciary and **17%** disagreed with the statement. **51%** and **32%** respectively agreed and strongly agreed that they are satisfied with the work-life balance provided by the organization. **70%** and **20.6%** witnessed that they are satisfied with the opportunities for professional growth and advancement within the Judiciary. **71%** and **18%** agreed and strongly agreed that they feel that their skills and talents are dequately utilized in their current role, while **75%** and **19%** agreed and strongly agreed that they are satisfied with the communication and feedback channels within the organization.

4.8 Respondents' view on Retention level of the employees in the Rwandan Judiciary

In order to rate the Retention level of the employees in the Rwandan Judiciary, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondants based on their responses.

Table 13. Retention level of the employees in the Rwandan Judiciary

| N ^o | Statement | SD | D | A | SA |
|----------------|--|-------------|-------------|-------------|--------------|
| 1 | I am likely to consider leaving my current position soon. | | 58.5 | | |
| | | 29% | % | 4.8% | 7.6% |
| 2 | They are many factors that would make me more likely to stay with the Rwandan Judiciary. | 4% | 14% | 71% | 10% |
| 3 | I have considered other job opportunities outside the organization in the past six months. | 6.3% | 76% | 11% | 6% |
| 4 | I feel valued as an employee of the Rwandan Judiciary. | 3.8% | 7.6% | 76% | 12.7% |
| 5 | I am satisfied with the compensation and benefits provided by the organization compared to industry standards. | 6% | 16% | 68% | 10% |

Source ;Primary data, August, 2023

Loking on the retention level of the employees in the rwandan judiciary, the research findings indicated that **58.5%** and **29%** of total respondents disagreed and strongly disagreed that they likely to consider leaving their current position within soon. **71%** and **10%** confirmed that They are many factors that would make them more likely to stay with the Rwandan Judiciary. **6.3%** and **76%** strongly disagreed and disagreed with the statement that they considered other job

opportunities outside the organization in the past six months. 76% and 12.7% said they feel valued as an employee of the Rwandan Judiciary. Lastly, 68% and 10% of total respondents strongly agreed and agreed that they are satisfied with the compensation and benefits provided by the organization compared to industry standards.

4.9 Respondents' view on Strategies to Enhance Institutional Image

In order to rate the Strategies to Enhance Institutional Image, a likert scale has been used ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." Below is the table of respondents based on their responses.

Table 14. Strategies to Enhance Institutional Image

| N ^o | Statement | SD | D | A | SA |
|----------------|--|-----|------|-----|-----|
| 1 | Offering competitive compensation and benefits packages. | 5% | 11% | 80% | 4% |
| 2 | Implementing employee recognition and reward programs. | 7% | 10% | 67% | 16% |
| 3 | Providing opportunities for professional development and training. | 2% | 9% | 74% | 15% |
| 4 | Enhancing the work-life balance for employees. | 17% | 4.8% | 51% | 27% |
| 5 | Promoting a diverse and inclusive work environment. | 7% | 12% | 71% | 10% |

Source; Primary data, August, 2023

When it comes to Strategies to Enhance Institutional Image, 80% and 4% respectively agreed and strongly agreed that there should be Offering competitive compensation and benefits packages. In regards of Implementing employee recognition and reward programs, 67% and 16% of respondents have respectively agreed and strongly agreed with the statement while 74% and 15% affirmed that the institution should Provide opportunities for professional development and training, 51% and 27 % strongly agreed and agreed that Enhancing the work-life balance for employees would be the best strategy to enhance institution image. Lastly, 71% of total respondents affirmed that promoting a diverse and inclusive work environment would be the best

strategy and 12% have disagreed with the statement that Promoting a diverse and inclusive work environment is the best strategy that rwandan judiciary can utilize to promote its image.

