Judicial Service of Ghana

Staff’s Perceptions of Services Rendered by Judicial Service Staff Association of Ghana (JUSAG) in the Ashanti Region.

By

Alfred Mensah (Data Analyst)

Kevin Kwame Kunawotor (Ashanti Regional Auditor)

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ABSTRACT

The purpose of the study was to investigate perceptions of staff about services rendered by JUSAG in the Ashanti Region. The target population was all JUSAG members in the Ashanti Region. However, the accessible population was all permanent staff of JUSAG who have been members of the association for more than one year. 125 respondents were randomly selected. With reliability coefficients of 0.969. Descriptive statistical tool was used for the data analysis. Findings revealed most JUSAG members in the Ashanti Region are satisfied with the reputation of the association and they consider not leaving the association, even if close friends recommend another association to them. majority are however not satisfied with how welfare issues are dealt with by the executives. Moreover, although members have confidence in the leadership, they express great dissatisfaction in responsiveness, and reliability level of the executives. And finally, members lament unsatisfactory financial management practices of JUSAG leadership, resulting from no annual financial statements, excessive expenditure, and prevailing lack of transparency in the financial records.

# Chapter One

## Introduction

Almost every organization or service institutions try to provide the best possible high-quality service to its members, but these organization sometimes fall short of their members’ expectations, since their members have become more aware of the requirements, and demand high standard of services. Gone are the days when costumers or members of an association adopt one product or one company for life. In today’s global world, there is a growing easy access to competitiveness. Most customers or members of organizations are often swayed by advertisements, enhanced packages, and a chance at a better deal from assorted dimensions.

Quality levels and features between competing brands and incentive packages. These make organizations often comparable. It is usual for customers or members of organizations to switch back and forth between products and services, or simply because of pricing, bad impression from the organization or lack of quality service. according to Lucas (2005). this is sometimes referred to as service churn. Zeithaml & Bitner (2003), Satisfaction is derived from customer’s evaluation of services in terms of whether that product or service has met their needs and expectations. Judicial Service Staff Association of Ghana (JUSAG) is no exception to these stretches.

**Background to The Study**

JUSAG was inaugurated on 3rd August, 1973. The Chief Justice by then, Justice Azu-Crabb wrote two letters to formally give his official blessing to the formation of the Association. The vision was to become the most well-organized public-sector workers' Association in Ghana. Since then the Association has grown in strength and size. Regional branches have been formed and are functioning effectively and have chalked many successes. JUSAG consist of members of staff of the Judicial Service of Ghana (hereinafter called the Service) having considered the need to promote the welfare and wellbeing in the Service, and that of all working people of Ghana; desirous to preserve the good name and image of the Service; determined to ensure that administration of justice remains accessible and fair to all manner of persons who seek justice, do hereby adopt and give to itself a constitution.

JUSAG has its second largest group of members in Ashanti Region. Ashanti Region According to Wikipedia, is the third largest of [16 administrative regions](https://en.wikipedia.org/wiki/Regions_of_Ghana) in Ghana. The [most populated region](https://en.wikipedia.org/wiki/List_of_Ghanaian_regions_by_population) accounting for around 6 (six) million inhabitants, occupying 10.2 percent of the total land area of Ghana. As of May 17th, 2021. Ashanti region could make count of 56 courts with a little over 500 JUSAG members

**Governing Bodies/Structures of JUSAG**

The Association is governed by Quadrennial National Delegates Conference

* National Executive Council (NEC),
* National Executive Board (NEB)
* National Women’s Commission (The Commission)
* National Secretariat.
* At the regional level, the association is governed by Regional Executive Committee (REC), and the Regional Executive Board, (REB).

*National Executive Council*

The membership of NEC consists the following: -

National President, National Vice President, General Secretary, Deputy General Secretary, National Treasurer, National Women’s Commissioner and The Regional Chairpersons of each region.

*Roles:*

1. The NEC is responsible for the management including the finances and properties of the Association, and in the absence of Conference they stand the highest decision-making body to take decisions in the supreme interest of the Association.
2. The NEC ratify appointments or removal of an employee of the Association upon the advice of the NEB.
3. The NEC appoint special or standing committees as it deems necessary from time to time and prescribe duties and functions of such committees.
4. The NEC appoint an Auditor annually to audit the financial transactions of the Association.
5. The NEC prescribe rules and regulations to govern the welfare fund, including payment of benefits, loans and consumer credit scheme.

*National Executive Board*

The membership of NEB consists the following:

National President, National Vice President, General Secretary, Deputy General Secretary, National Treasurer, and the National Women’s Commissioner. The NEB is responsible for the day-to-day administration of the Association, and also act in the absence of the National Executive Council.

*National Women’s Commission (NWC)*

The membership of NWC consists the following:

The National Women Commission comprises the National Women’s Commissioner as Chairperson, and the Regional Women’s Commissioners, appointed by NEB.

*Roles*

1. The Commission holds at least two (2) meetings in a calendar year.
2. The Commission manages and execute programs of activities to promote the interest of women members of JUSAG. Such programs include Education, Health, Gender and other related Issues.
3. They co-ordinate women participation at meetings, activities, and forum of JUSAG and other sister Associations.
4. They uplift the good image of JUSAG.
5. And co-ordinate activities of Regional Women Commission.

