

UNIVERSITY OF CAPE COAST

IMPACT OF MANAGEMENT INFORMATION SYSTEMS ON JUSTICE
DELIVERY AT THE JUDICIAL SERVICE IN CENTRAL REGION,
GHANA

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2017

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BY

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Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree (MBA) in General Management.

MAY 2017

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or another tertiary institution.

Candidate's Signature Date:

Name: Charles Mensah

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Mr Francis Otoo

ABSTRACT

The Judicial Service as the third arm of government is the body mandated by law to dispense justice in the country to ensure that peace, tranquillity and stability prevail for socio-economic development of the country. However, productivity or efficiency on the part of Staffs is ordinarily low in the various courts in the Central Region, because, the Judicial Service of Ghana lacks the needed technological or Management Information Systems to propel efficiency in delivery of justice as compared to the Judicial Service of South Africa. This study is conducted to equip the Judicial Service of Ghana with the necessary information to sign onto the use of Management Information Systems in the delivery of Justice. The adoption of Management Information Systems in justice delivery by some Africa countries, such as South Africa and Guinea had proved positive results and therefore it is necessary for the Judicial Service of Ghana to also use Information Technology in its scheme of work. Management of the Judicial Service must take decisions and implement policies that will increase productivity on the part of Judges and Magistrates as well as Court Staffs and again to boost public confidence in the justice delivery system in the country. This study looked at the factors that hindered efficient delivery of justice in the country's various courts. For the purpose of this study, the simple random population sampling method was employed. The courts in the Central Region of Ghana were selected for this study. The population of the respondents represented a fair gender balance. To investigate the set objectives of this study, primary data, comprising filed Survey was employed. Again, secondary data was used in arriving at the necessary conclusions.

KEY WORDS

Impact

Justice

Management Information Systems

Delivery

ACKNOWLEDGEMENTS

I would like to express my sincere gratification to my supervisor, Mr Francis Otoo Esq. for his in-depth professional and academic guidance, counselling, encouragement, emotional support, tolerance. I say I am really indebted to you and as such all what I will say for now is I am very much grateful to you

Again, I am also grateful to my dear late father Nana Okoofi Amponsah II, alias Jonah Bernard Mensah for the wonderful encouragement shown me during your existence, may the good Lord keep your soul in Abraham's bosom

Finally, I wish to thank my family and friends for their support, especially my mother, Grace Yeboah Mensah and my friend Alfred Ofori.

DEDICATION

To my brothers

Bernard, Enoch

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LIST OF ACRONYMS

ACCA	Association of Certified Chartered Accountant
AFRC	Armed Forces Revolutionary Council
CJ	Chief Justice
DSS	Decision Support System
IBM	International Business Machines
ICT	Information and Communication Technology
JS	Judicial Service
MIS	Management Information Systems
NLC	National Liberation Council
NRC	National Redemption Council
PC	Personal Compute
PNDC	Provisional National Defence Council
WACA	West Africa Court Of Appeal

CHAPTER ONE

INTRODUCTION

The Judicial System or the Judiciary in Ghana is the third arm of government established by law with respect to the 1992 Constitution under the fourth Republic of Ghana. The Constitution being the Supreme laws of the land was gazetted on the 15th day of May, 1992 under the chairmanship of the Provisional National Defence Council (PNDC). The Constitution, as the Supreme laws of the land established the arms of government as the Executive, Legislature and the Judiciary with each arm given a clear and prescribed mandate to execute. The Judiciary which is of essence to this research work would be looked into details. The 1992 Constitution mandates the Judiciary to dispense justice in the country to ensure law and order for national development and national cohesion.

Justice as per the Supreme laws of the land emanates from the people of the land and same shall be vested unto the Judiciary to administer on behalf of the people as stipulated in the 1992 Constitution under Article 125(1). This Article made it crystal clear that nobody or group of persons own justice to themselves. In this case it meant that every tom dick and harry had the right to seek for justice when the need arises. In other words, Ghanaians would want to assess justice when they feel cheated in one way or the other or better still when their Fundamental Human Rights are being trampled upon, (The Constitution of the Republic of Ghana, 1992).

Background to the Study

The work of the Judicial Service is very important to the nation and as such it is incumbent on Management of the Judicial Service to adopt

Management Information Systems to increase productivity in the delivery of justice. The system where the trial process of justice dispensation was done manually had not been the best in contemporary times. The Judiciary in 2010 decided to use modern technology in its daily activities leading to the dispensation of justice. (Judicial Digest, 2014) For any country to develop there should be fairness in the country, thus the need for a speedy dispensation of justice, so that the objectives of socio-economic growth could be achieved quickly.