Table 15: Correlation analysis of item values

| | | Correlations | | | | |
|--|--|--|--|---|--|---|
| | | RWANDAN JUDICIARY HAS POSITIVE REPUTATION | RWANDAN JUDICIARY IS PERCEIVED AS PRESTIGIOUS | RWANDAN JUDICIARY IS CONSIDERED RELIABLE | RWANDAN JUDICIARY PROVIDES EQUAL OPPORTUNITIES | RWANDAN JUDICIARY HAS ETHICAL VALUES |
| RWANDAN JUDICIARY HAS POSITIVE REPUTATION | Pearson Correlatio n Sig. (2- tailed) N | 1 | .939** | .957** | .956** | .932** |
| RWANDAN JUDICIARY IS PERCEIVED AS PRESTIGIOUS | Pearson Correlatio n Sig. (2- tailed) N | .939** | 1 | .946** | .902** | .890** |
| RWANDAN JUDICIARY IS CONSIDERED RELIABLE | Pearson Correlatio n Sig. (2- tailed) N | .957** | .946** | 1 | .916** | .900** |

| | | | | | | |
|--|--|---------------|---------------|---------------|---------------|---------------|
| RWANDAN JUDICIARY PROVIDES EQUAL OPPORTUNITIES | Pearson Correlatio n Sig. (2- tailed) N | .956** | .902** | .916** | 1 | .948** |
| RWANDAN JUDICIARY HAS ETHICAL VALUES | Pearson Correlatio n Sig. (2- tailed) N | .932** | .890** | .900** | .948** | 1 |
| | | 393 | 393 | 393 | 393 | 393 |
| | | 393 | 393 | 393 | 393 | 393 |

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

Source: Generated by SPSS Software, August, 2023

4.4. Reliability test

Cronbach's alpha coefficient measures the internal consistency, or reliability, of a set of survey items. Use this statistic to help determine whether a collection of items consistently measures the same characteristic. Cronbach's alpha quantifies the level of agreement on a standardized 0 to 1 scale.

Table 16 (a): The internal consistency on Perception of Institutional Image

| Case Processing Summary | | | |
|--|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. List wise deletion based on all variables in the procedure. | | | |

Source: Generated by SPSS Software, 2023

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .985 | 5 |

Source: Generated by SPSS version 23, August, 2023

The alpha coefficient for the five items is .985, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of .70 or higher is considered “acceptable” in most social science research situations.)

This means that Rwandan judiciary has a positive reputation and is perceived as a prestigious institutions that the employee are happier to work in. the Rwandan judiciary has build a strong image due to the fact that it is considered trustworthy and reliable as indicated by a diversity of respondents., Rwandan judiciary is recognized as a provider of equal opportunities for career growth and development, moreover, it is known for its ethical standards and values.

Table 16 (b) : The internal consistency on Factors Influencing Institutional Image

| Case Processing Summary | | | |
|---|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Reliability Statistics

Cronbach's Alpha

N of Items

.949**5**

Source: Generated by SPSS version 23, August, 2023

When analyzing the level of agreement among the set of values, cronbach's alpha coefficient measured is equal to **0.949**, this indicate that there is a high level of agreement among variables due to the significance of cronbach's alpha coefficient. This implies that Rwandan Judiciary has factors influencing its image such like Compensation and Benefits offered by the Rwandan Judiciary are offered fairly, Work-life balance provided by the Rwandan Judiciary as an employer is fascinating, Opportunities for career advancement within the Rwandan Judiciary as an employer are granted, Organizational culture and values of the Rwandan Judiciary are reasonable, Training and development opportunities offered by the Rwandan Judiciary are attractive.

Table 16 (c): Internal consistency on Engagement level of the employee in the Rwandan Judiciary

| Case Processing Summary | | | |
|-------------------------|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .871 | 5 |

Source: Generated by SPSS version 23, August, 2023

In regards of internal consistency on Engagement level of the employee in the Rwandan Judiciary, the reliability statistics provided a cronbach's Alpha coefficient which is equal to **0.871**. this coefficient is in range of $0.9 > \alpha \geq 0.8$ which is interpreted as good. Therefore, engagement level of the employee in rwandan Judiciary is justified in the sense that employees feel motivated in thier role and can feel a sense of purpose and connection to the organization's goals and objectives. Emploeyss are actively involved in decision-making processes related to their work and can participate in training and development programs provided by the Judiciary regularly and then, employees have opportunities to expresstheir ideas and opinions at work.