*National Secretariat*

*Roles*

1. The National responsible for carrying out day to day operational functions of the Association and the implementation of the decisions of the various bodies of the Association.
2. The General Secretary is head of the National Secretariat and exercise managerial control over the employees of the Association

*Regional Executive Council (REC)*

REC is established in each region of Ghana, for effective administration and grassroots participation

### Aims and Objectives of JUSAG Constitution

* To act as the mouthpiece of members of the Service and represent them on all matters.
* 2. To promote the development of the Judicial Service of Ghana.
* 3. To promote and protect the economic and social rights of members.
* 4. To assist in maintaining a high standard of administration of the Service and to institute such measures that will facilitate the efficiency of the Service.
* 5. To hold conferences, meetings, lectures and workshops for the discussion of affairs of the Service and its members of staff and to generally collect, collate and publish information on the service of interest to members of the Association and the public at large.
* 6. To provide and maintain such other services for the benefit and welfare of members of the Association as may from time to time be determined.
* 7. To foster cordial relationship among members of the Association, other Labor Unions, the Bench, the Bar and other Bodies or Organizations at all levels for the efficient administration of Justice.

### Objectives of the Study.

* To ascertain the satisfaction level of members of JUSAG
* To determine staff perception about service quality dimensions (Reliability, Responsiveness and Assurance) of JUSAG.
* To fall on members to find out what to/not to improve upon.
* To identify some key issues bedeviling members of the Association.
* To find out whether there is the need for amendment/review of the JUSAG Constitution.

### Research Questions

1. What is the satisfaction level JUSAG members?
2. What are the perception of JUSAG members about service quality dimensions (Reliability, Responsiveness and Assurance) of JUSAG?
3. How do members perceive management of JUSAG’s finances?
4. Should the JUSAG constitution be amended?
5. What are some of the key issues bedeviling members of the Association?

### Significance of The Study

Findings of the study will assist the leadership of JUSAG to rely on evidence-based intervention strategies to monitor, plan, and implement decisions, to improve operations of the association. The study will also unearth transitional challenges faced by members of the association, and obtain discerning concerns from its members. Moreover, leadership of the association will be delineated of their responsibilities to effectively and efficiently review their line of program activities. Again, the research report would be published to make available to members of the association to access the findings and recommendations for adoption.

# Chapter TWO: Methodology

## Introduction

This section discusses methods adopted to gather data for the study. It gives full details of how data was collected and processed as well as highlighting how the research design, population, sample and sampling procedure, instruments, data collection procedure and data analysis.

### Research Design

Research design is the strategy and a guide for framework in developing and implementing structures among the study variables so as to address the study objectives (Kothari, 2004, Cited in Boadi, 2016). The Study adopted Mixed method approach. This involves incorporating both quantitative and qualitative survey approaches for data collection and analysis. The design is perceived as haven advantage of aiding researchers gain deeper understanding of certain issues pertaining to problem under investigation (Best & Kahn, 2005, Cohen, Manion, & Morrison, 2007, Taylor, 2004. Cited in Buabeng 2015). It is also considered useful for this study because in the view of Osuala (1993), it is oriented towards administration of the status of given phenomenon, and not isolating factors but dealing with them as separate entities.

### Population

Population in research according to Gray (1992), refers to the group the researcher is interested in, that will enable him or her find responses to the research questions. However, the population for the current study specifically includes, all JUSAG members in Ashanti Region, who have been with Judicial Service for more than one year. The study population is 400.

### Sample and Sampling Procedure

Sampling is a popular concept in research study. it often employs techniques when the study cannot cover the entire population, and sample can be taken to represent the whole population. According to Cohen, Manion & Morrison (2007). Cost and time constraints often make sampling unavoidable in most research studies. The study used Simple Random Sampling Technique. This means that every member of the association has equal chance of being selected. It helps researchers to avoid unconscious biases in the data and also, provide accurate insight into specific subject matter. 125 JUSAG members were randomly selected for the study. This is relevant because to Krecjie and Morgan (1970) underscores a study population of 400 requires 125 sample size.

### Data Collection Instruments

The research instrument used for data the collection was survey questionnaires and interview protocols. *Survey Questionnaire***:** Open ended questionnaires were used for the data collection. It’s noted that open-ended questionnaire elicits both qualitative and quantitative data (Best & Kahn, 2005, Fraenkel et al.., 2012, as cited in Buabeng, 2015). Also opinions can be elicited through questionnaires. *Interview Protocols*: Semi - structured interview protocols were designed for some selected members of the association. The instrument is suitable for probing views, and it permits respondents to develop and expand their own responses. Semi-structured method also allows researchers to raise issues of particular concern to the study (Fraenkel et al., 2012). Further questions which were not expected at the commencement of the interview, could be also be asked as new issues arose (Gray, 2009).

**2.1.5 Data Collection Procedure**

Beginning the data collection was firstly*, Administration of the survey Questionnaires*: Copies of the introductory letters were obtained from Ashanti Regional Chairman of the association. These letters helped the researcher to obtain the needed assistance and co-operation from both Registrars and the Court Administrators. Data was collected by means of self-administered questionnaire. The questionnaire was designed in a google form which was sent to various WhatsApp platforms of the association. The respondents were allowed three weeks to fill the questionnaires.