The fast and quick dispensation of justice in this modern or technological era could only be achieved through the use of Information Systems. Countries such as South Africa and Guinea that had adopted modern technology in the dispensation of justice had been able to deliver justice speedily, (Judicial Digest, 2014). ICT as an umbrella term includes any communication device or application encompassing: radio, television, cellular phones, computer and Network hardware and software, satellite systems and so on as well as the various services and application associated with them such as video conferencing and distance learning. ICTs are often spoken in a particular context. For example, ICTs in education, ICTs in health care, ICTs in libraries and so on. An information system which also forms part of ICT is a system that gathers data and disseminates information with the sole purpose of providing information to its users.

Information systems are established to support policies and or procedures in organisations. Information systems vary according to the type of users who would use the system for specific organizational goals or objectives. Each and every information system was designed to achieve a specific

organizational objective. An example with respect to the Judicial Service of Ghana is the Femida. Femida is an Office Automated System which records and transcribes court proceedings whiles court is in session. A major advantage of using Femida by the Judicial Service (JS) of Ghana was that, it made court proceedings went on quickly thereby reducing the workload on Judges. (Judicial Digest, 2014)

Management Information System is an information system that collects, evaluates, analyses and processes organisation's data to produce meaningful and useful information based on which management can take the right decision to ensure the growth of the organization. Again, Management Information System is said to be a complete setup of both system hardware and system software to achieve the set goals of the organization, (Asante, A., 2013). The going concern or better still the perpetual existence of every organisation is very paramount for every manager or management, therefore it was inherent to these managers or managements to put in place policies and programmes that would lead to the realization of this principle of ensuring the organization lives forever (going concern).

Until the year 2006, the Judicial Service of Ghana used to administer justice through the manual process of recording court proceedings; this was due to the absence of the application of information system in the daily activities of the Judicial Service of Ghana. The cumbersome and laborious nature of recording court proceedings manually led to heavy workload on the Judges and Magistrates which brought about low efficiency and ineffectiveness on the part of Judges and Magistrates. The workload on Judges and Magistrates as a result of the absence of Management Information System

in the Judicial Service of Ghana did not only bring about inefficiency and ineffectiveness but also brought about the slow pace at which justice was dispensed in the country.

This slow pace at which justice was dispensed in the country made justice delivery in Ghana relatively expensive thus making it difficult for the ordinary Ghanaian seek justice and as a result brought the public confidence in Judicial service down, (Judicial Digest, 2014). Coming into force of modern technology and most importantly the 21st Century being a technological era, there was the need, or it was incumbent on the Judicial Service of Ghana to also adopt modern technology in its work, that is, the activities leading to the dispensation of justice to the citizenry to ensure public confidence in the justice delivery system of Ghana became high. Ghana cannot develop if the citizenry do not have confidence and trust in the justice system of the country.

One way by which the Judicial Service of Ghana could win back the public confidence was to ensure that Judges and Magistrates are effective and efficient. Judges' and Magistrates' effectiveness and efficiency could be achieved when the workload on them was reduced drastically so that they could administer justice quickly, and this could be achieved if the Judicial Service of Ghana fully got the various courts automated, to fast track the processes of justice delivery. Automating the Judicial Service of Ghana simply meant installing modern technology or modern technological equipment in the various courtrooms to fast track the processes of justice delivery. These modern technology or technological equipment which is Management Information System could record court proceedings accurately and this would reduce the workload on the Judges or Magistrates.

The Concept of automating the various courts was initiated by the then Chief Justice,(CJ) His Lordship George Kingsley Acquah in the year 2006 to address the problem of manual recording of court proceedings which turned to be cumbersome and laborious and eventually delays justice delivery. His Lordship, George Kingsley Acquah, the then Chief Justice of the Judicial Service of Ghana realised the need to reduce the workload on the Judges and Magistrates that made him conceived the idea of automating the various courtrooms in the country. The Courts that were automated initially were the courts located at the Head-Office of the Judicial Service to ascertain the usefulness of having all the various courts in Ghana automated. (Judicial Digest, 2014)

Justice delivery in Ghana is mostly delivered by the Judicial Service of Ghana which comprises the Superior Courts and the Inferior Courts. Justice delivery contributes immensely to the socio-economic development of the nation, thus, if there is no law and order in the country Ghanaians could not go about doing their businesses and this would lead to a chaotic situation if law and order should eventually break down. Litigation in Ghana is somehow very expensive, therefore, when the court processes delay it makes seeking for justice unattractive to the ordinary Ghanaian which eventually leads to the breakdown of trust in the judicial system of the country.