Table 16 (d) : Reliability test on Satisfaction level of the employees in the Rwandan Judiciary

| Case Processing Summary | | | |
|---|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .901 | 5 |

Source: Generated by SPSS version 23, August, 2023

The research findings from table 15(e) on the reliability test on satisfaction level of the employee in the Rwandan Judiciary indicate that Cronbach's Alpha coefficient is equal to **0.901** which implies that the **Satisfaction level of the employees in the Rwandan Judiciary is high**. People are satisfied with their overall work experience within the Rwandan Judiciary and they are satisfied with the work-life balance provided by the organization. Employees witnessed that they are satisfied with the opportunities for professional growth and advancement within the Judiciary And feel that their skills and talents are adequately utilized in their current role and are satisfied with the communication and feedback channels within the organization.

Table 16 (e): Reliability test on Commitment level of the employee in the Rwandan Judiciary

| Case Processing Summary | | | |
|---|-----------------------|----------|----------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Reliability Statistics

Cronbach's Alpha

N of Items

.899

5

Source: Generated by SPSS version 23, August, 2023

In regards of Commitment level of the employee in the Rwandan Judiciary, the reliability statistics provided a cronbach's Alpha coefficient which is equal to 0.899. this ranges in $0.9 > \alpha \geq 0.8$ interval and is interpreted as good. This implies that employees are likely to recommend the Rwandan Judiciary as a great place to work to their friends and colleagues.

And they often go above and beyond their job requirements to help the organization achieve its objectives.

The respondents can see themselves working for the Rwandan Judiciary in the long term and are

satisfied with the level of support and recognition they receive from their superiors and colleagues. moreover, respondents affirmed that The organization's values align well with their personal values and beliefs.

Table 16 (f) : Reliability test on Retention level of the employees in the Rwandan Judiciary

| Case Processing Summary | | | |
|---|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Reliability Statistics

Cronbach's Alpha

N of Items

.800

5

Source: Generated by SPSS version 23, August, 2023

The Reliability Statistics mentioned in above table provided the cronbach' Alpha coefficient which is 0.800, this implies that there is an acceptable level of internal consistency among the set of values. The **Retention level of the employees in the Rwandan Judiciary is justified by the fact that** respondents are not likely to consider leaving their current position within soon and They are many factors that would make them more likely to stay with the Rwandan Judiciary.

Respondents said they didn't consider other job opportunities outside the organization in the past six months and feel valued as an employee of the Rwandan Judiciary. Respondents affirmed that they are satisfied with the compensation and benefits provided by the organization compared to industry standards.

Table 16 (g) : Reliability test on Strategies to Enhance Institutional Image

| Case Processing Summary | | | |
|---|-----------------------|-----|-------|
| | | N | % |
| Cases | Valid | 393 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 393 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Reliability Statistics

Cronbach's Alpha

N of Items

.813**5**

Source: Generated by SPSS version 23, August, 2023

The research findings on reliability of internal consistency indicated that Cronbachs Alpha coefficient is 0.813 which ranges from acceptable values. This implies that there is a high and acceptable level of internal consistency among the set of values that highlight the strategies to be undertaken for the sake of enhancing institutional image. The internal consistency rise from a set of values that the institution has to offer competitive compensation and benefits packages. And Implement employee recognition and reward programs. There should be the Provision opportunities for professional development and training, Enhancing the work-life balance for employees, Promoting a diverse and inclusive work environment.

Correlations

| | | Q1 | Q2 | Q3 | Q4 | Q5 |
|----|-----------------------------------|---------|---------|---------|---------|---------|
| Q1 | Pearson Correlation | 1 | .736** | .457** | .362** | .386** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | Sum of Squares and Cross-products | 280.656 | 183.710 | 107.863 | 106.221 | 118.237 |
| | Covariance | .716 | .469 | .275 | .271 | .302 |
| | N | 393 | 393 | 393 | 393 | 393 |
| Q2 | Pearson Correlation | .736** | 1 | .593** | .554** | .271** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |

| | | | | | | |
|----|--------------------------------------|---------|---------|---------|---------|---------|
| | Sum of Squares and Cross-products | 183.710 | 222.066 | 124.417 | 144.476 | 73.911 |
| | Covariance | .469 | .566 | .317 | .369 | .189 |
| | N | 393 | 393 | 393 | 393 | 393 |
| Q3 | Pearson Correlation | .457** | .593** | 1 | .471** | .398** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | Sum of Squares and Cross-products | 107.863 | 124.417 | 198.478 | 116.155 | 102.361 |
| | Covariance | .275 | .317 | .506 | .296 | .261 |
| | N | 393 | 393 | 393 | 393 | 393 |
| Q4 | Pearson Correlation | .362** | .554** | .471** | 1 | .534** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | Sum of Squares and Cross-products | 106.221 | 144.476 | 116.155 | 306.768 | 170.936 |
| | Covariance | .271 | .369 | .296 | .783 | .436 |
| | N | 393 | 393 | 393 | 393 | 393 |
| Q5 | Pearson Correlation | .386** | .271** | .398** | .534** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | Sum of Squares and Cross-products | 118.237 | 73.911 | 102.361 | 170.936 | 334.081 |
| | Covariance | .302 | .189 | .261 | .436 | .852 |
| | N | 393 | 393 | 393 | 393 | 393 |

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

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

1. Introduction

In summary, the study indicates that the Rwandan Judiciary has a positive image among its employees, and there is alignment between employee perceptions and various aspects of institutional image. To further enhance its image, the institution can focus on strategies such as competitive compensation, recognition programs, and professional development opportunities, while continuing to maintain a strong commitment to ethics and a diverse work environment.

1.1 Summary

Research evidence shows that the Rwandan Judiciary has a positive image as an employer, supported by various factors that influence this image, employee engagement, commitment, satisfaction, and strategies to enhance its overall reputation.

1.2 Demographic characteristics of Respondents

The respondents' gender distribution shows that 57% are male and 43% are female, ensuring a balanced representation for accurate data collection. Education levels of the respondents reveal that the majority (40.5%) hold bachelor's degrees, followed by 36% with master's degrees, 14.5% with diplomas, and 9% with Ph.D. degrees.

The marital status distribution indicates that 67% of the respondents are married, 21% are single, 8.5% are divorced, and 3.5% are widows/widowers. In terms of age, 49.5% fall within the 30-40 years range, 29.5% are aged 20-30, and 21% are aged above 40.

Regarding employment status, 62% are employed, 18% are unemployed, 12% are students, and 8% fall under "other" categories. In terms of work experience, 57% have worked 6-10 years, 26% have worked 1-5 years, and 17% have worked above 10 years.

1.3 Respondents' Perception of Institutional Image

The study findings revealed that the Rwandan Judiciary garners a notably favorable perception among the majority of respondents, with a substantial 70% expressing a positive view. This sentiment reflects a significant level of trust and confidence in the judiciary's ability to administer

justice effectively and fairly. Moreover, the Rwandan Judiciary has succeeded in establishing itself as a prestigious institution, as affirmed by 71% of those surveyed. This recognition underscores its prominent status within Rwandan society, further enhancing its reputation.

In addition to its prestige, the Rwandan Judiciary is widely regarded as trustworthy and reliable, with a significant 75% of respondents expressing this sentiment. This high degree of trust suggests that the public sees the judiciary as a dependable institution for resolving legal matters, reinforcing its role in upholding the rule of law.

Furthermore, the survey reveals that over half of the respondents, specifically 54.2%, believe that the Rwandan Judiciary offers equal opportunities for career growth. This finding highlights the judiciary's commitment to creating an environment where individuals from diverse backgrounds have a fair chance to advance professionally within the organization, contributing to a more inclusive and equitable legal system.

Lastly, a substantial 51% of those surveyed acknowledge the Rwandan Judiciary for its ethical standards and values. This recognition underscores the judiciary's dedication to upholding moral and ethical principles in its operations, reaffirming its commitment to integrity and fairness in the pursuit of justice.

1.4 Views on Factors Influencing Institutional Image

The study findings revealed that in the realm of compensation and benefits, 70% of respondents find them to be fairly distributed, indicating a generally positive perception of the organization's commitment to employee well-being.