*Interviews Collection:* With adherence to Covid-19 protocols, face–to-face interviews were conducted with participants via mobile phone calls. These interviews were designed to last for at least 30 minutes, 10 members were randomly selected. All the interviews were conducted at dates and times convenient to the respondent. I started each interview with an exchange of greetings, a note of thanks for acceptance, and a brief introduction of myself, I reviewed the purpose of the research and how the information is going to be used. Interviewees were reminded of being audio recorded and that they could request for recordings to be stopped if uncomfortable. Each interview closed with an expression of appreciation to the interviewee for their time and their contribution made to the study. All the data gathered were within two months, from the 10rd of January, 2022 to 19th of February, 2022.

### Data Analysis Processes

The objective of the statistical analysis was to ascertain meaningful information about staff perception of services rendered JUSAG in The Judicial Service of Ghana. Data from the survey questionnaires were analyzed using computer programs such as Statistical Product for Social Sciences (SPSS version. 26). Measurable data were sorted, coded. The completed questionnaires were analyzed via descriptive statistical methods (percentages, mean, standard deviation, and graphs where appropriate). Qualitative data collected during interviews were used to support findings from the survey data. Audio recordings from the interviews were manually transcribed. The purpose of this was to determine whether similar or contrasting outcomes would be produce

# chapter three: Data Analysis

The purpose of the study was to ascertain perceptions of JUSAG members about services rendered by leadership of the association in the Ashanti Region. Specifically, the study finds out satisfaction level of members of JUSAG. It further sought views about service quality dimensions (Reliability, Responsiveness and Assurance). And finally, key issues bedeviling members of the Association were identified.

The chapter presents findings emanating from data collected from the self-administered questionnaire. The discussions, and the interpretations of the findings in reference to the previous findings and theory. The chapter is organized in two main parts. the first part deals with the demographic data of the respondents, gender, age, length of years in the association. And the responses generated from interviews and opinions from registrars in the association. The second part also deals with responses given by respondents in accordance with the research questions. It must be noted that at the end of the data collection, 125 staff were captured for the study.

## Demographical Data Of The Respondents.

This part deals with cross tabulation of the respondents’ gender, age, level of education and length of years as member of the association. As contained in the table, majority (73%) of the respondents were male’s whiles (27%) were females.

# Table 1.0 Cross Tabulation of Respondents’ Gender, Age, Education and Length of Service

|  |  |  |
| --- | --- | --- |
| **Description** |  | **frequency/%** |
| **Gender** | Male  Female | (84) 73  (31) 27 |
| ***Age*** | 30yrs and below  31-40yrs  41-50yrs  51yrs and above | (16) 13.9  (45) 39.1  (39) 33.9  (15) 13 |
| ***Level of Education*** | Tertiary  SHS/SSS/JHS  Middle School  Primary | (108) 93.9  (3) 2.6  (3) 2.6  (1) 0.9 |
| ***JUSAG Membership Period*** | Less than 5 years  5-9 years  Over 10 years | (51) 44.7  (18) 15.8  (45) 39.5 |
| ***Total*** |  | (215)100 |

Source: Field Data (2022)

***Figure 1.0 Distribution of Respondents Level of Education***

Source: Field Data (2022)

The study elicited data on respondents’ level of education using close-ended items. As shown in the chart above, 93.9% respondents indicated their highest educational level is tertiary. However, only 6.1% respondents indicated their education level is below tertiary. The result shows most of the respondents have a good level of education. It represents a good sign of questionnaire use in eliciting data from respondents. The questionnaires were design and constructed with everyday English such that people with basic school education can understand as expected by the researcher. It therefore means the respondents were able to read and understand the various items in the questionnaire as expected. Distribution of respondents with regards to how long members have been with JUSAG is presented in the chart below.

***Figure 2.0 Distribution of Respondents Period Being with JUSAG***

Source: Field Data (2022)

The result showed a combined percentage of 55.3% representing the percentage of respondents who have been with JUSAG for 5 years and above. This shows most of the respondents have been in the association for some time now. This is a good sign for the study because relatively respondents have some level of experience with the association and may have enough ideas with regards to services rendered by JUSAG leadership.

## QUANTITATIVE ANALYSIS

### *Table 3. Reliability and Validity Statistics*

|  |  |
| --- | --- |
| **Reliability and Validity Statistics** | **Cronbach's Alpha** |
| Satisfaction level of Respondents (SL) | 0.937 |
| Reliability level of Respondents(R) | 0.883 |
| Responsiveness (RESP) | 0.880 |
| Assurance (AS) | 0.889 |
| Financial Management (FM) | 0.891 |
| **Reliability coefficient of the instrument** | **0.969** |
| **Validity** | **97.4%** |

Source: Field Data (2022)*.* *M=Mean, SD=Standard Deviation*. n*=115*

According to Pallant (2010), the most appropriate tool for measuring reliability coefficient of an instrument which is design to elicit quantitative data is the Cronbach’s alpha reliability coefficient tool. Therefore, it was appropriate to use this statistical tool in measuring the consistency of the questionnaire. The Cronbach’s alpha reliability coefficient obtained from the questionnaire was 0.969 research has shown that scales with Cronbach’s alpha coefficient of 0.70 or more are considered reliable (Creswell, 2014; Pallant, 2010).