The expensive nature of accessing justice would lead to a situation where only the rich could afford the costs of justice delivery. In every democratic nation there should be equal opportunities for all, so it is with justice delivery, but unfortunately when only the rich could afford the costs of

justice then, the tenets of democracy which has rule of law as one of its cardinal doctrine would be missing.

In spite of the enormous achievements chalked by the Judicial Service of Ghana over the years, ordinary Ghanaians still do not have the luxury of time and money to see their cases went through the laborious and time consuming nature of manual process of recording court proceedings which came as a great cost to the litigant and also a great challenge to the Judicial Services of Ghana. The Judicial Service of Ghana as mandated by the 1992 Constitution of the Republic of Ghana owes it a duty to ensure that every citizen of the country had full access to justice at less cost, (Constitution of the Republic of Ghana, 1992).

To ensure that Ghanaians had full access to justice at less cost, Management of the Judicial Service of Ghana needed to put in place programmes and policies that would turn to reduce the number of years a particular case went through before final judgments are delivered. There was a growing concern that priority should be given to automating all the courtrooms to ensure speedy delivery of justice that would eventually contribute significantly to building faith and public confidence in the judicial system of Ghana on the part of the citizenry, (Judicial Digest, 2014)

The Judicial System or the Judiciary in Ghana is the third arm of government established by law with respect to the 1992 Constitution under the fourth Republic of Ghana. The Constitution being the Supreme laws of the land was gazetted on the 15th day of May, 1992 under the chairmanship of the Provisional National Defence Council (PNDC). The Constitution, as the Supreme laws of the land established the arms of government as the

Executive, Legislature and the Judiciary with each arm given a clear and prescribed mandate to execute. (Constitution of the Republic of Ghana, 1992)

The Judiciary which was of essence to this research work would be looked at. The 1992 Constitution mandates the Judiciary to dispense justice in the country to ensure law and order for national development and national cohesion. Justice as per the Supreme laws of the land emanates from the people of the land and same shall be vested unto the Judiciary to administer on behalf of the people as stipulated in the 1992 Constitution under Article 125(1). This Article made it crystal clear that nobody or group of persons own justice to themselves. In this case it meant that every tom dick and harry had the right to seek for justice when the need arises. In other words, Ghanaians would want to assess justice when they feel cheated in one way or the other or better still when their Fundamental Human Rights are being trampled upon. (Constitution of the Republic of Ghana, 1992)

The Judiciary as per the 1992 Constitution of the Republic of Ghana, Article 126(1) shall consist of –

- (a) The Superior Courts of Judicature comprising-
 - (i) The Supreme Court;
 - (ii) The Court of Appeal; and
 - (iii) The High Court and Regional Tribunals