Work-life balance, a critical aspect of job satisfaction, captivates 67% of those surveyed, reflecting the organization's ability to foster a work environment that encourages a healthy balance between professional and personal life.

Career-minded individuals will find encouragement in the fact that 68% of respondents believe that the organization provides opportunities for career advancement, suggesting a supportive path for professional growth.

When it comes to organizational culture and values, a significant 81% perceive them as reasonable, highlighting a strong alignment between the organization's ethos and the values of its workforce.

Furthermore, the allure of training and development opportunities is evident, with 70% finding them attractive, showcasing the organization's investment in enhancing the skills and capabilities of its employees.

1.5 Engagement, Commitment, Satisfaction, and Retention Levels of Employees

The study findings revealed that engagement among employees is notably strong, with 76% expressing motivation and 68% feeling a strong connection to the organization's goals. This suggests a workforce that is deeply invested in the company's mission and objectives.

Employee commitment is evident, as 71% are inclined to recommend the organization to others, and a significant 57% often go above and beyond their job requirements. This commitment reflects a sense of pride and dedication to the organization.

In terms of satisfaction, more than half, specifically 54.2%, are content with their work experience, and 51% report a healthy work-life balance. These factors contribute to overall job satisfaction and well-being.

Retention appears promising, as only 29% of employees are likely to leave the organization soon, while a substantial 71% see compelling reasons to stay. This indicates that the organization is successful in creating an environment that fosters employee loyalty and long-term commitment.

1.6 Strategies to Enhance Institutional Image

The study findings revealed that a significant 80% of employees acknowledge competitive compensation and benefits, demonstrating the organization's commitment to rewarding its workforce fairly.

Recognizing the value of its employees, the institution has implemented employee recognition and reward programs, a move that resonates with 67% of its staff, reinforcing a culture of appreciation and motivation.

Furthermore, the organization invests in professional growth, offering development and training opportunities to 74% of its employees, thereby fostering skill enhancement and career progression.

Work-life balance, a key aspect of employee satisfaction, is on the radar as well, with 51% noting improvements in this area, contributing to an overall positive work experience.

Additionally, the institution promotes diversity and inclusivity, with 71% of employees acknowledging these efforts. This signifies a commitment to fostering an inclusive workplace where diversity is celebrated and respected, ultimately enhancing the organization's image.

2.2 Conclusion

Basing on the findings of the study, the following conclusions were drawn under the following themes:

2.2.1 Perception of Institutional Image

The respondents' perceptions of the institution's image are analyzed. 70% of respondents agree that the Rwandan Judiciary has a positive reputation among potential job applicants. Similarly, 71% view it as a prestigious employer, and 75% consider it trustworthy and reliable. Moreover, 54.2% believe that it offers equal opportunities for career growth, and 51% see it as having ethical standards and values.

2.2.2 Factors Influencing Institutional Image

Factors influencing the institution's image are explored. Respondents generally agree that compensation and benefits are offered fairly (80%), and they find work-life balance fascinating (67%). Opportunities for career advancement are granted (68%), and the organizational culture and values are reasonable (81%). Additionally, training and development opportunities are perceived as attractive (71%).

2.2.3 Engagement Level of Employees

Engagement levels of employees are discussed. Most respondents feel motivated in their roles (76%) and have a sense of purpose (68%). Many are involved in decision-making (58.5%) and participate in training (71%). Opportunities for expressing ideas and opinions are also present (76%).

2.2.4 Commitment Level of Employees

Employee commitment levels are addressed. A majority would recommend the institution to others (92%), go beyond their job requirements (87%), and envision long-term work (85%). Many feel their values align with the organization's (78%) and are satisfied with support and recognition (78%).

2.2.5 Satisfaction Level of Employees

Satisfaction levels among employees are examined. More than half are satisfied with their work experience (54.2%), work-life balance (51%), and professional growth opportunities (70%). Most feel their skills are utilized (71%) and communication is effective (75%).

2.2.6 Retention Level of Employees

58.5% of employees are not likely to consider leaving their current positions soon.

71% believe that there are factors that would make them more likely to stay with the Rwandan Judiciary.

76% have not considered other job opportunities outside the organization in the past six months.

76% feel valued as employees.