### Table 3. Descriptive Statistics

Respondents indicated their satisfaction level about services rendered by the leadership of JUSAG. On a scale of 1 to 5 (where 1- Strongly Disagree to 5 - Strongly Agree). The result of satisfaction level of Respondents as analyzed in mean and standard deviation are presented below;

#### Table 4. Result of Satisfaction Level of Respondents (SL)

|  |  |  |
| --- | --- | --- |
| **Variables** | **Mean** | **Std. Deviation** |
| I am satisfied with the services provided by JUSAG executives SL1 | 2.94 | 1.286 |
| I am satisfied with the amount of dues I pay to JUSAG | 3.11 | 1.497 |
| My preference for the services of this association will not change willingly SL3 | 3.13 | 1.490 |
| My loyalty to JUSAG has increased because of service delivery SL4 | 2.79 | 1.315 |
| Even if close friends recommend another association me, my preference for JUSAG will still not change SL5 | 3.17 | 1.480 |
| It would be difficult to change my beliefs about the services JUSAG | 3.13 | 1.361 |
| I am confident of giving positive word of mouth to others about this association SL7 | 3.18 | 1.361 |
| I will stay with JUSAG for the next 10 years SL8 | 3.13 | 1.454 |
| I have considered not leaving JUSAG | 3.11 | 1.503 |
| I am satisfied with the reputation of JUSAG SL10 | 3.16 | 1.347 |
| I am satisfied with how welfare issues of JUSAG members are dealt with | 2.16 | 1.182 |

Source: Field Data (2022) M*=Mean, SD=Standard Deviation*. *n=115*

Based on the five-point scale used, the average response scores used in categorizing the data into positive and negative was a mean score of 3.0. That is (1 + 2 + 3 + 4 + 5) / 5 = 3.0. Similarly, using the median score, any value greater than 3.0 was perceived as positive while any score equal to 3.0 or less than 3.0 was perceived as negative. These categorizations were done based on the recommendation of Pallant (2001) regarding the interpretation of descriptive statistics such as mean and median.

As shown in table 4.0 the respondents indicated their level of satisfaction with the services provided by JUSAG executives. With (*M =2.94, SD =1.286*), it implies respondents were not satisfied with the services provided by the association. Moreover, although respondents showed satisfaction or agreement (*M=3.11, SD=1.497*) with the amount of dues contributed to JUSAG. And (*M=3.13, SD=1.490)* their preference for the services of the association will not change willingly, even if close friends recommend another association to them, (M*=3.17, SD=1.480*). Most of the respondents expressed great dissatisfaction (*M=2.79, SD=1.315*) with how welfare issues about JUSAG members are dealt with.

Table 5. shows reliability level of respondents with respect to services provided by JUSAG. On a scale of 1 to 5 (where 1- Strongly Disagree to 5 - Strongly Agree). Findings from mean and standard deviation below represent their responses.

#### Table 5. Result of Satisfaction of Reliability

|  |  |  |
| --- | --- | --- |
| **Statement** | **Mean** | **Std. Deviation** |
| JUSAG always delivers its services at times it promises to do so | 2.53 | 1.142 |
|  |
| When JUSAG promises to do something by certain time, it does so | 2.49 | 1.169 |
| JUSAG shows honest interest and care, whenever its member has a problem R3 | 2.79 | 1.244 |
| I am satisfied with the reliability of services delivered by JUSAG | 2.87 | 1.196 |
| JUSAG is able to build stakeholders’ satisfaction through quality service delivery R5 | 2.79 | 1.171 |
| The welfare of its members is always taken seriously R6 | 2.54 | 1.235 |

Source: Field Data (2022) *M=Mean, SD=Standard Deviation.*

As indicated in the result of Satisfaction with Reliability Statistics. respondents expressed their disagreement to whether JUSAG always delivers its services at times it promises to do so (*M=2.53, SD=1.142*). as well as when JUSAG promises to do something by certain times, it does so (*M=2.49, SD=1.169*). furthermore, the findings revealed disagreement to statement “JUSAG is able to build stakeholders’ satisfaction through quality service delivery” *(M=2.79, SD=1.171*). And finally, the welfare of its members is always taken seriously *(M=2.54, SD=1.235)*. The overall respondents indicated their disagreement to reliability of services rendered by JUSAG *(M=2.89, SD=1.186*).

Table 6. shows findings from responses of the responsiveness of JUSAG leadership with respect to services rendered by the association. On a scale of 1 to 5 (where 1- Strongly Disagree to 5 - Strongly Agree). Mean and standard deviation of their responses are presented below;

#### Table 6. Statistics of Satisfaction of Responsiveness

|  |  |  |
| --- | --- | --- |
| **Statements** | **Mean** | **Std. Deviation** |
| Members’ complaints on the activities of the association are taken seriously RESP1 | 2.64 | 1.168 |
| JUSAG gives prompt service delivery to its staff | 2.54 | 1.107 |
| JUSAG handles members professionally | 2.92 | 1.200 |
| New policy developments are immediately communicated to members RESP4 | 2.85 | 1.320 |
| Welfare related complaints are addressed with rapt attention | 2.50 | 1.127 |
| Valid N (listwise) |  |  |

Source: Field Data (2022) *M=Mean, SD=Standard Deviation*

Findings from Statistics of Satisfaction with Responsiveness revealed most of the respondents disagree (*M=2.64, SD=1.168*) that members’ complaints on the activities of the association are taken seriously. Also, whether new policy developments are immediately communicated to members as it due, majority of the respondent disagree (*M=2.85, SD=1.320*). Moreover, responding to whether Welfare related complaints are addressed with rapt attention by JUSAG. The findings revealed (*M=2.50, SD=1.127*), implying most of the respondents disagree. The overall the respondents expressed great dissatisfaction with responsiveness of services delivered by the association.