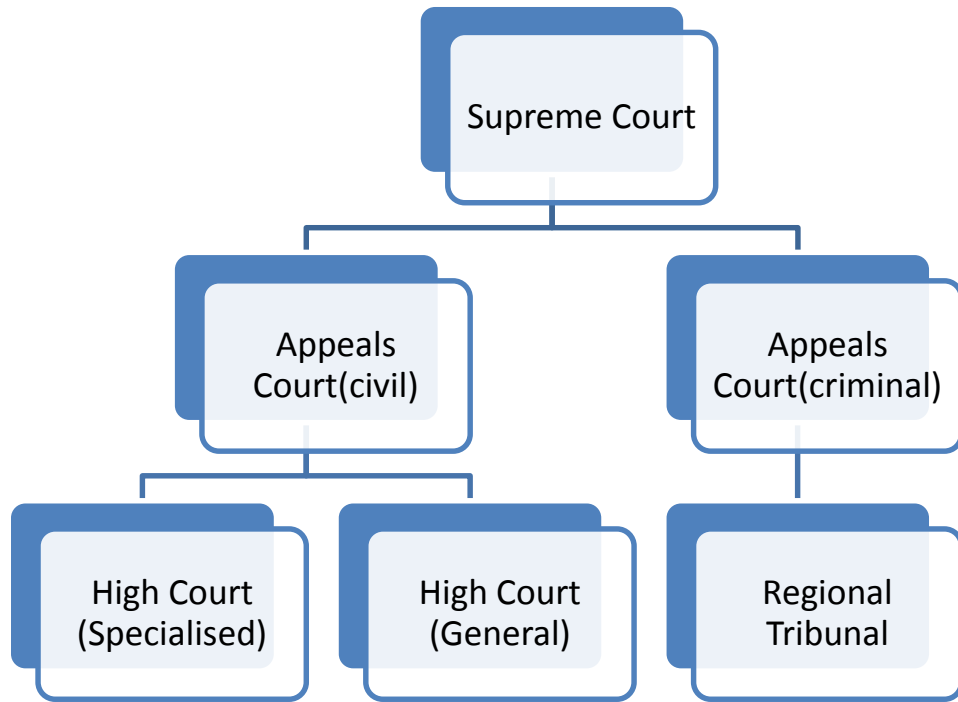


Figure 1: Shows the Hierarchy of the Superior Courts of Judicature

Source: Constitution of the Republic of Ghana, 1992

(b) Such lower Courts or tribunals as Parliament may by law establish.

These lower courts as established are the Circuit Court and District Court

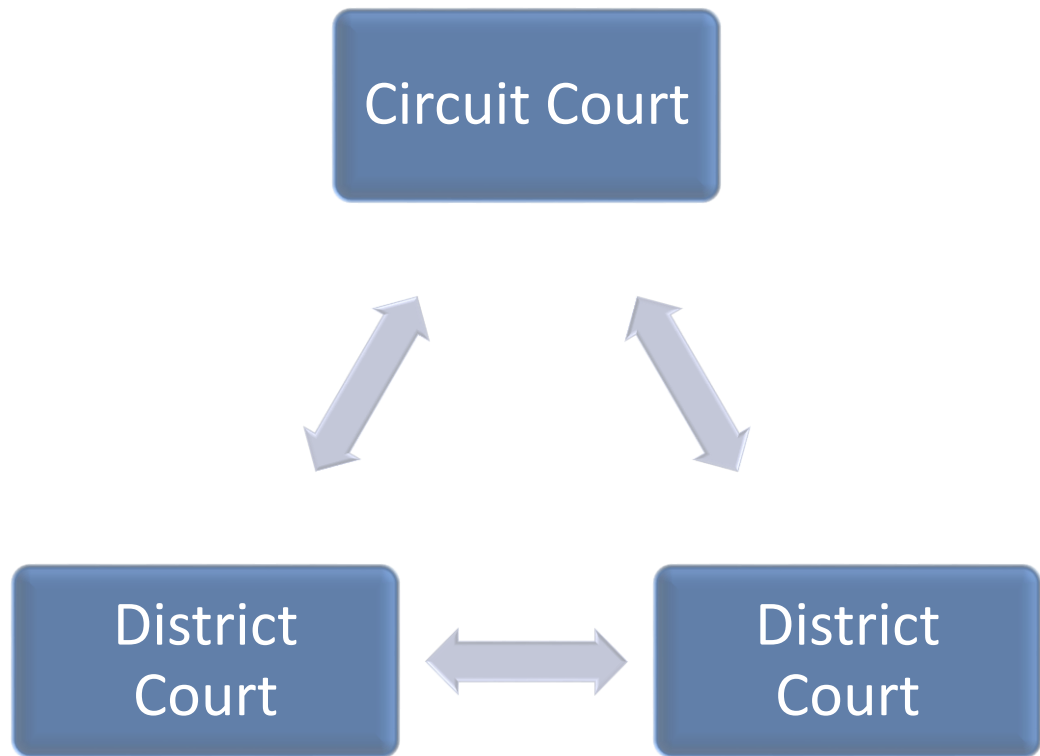


Figure 2: Shows the Hierarchy of the Lower Courts

Source: The Courts Act, Act 459, 1993 as amended

Article 126(2) of the 1992 Constitution of the Republic of Ghana also states that “The Superior Courts shall be Superior Courts of record and shall have the powers to commit for contempt to themselves and all such powers as were vested in a Court of record immediately coming into force of this Constitution. Article 126(3) of the Constitution also states “Except as otherwise provided in this constitution or as may otherwise be ordered by a court in the interest of public morality, public safety or public orders, the

proceedings of every Court shall be held in public". Both Sections (2) and (3) of Article 126, emphasizes on the fact that justice emanated from the people and as such the people should have access to the dispensation of justice.

Statement of the Problem

The manual process of recording court proceedings by the Judges and Magistrates in Ghana made seeking justice in the country more expensive. With respect, the manual process of recording court proceedings by the Judges and Magistrates in the various courts across the country delayed the process of justice delivery. However it was also noted that inadequate technological equipment in the courtrooms across the country accounted for the manual process of the judges and Magistrate recording court proceedings, which at the end increased the workload on the judges and Magistrates.