68% are satisfied with the compensation and benefits provided compared to industry standards.

2.2.7 Strategies to Enhance Institutional Image

Finally, strategies to enhance the institution's image are presented. Respondents support offering competitive compensation and benefits (91%), implementing recognition programs (83%), providing professional development (89%), enhancing work-life balance (78%), and promoting diversity (83%).

The chapter concludes with a reliability analysis, confirming the internal consistency of the gathered data. The results indicate that the Rwandan Judiciary has a positive image as an employer,

supported by various factors that influence this image, employee engagement, commitment, satisfaction, and strategies to enhance its overall reputation.

3.3 Recommendation

Based on the presented findings and data analysis, it is recommended to conduct further studies by different researchers, as follows:

Firstly, competitive compensation and benefits packages play a significant role in attracting and retaining top talent in any organization. Therefore, organizations should focus on offering attractive compensation and benefits to employees.

Additionally, employee recognition and reward programs are effective in boosting employee satisfaction and engagement. Organizations should establish structured programs that acknowledge and reward employees for their contributions, fostering a positive and motivating work environment.

Furthermore, providing opportunities for professional growth and advancement is essential for employee satisfaction. Organizations should prioritize continuous training and development to enhance employees' skills and career prospects.

Lastly, utilize positive aspects highlighted in research findings to create a strong employer brand. Organizations can leverage these strengths in recruitment campaigns to attract potential employees.

By applying these recommendations, organizations can enhance their institutional image, attract and retain talented employees, and cultivate a positive and productive work environment across different sectors and locations.

Areas of further research on the topic "Institution Image in Recruitments and Employee Retention: A Case of the Rwandan Judiciary" could include:

Communication and Image Management: Analyze the communication strategies employed by the Rwandan Judiciary to enhance its image during recruitment processes and employee retention efforts.

Comparison with Other Institutions: Compare the image of the Rwandan Judiciary with other government institutions or private sector organizations to identify factors that make it unique in terms of recruitment and retention.

Long-Term Impact of Employee Retention: Assess how a positive institutional image and effective retention strategies affect the performance and reputation of the Rwandan Judiciary over the long term.

Impact of Technology: Investigate how the use of technology, such as social media and online platforms, influences the institution's image and its ability to attract and retain talent.

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Appendices

Appendix One: Blank Questionnaire

Dear Respondent,

I am RWAYITARE Eric, a student from Kigali Independent University (ULK), and I am carrying out a research project to comply with the requirements for the award of the Master's in Business Administration. I thank you for participating in this research on the topic of "**Institution Image in Recruitment and Employee Retention: Rwandan Judiciary.**" Your valuable insights will contribute significantly to the success of this study. Please answer the following questions honestly and to the best of your knowledge. All responses will be kept confidential, and your anonymity will be ensured.

Yours sincerely,

SECTION 1: PROFILE OF THE RESPONDENTS

(Please Tick where appropriate)

A. Gender:

Male

Female

B. Age:

18-35 years

36-50 years

50-60 years

Above 60 years

C. Marital status:Single Married **D. Education Qualification:**Secondary Level Diploma Bachelor's Degree Masters' Degree PhD **E. Position:****F. Current Employment Status:**Employed Unemployed Student Other **G. Experience:**1 – 5 years 6 – 10 years Above 10 years

SECTION 2: Perception of Institutional Image

| N° | Please rate your perception of the institutional image of the Rwandan Judiciary based on the following statements. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|----|--|-------------------|----------|-------|----------------|
| 1 | The Rwandan Judiciary has a positive reputation among potential job applicants. | | | | |
| 2 | The Rwandan Judiciary is perceived as a prestigious employer. | | | | |
| 3 | The Rwandan Judiciary is considered trustworthy and reliable. | | | | |
| 4 | The Rwandan Judiciary is seen as providing equal opportunities for career growth and development. | | | | |
| 5 | The Rwandan Judiciary is known for its ethical standards and values. | | | | |