The results of the satisfaction level of Assurance is presented below.

***Table 7. Statistics of Satisfaction Level of Assurance***

|  |  |  |  |
| --- | --- | --- | --- |
| **Statement** | **Mean** | **Std. Deviation** | |
| JUSAG executives exhibit a lot of confidence AS1 | 3.23 | 1.248 |
| JUSAG executives exhibit the necessary courtesies and are friendly to its members | 3.12 | 1.285 |
| I will recommend JUSAG to friends and loved ones AS3 | 3.13 | 1.267 |
| The organizational structure of JUSAG is clearly defined AS4 | 3.29 | 1.289 |
| Valid N (listwise) |  |  |

Source: Field Data (2022). *M=Mean, SD=Standard Deviation*

Respondents indicate satisfaction with assurance to services provided by JUSAG. Majority of the respondents agree that JUSAG executives exhibit a lot of confidence (*M=3.23, SD=1.248*) and also exhibit the necessary courtesies, and are friendly to its members *(M=3.12, SD=1.285*). they moreover expressed their satisfaction *(M=3.29, SD=1.289*) that the organizational structure of JUSAG is clearly defined, and will however recommend the association to friends and loved ones (*M=3.13, SD=1.267*). Overall, the respondents expressed great satisfaction with assurance of service delivery of the association.

Statistics of Financial Management Practices presents respondent’s perception about the financial management practices of JUSAG. On a scale of 1 to 5 (where 1- Strongly Disagree to 5 - Strongly Agree). Below are mean and standard deviation of their responses.

#### Table 8. Result of Financial Management Practices Statistics

|  |  |  |
| --- | --- | --- |
| **Statement** | **Mean** | **Std. Deviation** |
| JUSAG spends within its budget FM1 | 2.38 | 1.129 |
| There are adequate controls (preventive, directive or detective) in the financial administration of JUSAG FM2 | 2.48 | 1.091 |
| The finance department of JUSAG normally prepare annual reports and other returns to management | 2.67 | 1.235 |
| Leadership ensures the financial statements of the association is prepared and published annually FM4 | 2.39 | 1.156 |
| There is optimal use of resources in the association to obtain the results desired FM5 | 2.55 | 1.179 |

Source: Field Data (2022). *M=Mean, SD=Standard Deviation*

As shown in the Financial Management Practices Statistics, majority of the respondents disagree that JUSAG spends within its budget (*M=2.38, SD=1.129*). Also responding to whether there is optimal use of resources in the association to obtain the results desired, the findings revealed respondents disagreed to this statement (*M=2.55, SD=1.179*). finally, Majority of the respondents disagree that leadership ensures financial statements of the association is prepared and published annually (M=2.39, SD=1.156).

## table 2.0 Qualitative Results

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Interview Questions** | **Thematic Areas of Concern** | **References.** |
| 1 | Key issues bedeviling members/progress of the Association. | * Lack of delineated channel of Communication, * Demand for Quarterly Meetings * Improved Welfare Packages * Transparency of Financial Records. * Accountability to Members * Attitudinal posture of leadership | “No annual incentives for members upon all the contribution”  “welfare packages for retirees are inadequate”  The executives should let the members knows our financial position at every quarter “  “members cannot communicate their ideas to leadership freely, and channel of communication needs to improve” |
|  |  |  |
| 2 | Suggestions to improve the state of the Association. | * The Need for division of association’s welfare into zones. * Decision-making process must begin from grassroots to national * Effective Financial Management * High Level of Transparency * Loans with low interest-rate to members. | “Give souvenirs to members every year, Welfare should be improved by giving support to members during sickness and not when the person dies or retires, liaise with management for consideration of professionals by restoring the professional allowance as part of the salary structure”  ” I suggest an agreed percentage of members’ remuneration be set aside and disburse as end of year package”  “JUSAG should emulate member centered activities of sister unions like GRA, GNAT etc and build hostels at least in major regional capitals for all members to benefit and generate more income” |
|  |
| 3 | The need for amendment or review of portion/full of the JUSSAG constitution. | * Welfare of members * Accessibility of the constitution * Right to vote for every member of the association | “Welfare of members must be key in all aspects”  “The constitution is not even available for its members”  “Yes. Every member should have a vote in the election of executives” Financial reports on activities should be sent to every member. It is the people’s money” |
|  |

*(Field work, 2022).*

# Chapter Four: analysis pertaining to specific research questions

### This section presents results pertaining to the five specific research questions of the study. With the help of SPSS version 26.0. Descriptive analytical tool was used to analyze the data. mean and standard deviation coefficients are used when the distributions are normal (Pallant 2010). The standard deviations were moderate and closer to each other indicating a non-dispersion in the wide-spread distribution. The moderateness of the standard deviation of the distribution shows that the views of the respondents were coming from a moderate homogenous group that is, a group with similar characteristics or similar understanding with regards to the issue under consideration.

Responses to close-ended items were used to elicit data information, concept were measured on a five-point unilineal scale ranging from one to five where one represented the strongest disagreement to the issues whiles five represented the weakest agreement to the issues. Based on the recommendations of (Pallant 2010), the study adopted mathematical approximations techniques to interpret the mean scores. Thus, strongly agree (1), Agree (2) Neutral (3), Disagree (4) and Strongly Disagree. Below are results showing the views of the respondents.