This in effect reduced the efficiency and effectiveness of the Judges and Magistrates. It was every litigant's wish to have his or her case gone through the trial process and judgment delivered within the shortest possible time. When the efficiency and effectiveness of the Judges and Magistrates is below what was expected due to workload as a result of manually recording court proceedings it brought down public confidence in the judicial system of the country. The lack of technological equipment in other courts within the country and also the inadequate technological equipment in other courts within the country to aid effective justice delivery made it very difficult for maintaining proper recordings, typing and printing out of court proceedings which formed the basis through which judgments were delivered.

The image of the Judicial Service was dented when lawyers, litigants as well as the general public could not have access to court records on time.

This situation led to the then Chief Justice, His Lordship Justice Acquah in the year 2006-2007 to initiate programmes and policies to have the various courts across the country be automated and equipped with modern technological equipment to ensure speedy and effective way of delivering Justice in the country, (Judicial Digest, 2014).

This led to the need of exploring the best practices for recording court proceedings and effective way of delivering justice to whip up public confidence in the Judicial System of the country. This exploration of best practices of recording court proceedings brought about office automated system FEMIDA which is a management Information system. FEMIDA is a system that was used by some of the court to record and transcribe court proceedings for speedy delivery of justice.

Objectives of the Study

The general objective of this research work was to explore the best practices that would improve court case management to bring about efficiency and effectiveness into the judicial system of Ghana. This would also improve the quality of justice delivery. The objective of this research work sought to achieve in a broader sense, to explore measures that would lead to fulfilling the constitutional mandate of the Judicial Service of Ghana.

Specifically, the study sought to achieve the following objectives,

1. To employ Management Information Systems to record the trial processes electronically.
2. To move away from the use of papers and files to keeping information electronically.

3. To dispense justice speedily through the application of Management Information Systems
4. To find out if the costs of accessing justice in the country is expensive.
5. Recommend to the appropriate quarters programmes and policies that would make accessing justice in the country more attractive to the citizenry.

Research Questions

1. How do judges and Magistrates record court proceedings during trials?
2. How are records kept by the judicial service of Ghana?
3. How speedily are rulings and judgments delivered in matters pending before the courts?
4. What challenges constitute to accessing justice expensive in the country?
5. What is the level of commitment Management attaches to changing the manner in which the Judiciary carries out its work schedules?

Significance of the Study

This research work was intended to equip the Judicial Service of Ghana with the appropriate information system technique to overcome the challenges that Judges and Magistrates face when they record court proceedings during trials manually. In effect this research work sought to solve the problem of recording court proceedings during trials manually which brought about workload on the Judges and Magistrates and also inhibited their efficiency and effectiveness.

To solve a problem there is the need to first identify the said problem before you go to the cause of the problem then the solutions to the said problem. This research work has thus far identified the problem which said problem was the delay and expensive nature of justice delivery in the country, followed by the cause, which was the lack of modern technological equipment to record court proceedings during trials electronically. To this extent, the main significance of this research work was to proffer solutions to the laborious and time consuming nature of recording court proceedings manually when trials are on-going.

Again the findings of the study would go a long way to help Management of the Judicial Service of Ghana and the Judicial Council of Ghana to see the need to fully automate the various courts across the country especially the courts other than those at the Head office and the Law Court Complex, in Accra. It was also significant to this research work that the findings of this work when implemented by Management of the Judicial Service of Ghana would go a long way to whip up the level of public confidence in the Judicial Service of Ghana.

It was also expected that the outcome of this research work would help to ensuring a total transformation of the Judicial Service of Ghana as the third arm of government. A total overhaul of the way the Judicial Service of Ghana carried out its duties was what this research work sought to espouse to promote socio-economic development of the country. As part of this research work, the work sought to come up with a set of well thought through recommendations for the various stakeholders such as Management of the Judicial Service, Judicial Council, Ghana Bar Association, Judges and

Magistrates Association litigants, Non-Governmental organizations as well as the general public who were directly or indirectly involved in the delivery of justice which brought about law and order in the country for national development.

It was also expected that the eventual outcome of this research work would go a long way to help future researchers who would also carry out similar research work to ensure that the quality and speedy delivery of justice would be improved significantly from time to time. Also, this research work sought to remind Management of the Judicial Service of Ghana and other stakeholders that the level of public confidence in the Judicial Service of Ghana kept dwindling which should be of a great concern to Management and other stakeholders.

Scope and Limitation of the Study

In view of the various courts across the country, each and every one of them had some peculiar challenges which normally prevented or hindered effective and speedy delivery of justice and in turn affect national development. Some common challenges that faced most of the courts across the country included; lack of infrastructure, finance as well as logistics. However, due to time constraints and resources available to the researcher, the research work was limited to courts within the Central Region of Ghana which would go a long way to represent most of the challenges facing most, if not all courts across the country in general.