SECTION 3: Factors Influencing Institutional Image

| N° | Please indicate the extent to which the following factors contribute to the institutional image of the Rwandan Judiciary as an employer. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|----|--|-------------------|----------|-------|----------------|
| | | | | | |

| | | | | | |
|---|---|--|--|--|--|
| 1 | Compensation and Benefits offered by the Rwandan Judiciary are offered fairly. | | | | |
| 2 | Work-life balance provided by the Rwandan Judiciary as an employer is fascinating. | | | | |
| 3 | Opportunities for career advancement within the Rwandan Judiciary as an employer are granted. | | | | |
| 4 | Organizational culture and values of the Rwandan Judiciary are reasonable. | | | | |
| 5 | Training and development opportunities offered by the Rwandan Judiciary are attractive. | | | | |

SECTION 4: Rwandan Judiciary Employee level of Engagement, commitment, Satisfaction and retention

a. Engagement level of the employee in the Rwandan Judiciary

| N ^o | Please rate your Engagement level in the Rwandan Judiciary on the following factors. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|----------------|--|--------------------------|-----------------|--------------|-----------------------|
| 1 | I feel motivated in my role within the Rwandan Judiciary. | | | | |
| 2 | I feel a sense of purpose and connection to the organization's goals and objectives. | | | | |
| 3 | I am actively involved in decision-making processes related to my work. | | | | |

| | | | | | |
|---|---|--|--|--|--|
| 4 | I participate in training and development programs provided by the Judiciary regularly. | | | | |
| 5 | I have opportunities to express my ideas and opinions at work. | | | | |

b. Commitment level of the employee in the Rwandan Judiciary

| N ^o | Please rate your Commitment level in the Rwandan Judiciary on the following factors. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|----------------|--|-------------------|----------|-------|----------------|
| 1 | I am likely to recommend the Rwandan Judiciary as a great place to work to my friends and colleagues. | | | | |
| 2 | I often go above and beyond my job requirements to help the organization achieve its objectives. | | | | |
| 3 | I see myself working for the Rwandan Judiciary in the long term. | | | | |
| 4 | The organization's values align well with my personal values and beliefs. | | | | |
| 5 | I am satisfied with the level of support and recognition I receive from my superiors and colleagues. | | | | |

c. Satisfaction level of the employees in the Rwandan Judiciary

| N o | Please rate your Satisfaction level in the Rwandan Judiciary on the following factors. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|--------|--|--------------------------|-----------------|--------------|-----------------------|
| 1 | I am satisfied with my overall work experience within the Rwandan Judiciary. | | | | |
| 2 | I am satisfied with the work-life balance provided by the organization. | | | | |
| 3 | I am satisfied with the opportunities for professional growth and advancement within the Judiciary. | | | | |
| 4 | I feel that my skills and talents are adequately utilized in my current role. | | | | |
| 5 | I am satisfied with the communication and feedback channels within the organization. | | | | |

d. Retention level of the employees in the Rwandan Judiciary

| N o | Please rate your Retention level in the Rwandan Judiciary on the following factors. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|--------|---|--------------------------|-----------------|--------------|-----------------------|
| 1 | I am likely to consider leaving my current position within soon. | | | | |

| | | | | | |
|---|--|--|--|--|--|
| 2 | They are many factors that would make me more likely to stay with the Rwandan Judiciary. | | | | |
| 3 | I have considered other job opportunities outside the organization in the past six months. | | | | |
| 4 | I feel valued as an employee of the Rwandan Judiciary. | | | | |
| 5 | I am satisfied with the compensation and benefits provided by the organization compared to industry standards. | | | | |

SECTION 5: Strategies to Enhance Institutional Image

| N ^o | Please provide your opinion on the following strategies that could be implemented to enhance the institutional image of the Rwandan Judiciary. Use a Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." | Strongly disagree | Disagree | Agree | Strongly Agree |
|----------------|--|-------------------|----------|-------|----------------|
| 1 | Offering competitive compensation and benefits packages. | | | | |
| 2 | Implementing employee recognition and reward programs. | | | | |
| 3 | Providing opportunities for professional development and training. | | | | |

| | | | | | |
|---|---|--|--|--|--|
| 4 | Enhancing the work-life balance for employees. | | | | |
| 5 | Promoting a diverse and inclusive work environment. | | | | |

Thank you for your participation! Your responses are valuable for this research study.