## Research Question One

#### What is the satisfaction level of JUSAG members?

The first research question for the study was to ascertain the extent of satisfaction level of members of JUSAG. constructs were designed with a five-point scales ranging from strongest agree to (1) to strongest disagree (5). as indicated earlier, each of the main constructs were made up of items pooled together using average responses with help from statistical package for social sciences (SPSS). After the pooling process, descriptive statistics such as mean, media, frequencies and standard deviation were used to analyze the data. Below are the findings.

#### Satisfaction Level of Respondents (SL)

#### Based on the five-point scale used, the average response scores used in categorizing the data into positive and negative was a mean score of 3.0. That is (1 + 2 + 3 + 4 + 5) / 5 = 3.0. Similarly, using the median score, any value greater than 3.0 was perceived as positive while any score equal to 3.0 or less than 3.0 was perceived as negative. These categorizations were done based on the recommendation of Pallant (2001) regarding the interpretation of descriptive statistics such as mean and median.

As shown in the satisfaction level of respondents, respondents indicated their level of satisfaction with the services provided by JUSAG executives. With (*M =2.94, SD =1.286*), it implies respondents were not satisfied with the services provided by JUSAG executives. Moreover, although respondents showed satisfaction or agreement (*M=3.11, SD=1.497*) with the amount of dues contributed to JUSAG. Also (*M=3.13, SD=1.490)* their preference for the services of the association will not change willingly, even if close friends recommend another association to them, (M*=3.17, SD=1.480*). Most of the respondents expressed disagreement (*M=2.79, SD=1.315*) with how welfare issues about JUSAG members are dealt with. Findings of this research revealed most members of JUSAG are satisfied with the reputation of the association and they consider not leaving the association. Moreover, some are also loyal to the association to the extent that their preference for services of the association will not change even if close friends recommend another association to them. However, the only aspect majority were not satisfied with on the satisfaction level of respondents table was how welfare issues are dealt with by the executives. In relation to annual incentive packages for members, and unsatisfactory packages for retirees.

## RRESEACH QUESTION TWO

#### What are the perceptions of JUSAG members about service quality dimensions (Reliability, Responsiveness and Assurance) of JUSAG?

The second research question of this study focused on three service quality dimensions such as reliability, responsive and assurance of members about the services rendered by the association.constructs were designed with a five-point scales, ranging from strongest agree to (1) to strongest disagree (5). as indicated earlier, each of the main constructs were made up of items pooled together using average responses, with the help from Statistical Package for Social Sciences (SPSS). After the pooling process, descriptive statistics such as mean, media, frequencies and standard deviation were used to analyze the data.

#### Satisfaction of Reliability

As shown in Satisfaction with Reliability table, respondents expressed great dissatisfaction with the issue of whether JUSAG delivers its services at times it promises to do so (*M=2.53, SD=1.142*). as well as when JUSAG promises to do something by certain times, it does so (*M=2.49, SD=1.169*). furthermore, the findings revealed disagreement to statement “JUSAG is able to build stakeholders’ satisfaction through quality service delivery” *(M=2.79, SD=1.171*). And finally, the question of welfare of its members is always taken seriously *(M=2.54, SD=1.235)*. The overall respondents indicated their dissatisfaction to reliability of services rendered by JUSAG *(M=2.89, SD=1.186*).

#### Satisfaction of Responsiveness

Findings from Satisfaction with Responsiveness table revealed most of the respondents disagree that members’ complaints about the activities of the association are taken seriously (*M=2.64, SD=1.168*). Also, the issue of whether new policy developments are immediately communicated to members as it due, majority of the respondent expressed dissatisfaction to this statement (*M=2.85, SD=1.320*). Moreover, responding to how welfare related complaints are addressed with rapt attention by JUSAG. The findings revealed (*M=2.50, SD=1.127*), implying most of the respondents disagree. The overall respondents expressed great dissatisfaction with responsiveness of services delivered by the association.

#### Satisfaction of Assurance

Respondents indicated their level of assurance to services provided by JUSAG. Majority of the respondents agree that JUSAG executives exhibit a lot of confidence (*M=3.23, SD=1.248*). Also, the executives exhibit the necessary courtesies and are friendly to its members *(M=3.12, SD=1.285*). Moreover, most of the respondents agreed that the organizational structure of JUSAG is clearly defined *(M=3.29, SD=1.289*). And they will however recommend JUSAG to their friends and loved ones (*M=3.13, SD=1.267*).

Findings as expressed above indicates that most members of JUSAG, particularly, in the Ashanti Region have perception that JUSAG executives are friendly, and have the necessary confidence to discharge its duties as well. Respondents however discern that the executives are not responsive to services of their members; for instance, whiles members’ complaints about activities of the association are not taken seriously. welfare related complaints are not addressed with the needed attention. Moreover, members are not satisfactorily reliable to the executives of the association because JUSAG does not neither honors its promises at certain times nor delivers its services at times it promises to do so.