The Central Region of Ghana which the research work sought to limit its assessment on, the region has about 32 courts which comprise of the following;

Court of Appeal	-	1
High Court (General)	-	5
High Court (Commercial)	-	2
Circuit Court	-	7
District Court	-	17

This research also took into consideration some of the stakeholders that work directly or indirectly with the Judiciary or Judicial Service of Ghana in discharging its constitutional mandate of dispensing justice in the country and such stakeholders included Ghana Bar Association, Attorney General and Ministry of Justice, litigants as well as Non-Governmental Organizations such as DANIDA.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter attempted to review some of the related literature that formed the basis for this research work. The chapter also began with the theoretical reviews of some of the theories that were relevant to the topic under which this research work was being carried out. Again this chapter also dealt with the ideas, concept and empirical reviews of the topic and concluded with the conceptual framework.

History of Information Technology

From the start of renaissance to the beginning of the 18th century, there were enormous amount of scientific activities. Many or the basic rules of physics and Chemistry had been discovered. There was therefore the need to apply the scientific concepts to everyday life that gave rise to technologists. Technology is usually defined as the application of science to meet human needs. The personal computer, the 'PC' as it is usually called is the name given to a range of microcomputers. IBM, that is, International Business Machines was developed from another Company in the 1920s, based upon Herman Hollerith's invention of electro-mechanical machines for handling punched cards, (Wikipedia)

Since then, IBM had grown to be the largest computer company in the world. The computer is made up of the Hardware which is the physical component of the computer that you could touch or the computer equipment, and the software also known as computer programmes which the computer

runs on and a wide range of peripherals such as printers, plotters cards and taps recorders and so on.

Management Information System (MIS)

According to Asante (2013), an information system is a set of interrelated components that collects, manipulates, stores and disseminates data and information and provides feedback mechanism to meet an organisational goal. With respect to Asante (2013), definition of an information system, it is a management system set up to collect data; process that data and gives information in a form of feedback. Data is the raw facts and figures that were processed to give meaningful information. In relation to the judicial service, data is the evidence given by a party to a case which was processed by a Judge or Magistrate to give information as a feedback in a form of judgment. Information Systems are indispensable in every endeavour we find ourselves, with the Judicial Service not being an exception.

Management Information Systems offer a lot of opportunities and challenges as well for every organisation being it profit-making oriented or non-profit making oriented, there is the need for that organisation to maximise its operation. The infiltration of management information systems in the various organisations was to boost production and to aid management decision-making process. Again, information systems are established to support policies or programmes and procedures in an organisation. For instance, Decision Support System (DSS) aids management of an organisation to take management decisions which aims at achieving organisational goal, (Asante, 2013).

With regard to the judicial service to carry out its constitutional mandate of justice delivery effectively, Office Automated System, which is an information system or management information system, could be employed to ensure speedy justice delivery. Shelly et al (2007) defined information system as a collection of hardware, software, data, people and procedures that work together to produce quality information. In Shelly et al; (2007), they view an information system as a complete set of components that involves the physical components of the system, the programmes that aid the physical components to run as well as the human beings who operate the system. No information system can operate effectively without human beings.

To achieve quality information, which is the hallmark for justice delivery, there was the need to consider the use of information system that captures every bit of data, process it and give an output, which said output comes in a form of feedback. It was imperative to note that, the Judicial Service of Ghana is the organisation that needed not to have a compromised data since judgments delivered by the Judiciary were based on data captured during court proceedings or trials. The Judicial Service of Ghana charged with the sole responsibility of dispensing justice deals predominately with information and not all information could be considered to be good.

Good information is the one that is reliable and is used in decision making hence if information is considered to be good then the possibility of making a good decision is very high and if information is considered to be bad definitely the possibility of making a bad decision is also very high. Past experience and research had proven that information has high value if it is timely, accurate, clear, concise, relevant, reliable complete, and accessible. In

this case, if one of the features that made information to be high in value is lost then such information could not be useful to achieve organisational goal. This goes to support the fact that the Judicial Service whose mandate was to deliver justice should at all material times have good information, (Asante, 2007).

An information system is a system that gathers data and disseminates information with the sole purpose of providing information to its users. Information is always useful when it is used to effect change by the users of information. It is also useful depending on the user or organisation in question, thus, information system varies according to the type of users who would use the system. For example, the information system used by Sales department of an organisation may not be useful to the finance or human resource departments of the same organisation, (Asante, 2013). In the same vain, FEMIDA as an information system used by the Judicial Service of Ghana to record court proceedings during trials would not be useful to a telecommunication company like Vodafone Ghana.