## RESEARCH QUESTION THREE

#### How do members perceive management of JUSAG’s finances?

#### Financial Management

As shown in Financial Management table, majority of the respondents disagree that JUSAG spends within its budget (*M=2.38, SD=1.129*). Also responding to whether there is optimal use of resources in the association to obtain the results desired, the findings revealed that respondents disagreed to this statement (*M=2.55, SD=1.179*). finally, Majority of the respondents disagree that leadership ensures financial statements of the association is prepared and published annually (M=2.39, SD=1.156).

As indicated in financial management statistics, JUSAG members in Ashanti Region are not satisfied with how executives of the association manage JUSAG’s finances. Because base on the findings JUSAG do not only spends outside its budget, there is no optimal use of resources. And leadership do not prepare nor publish annual financial statements of the association. Interview with some of the registrars revealed overriding lack of transparency of financial records and issues of detailed accountability in the association.

## RESEARCH QUESTION FOUR

#### Should the JUSAG constitution be amended?

#### Regarding the need for JUSAG constitution to be amended, interview with some of the registrars in the Ashanti Region revealed members’ unreachability of the constitution and the right to vote for every member of the association were major concerns in the Region. Some suggest “welfare of members must be key in all aspect” of the constitution. Most of the respondents suggests every member of the association must have the right to vote as well as financial report of activities of the association must be sent to every member “yes every member should have a vote in the election of executives” financial reports of activities should be sent to every member. It is people’s money”

## Research question five

#### What are some of the key issues bedeviling members of the Association?

#### Responding to key challenges bedeviling members of the association, under listed are thematic areas of concerns.

* Lack of delineated channel of Communication,
* Demand for Quarterly Meetings
* Improvement in Welfare Packages
* Transparency of Financial Records.
* Accountability to Members
* Attitudinal posture of leadership

Registrar A suggests…

“No annual incentives for members upon all contributions, you know welfare packages for retirees are inadequate, the executives should let the members know our financial position at every quarter”

Registrar B bemoans ...

“Members cannot communicate their ideas to the leadership freely, and the channel of communication needs to be improved. Give souvenirs to members every year, welfare should be improved by giving support to members during sickness and not when the person dies or retires, liaise with management for consideration of professionals by restoring the professional allowance as part of the salary structure”

Registrar C says…

“I suggest an agreed percentage of members’ remuneration be set aside and disburse as end of the year package” “JUSAG should emulate member centered activities of sister unions like GRA, GNAT etc. and build hostels at least in major regional capitals for all members to benefit and generate more income”

# Chapter FIVE, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## Introduction

This chapter presents summary of the major findings and conclusions drawn from the study. The key findings are reported based on the specific research questions of the study, these are followed by conclusions and recommendations. The last section provides suggestions for further research.

## summary

### The main objective of the study was to investigate perception of JUSAG members about services rendered by JUSAG in the Ashanti Region. The study examined satisfaction level of members, reliability, responsiveness, assurance and financial management practice of the association. The researcher adopted both qualitative and quantitative approach. However, in relation to the design, descriptive survey was used. The target population was all JUSAG members in Ashanti Region. And the accessible population was all permanent JUSAG staff who have been members of JUSAG for more than one year, including registrars, in Ashanti Region. Data on the background characteristic of the respondents were first analyzed using cross tabulation. Data of the first three research questions were analyzed using mean and standard deviation. And the other two questions were qualitatively analyzed by highlighting key thematic areas of concerns.

## Findings

### The main findings that emerged were:

1. The study revealed most members of JUSAG in the Ashanti Region are satisfied with the reputation of the association and they consider not leaving the association.
2. Most of the respondents are loyal to the association to the extent that their preference for the services of the association will not change willingly, even if close friends recommend another association to them.

Based on Satisfaction Level of Respondents table, the only aspect majority are not satisfied is how welfare issues are dealt with by the executives.

1. Relative to demand for annual incentive packages for members, and improvement in retirement packages for retirees.

*Staff perception of service quality dimensions (Reliability, Responsiveness and Assurance) of JUSAG*.

1. The study revealed JUSAG members have perception that the executives are friendly, and have the necessary confidence to discharge their duties as well.
2. Respondents expressed great dissatisfaction with responsive services delivered by the association. They bemoan members’ grievances about activities of the association are not taken seriously. And welfare related complaints are not addressed with the needed attention.
3. Members are not satisfactorily reliable to the executives of the association because JUSAG do not neither honors its promises at certain times, nor delivers its services at times it promises to do so.

*The third research question investigated was how JUSAG members perceive management of JUSAG’s finances by the executives*.

1. Members lament JUSAG leadership do not prepare and publish annual financial statements of the association. Members also say JUSAG do not spend within its budget, as well as no optimal use of resources.
2. The study revealed prevailing lack of transparency in financial records, and matters of detailed accountability in the association.

#### Responding to some of the main key challenges bedeviling members of the association, under listed are thematic areas of concerns.

#### Lack of delineated channel of Communication,

1. Demand for quarterly meetings
2. Improvement in welfare policies
3. Transparency in Financial Records.
4. Accountability to Members
5. Attitudinal posture of leadership

#### Regarding the need for JUSAG constitution to be amended, the study revealed

1. Members’ unreachability of the constitution
2. And the right to vote for every member of the association
3. Some suggest “welfare of members must be key in all aspect” of the constitution.

## conclusion

* Based on the findings, the study is concluded that although majority of JUSAG members in the Ashanti Region are loyal to the association, they are not satisfied with how welfare conditions of members are handled by the leadership.
* Members have great confidence in the executive and will not willingly leave the association even if close friends recommend another association to them. They are not satisfied with the gross lack of transparency in financial records, and detailed accountability of leadership.