According to Wikipedia, “information could be recorded as signs or transmitted as signals”. Conceptually, information is the message (utterance and expression) being conveyed. Information only exists when it is conveyed. In other words, unless a sign or a signal is conveyed information may said to have not existed, therefore, in a general sense, information is knowledge communicated or received, concerning a particular fact or circumstances. In this regard, there is no information available to the Judge if a potential party to a suit had not issued a writ. Also there is no information to the said potential

party to a suit if the Judge or the Magistrate had not given his or her ruling or judgment in a particular case.

Management Information System is an integrated computer-based, user-machine system that provides information for supporting operations and decision making functions. (ACCA, Business Information, 2001). Management Information Systems are sometime used to mean all information systems that support the functional areas of an organization which the Judicial Service of Ghana is not an exception. They have large quantities of input data and they produce summary report as an output. An example in the Judicial Service of Ghana is the FEMIDA, (Judicial Digest 2014)

Every organisation has levels of management and each level requires specific information for decision-making purposes. The goals of management information system by the Judicial Service of Ghana were to implement the structures and dynamics of the service in a better way and capture the benefits of information system for effective and speedy delivery of justice. Dispensing justice by the Judicial Service of Ghana should be effective and speedy to ensure that public confidence in the Judicial Service that has declined over the years was restored to bring peace and harmony for total socio-economic development, (Judicial Digest, 2014)

Asante (2013), indicates that there are six (6) types of information system. The Six (6) types of information system as indicated by Asante, (2013) are; Executive Information Systems also known as Executive Support Systems, Decision Support Systems, Management Information Systems, Knowledge Work Systems, Office Automation Systems and Transaction Processing Systems. For the sake of this research work, the researcher would

deal much on Office Automation Systems. An Office Automation Systems is a type of information system-software, hardware and communication equipment that captures processes and distributes data and information in an organization, (Asante, 2013).

An Office Automation Systems thus increases the productivity and efficiency of workers. A typical Office Automation Systems handles and processes data and gives information in a form of feedback. With regard to the Judicial Service, the Judge or Magistrate was a data worker who collected data processed same for purposes of providing feedback in a form of information by way of rulings and judgments. Management Information System, is the function that plans, develops and implements and maintains, information technology hardware, software and applications that people use to support the goals of an organization, (Baltzan and Phillips, 2008).

With the influx of modern technology every organization wanted to take the opportunity that the information technology brings to bear which the Judicial Service of Ghana is of no exception. These opportunities that technology brings to bear include profit maximization, an increase in productivity and reduction in production or operational costs. In this regard, the Judicial Service of Ghana stands to enjoy some of the opportunities that information technology brings to bear such as speedy delivery of justice, proper records keeping and prompt availability of record of proceedings.

To perform Management Information Systems function effectively, almost every organization and especially, the Judicial Service of Ghana has an internal Information Technology department. It is important to distinguish between data and information. Data is the raw facts and figures that describe

the characteristics of an event whereas information is data converted into a meaningful and useful context. In the case of the Judicial Service of Ghana, the delivery of Justice, evidence given by a party or a witness to a suit was equivalent to data while rulings and judgments were equivalent to information. This was because evidences given in a court of competent jurisdiction were in their raw state, which described a party to a suit's case and it was based on these data or pieces of evidence that the Judge or Magistrate would give his or her ruling or judgment in a form of meaningful and useful information.

History of the Judicial System in Ghana

Ghana's legal system was built on a foundation of received Anglo-Saxon common law, statutory law, and other documents, such as those heralding the legal existence of various military regimes. In addition to this received and imposed law, there was an enduring body of largely unwritten customary usages and practices that were contextual feature of the modern legal system of Ghana. The legal pluralism was evidenced by a co-existence of indigenous customary laws and practices, which received Anglo-Saxon common law, and some religious law, especially in the areas of marriage and inheritance events of the past and more recent events have also shaped Ghana's legal system, and include the impact of British Colonialism, and more recently, its constitutional evolution, following independence, (Wikipedia)

Profile of the Judicial Service of Ghana

Ghana's 1992 constitution guarantees the independence and separation of the judiciary from the Executive arm of government and that of the legislative arm of government. The Judicial Service of Ghana had the Supreme

Court as the highest judicial body in Ghana. The next in terms of rank was the court of Appeal followed by the High Court. These Courts as mentioned supra were also regarded as the Superior Court of judicature. Below the High Court were the circuit Court and the District Court respectively. The Circuit Court and the District Court were also regarded as inferior Court. Justices sat at the Superior Court of judicature whiles Honours and Worships sat at the Circuit and District Courts respectively, (Constitution of Ghana, 1992).