## recommendation

* It is recommended that JUSAG leadership should better their financial management practice through effective internal control systems. By ensuring continues quarterly zonal/regional accountability forums to communicate programs and activates of the association.
* Its recommended that JUSAG leadership should institute policies and programs to yearly orient new or transferred staff in the service **REFERENCES**

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Appendix

Judicial Service of Ghana

**Research Questionnaire** forJUSAG Members***.***

“**Staff Perception of Services rendered by Judicial Service Staff Association of Ghana (JUSAG) in The Judicial Service of Ghana.’** The researcher will be most grateful for answering the following research questions. ***This questionnaire is to filled by staff with more than one-year experience in the service.*** Time spent answering this questionnaire is highly appreciated. Respectfully, you are encouraged to be frank with your responses. You are assured of the confidentiality of your responses. Thanks for your co-operation.

**SECTION A**

**BIOGRAPHICAL DATA**

1. **Gender**: Male Female.
2. **Please Indicate your level of education**

Tertiary

SHS/SSS/JHS

middle School

Primary

1. **Age of respondent**

30yrs and below

31-40yrs

41-50yrs

51yrs and above

1. **How long have you being a member of JUSAG?**

less than 5 years

5-9 years

Over 10 years.

1. **Section B:** **Staff Perception of Service Rendered by JUSAG.**

Below are statements about factors that influence satisfaction about services rendered by JUSAG. On a scale of 5 to 1 (where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= stronglyagree**),** please TICK the number that most reflects your answer.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **STATEMENT** | **Scale** | | | | |
| **Satisfaction** | 1 | 2 | 3 | 4 | 5 |
| I am satisfied with the services provided by JUSAG executives |  |  |  |  |  |
| I am satisfied with the amount of dues I pay to JUSAG |  |  |  |  |  |
| My preference for the services of this association will not change willingly |  |  |  |  |  |
| My loyalty to JUSAG has increased because of service delivery |  |  |  |  |  |
| Even if close friends recommend another association me, my preference for JUSAG will still not change |  |  |  |  |  |
| It would be difficult to change my beliefs about the services JUSAG |  |  |  |  |  |
| I am confident of giving positive word of mouth to others about this association |  |  |  |  |  |
| I will stay with JUSAG for the next 10 years |  |  |  |  |  |
| I have considered not leaving JUSAG |  |  |  |  |  |
| I am satisfied with the reputation of JUSAG |  |  |  |  |  |
| I am satisfied with how welfare issues of JUSAG members are dealt with |  |  |  |  |  |

1. **Section C: Service Quality Rendered by JUSAG**

Below are that influence your satisfaction on the quality of services rendered by JUSSAG in the Judicial Service of Ghana. Please **TICK** the number that most reflects your answer on a scale of 5 to 1 (where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **STATEMENT** | Scale | | | | |
| **RELIABILITY** | SD | D | N | A | SA |
| JUSAG always delivers its services at times it promises to do so |  |  |  |  |  |
| When JUSAG promises to do something by certain time, it does so |  |  |  |  |  |
| JUSAG shows honest interest and care, whenever its member has a problem |  |  |  |  |  |
| I am satisfied with the reliability of services delivered by JUSAG |  |  |  |  |  |
| JUSAG is able to build stakeholders’ satisfaction through  quality service delivery |  |  |  |  |  |
| The welfare of its members is always taken seriously |  |  |  |  |  |
| **RESPONSIVENESS** | SD | D | N | A | SA |
| Members’ complaints on the activities of the association are taken seriously |  |  |  |  |  |
| JUSAG gives prompt service delivery to its staff |  |  |  |  |  |
| JUSAG handles members professionally |  |  |  |  |  |
| New policy developments are immediately communicated to members |  |  |  |  |  |
| Welfare related complaints are addressed with rapt attention |  |  |  |  |  |
| **ASSURANCE** | SD | D | N | A | SA |
| JUSAG executives exhibit a lot of confidence |  |  |  |  |  |
| JUSAG executives exhibit the necessary courtesies and  are friendly to its members |  |  |  |  |  |
| I will recommend JUSAG to friends and loved ones |  |  |  |  |  |
| The organizational structure of JUSAG is clearly defined |  |  |  |  |  |

**Section D: How do members perceive management of JUSAG Finance?**

Below are financial management practices rendered by JUSAG in the Judicial Service of Ghana. Please **TICK** the number that most reflects your answer on a scale of 5 to 1 (where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| STATEMENT | **Scale** | | | | |
| **Financial Management** | SD | D | N | A | SA |
| JUSAG spends within its budget |  |  |  |  |  |
| There are adequate controls (preventive, directive or  detective) in the financial administration of JUSAG |  |  |  |  |  |
| The finance department of JUSAG normally prepare annual reports and other returns to management |  |  |  |  |  |
| Leadership ensures the financial statements of the association is prepared and published annually |  |  |  |  |  |
| There is optimal use of resources in the association to  obtain the results desired |  |  |  |  |  |

**Section E:**

1. In your view, state some of the key issues bedeviling members/progress of the association?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. what do you suggest can be done to improve the current state of the association?

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1. Do you suggest there is the need for amendment or review of portion/full of the JUSAG constitution?

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