The various courts described above had different jurisdictions, that is, the courts mentioned above had their various functions and limitations. For example, a Circuit Court do not have jurisdiction over a high court but rather a High Court would have jurisdiction over a Circuit Court by way of quashing a ruling or judgement of a Circuit Court, the same way a Circuit Court have jurisdiction over a District Magistrate Court by way of reviewing a District Court's decision(s). There was only one (1) Supreme Court in Ghana and it was located at the Head office of the Judicial Service of Ghana in Accra. There were four (4) Appeal courts in Ghana serving the entire nation and they were located in the Greater Accra Region, Eastern Region, Ashanti Region and the Central Region of Ghana.

There were about a hundred and fifty (150) High Courts spread across the country but performed the same functions. There were also a good number of Circuit and District Courts spread across the country thereby making justice delivery accessible to all and sundry in the country. A minimum of five (5) Justices by law form a quorum to sit at the supreme court level, whiles to form quorum at the Court of Appeal three (3) Justices should sit, but with respect to the High Court a single Judge forms quorum at that level. Circuit Court and

District Court also requires one Judge and one Magistrate to form a quorum respectively, (Otoo, 2014).

Justice

Justice as defined by the Dictionary of Law, fifth edition (2007) is “fair treatment under the law”. To administer justice was to bring about fairness through the application of the law applicable to the situation at hand. Per the Dictionary of Law’s definition, justice could not be said to have been administered if there was no fair treatment, or there was no law to regulate human engagement. Every person was entitled to fair trial which anchored the principle of natural justice. There would be a miscarriage of justice when a party to a suit was denied the process of fair trial. Justice could be said to have been administered when parties to a suit or case were given equal opportunities to pass their respective cases across.

Again, according to the Cambridge Advanced learner’s Dictionary, “Justice is fairness in the way people are dealt with. This definition of justice per Cambridge Advanced learner’s dictionary clearly shows that people would only see that justice had been dispensed only when they were treated fairly or equally as the law prescribes. When people are treated differently in the same case or in the same instance, an injustice would said to have been committed. It was very important on the part of the Judicial Service of Ghana to ensure that people are dealt with equally without fear or favour or irrespective of a person’s status in society to bring about fairness into the administration of justice. It was always unacceptable to treat people to the same case differently.

When there is injustice in the judicial process chaos may be the order of the day, that was why it was incumbent on the Judicial Service of Ghana

charged with the sole responsibility of dispensing justice in the country by the constitution of the Republic to ensure that there is always fairness in the way they go about discharging their constitutional mandate. The laws of the country could also be said to be the justice system in the country. The laws of the country by extension prescribed the way and manner the citizens of the state should live or go about doing their things. In this case what the laws of the country sought to bring on board was to ensure that people were treated fairly whenever they feel cheated, that is, people could seek for damages or remedies should they feel cheated in one way or the other.

The justice system in Ghana could also be said to be the series of law courts at different levels. The series of law courts in Ghana include; the Supreme Court which by the constitution of the Republic was the highest court of the land followed by the Court of Appeal, then the High Court which were referred to as the Superior Court of judicature and also the Circuit Court, the District Court and the various Judicial Committees in the various traditional councils, also referred to as the inferior courts. These various courts in Ghana sought to bring fairness or equity into the country, (Court Act, Act 459, as amended). This could be achieved effectively through the application of Management Information Systems.

Justice dispensation or delivery is very essential in every country in general and in Ghana in particular because of the numerous benefits derived from fairness being in place. The country Ghana would suffer an irreparable damage should justice delivery in the country be compromised. Issues of chaos or total confusion would be in the country when there is no fairness or

equity in the country. It was therefore imperative to advance the course for an effective and speedy delivery of justice in the country.

Demonstration of Justice in Some Cases

Justice could be said to have been dispensed in the case of Marvin verses Marvin, 1976, page 106 Supreme Court of California, in the last holding of the judgment the Supreme Court of California held that:

“.....plaintiff alleges that the parties agreed to pool their earnings, that they contracted to share equally in all property acquired, and that defendant agreed to support plaintiff. The terms of the contract as alleged do not rest upon any unlawful consideration. We therefore conclude that the complaint furnishes a suitable basis upon the trial court can render declaratory relief. The trial court consequently erred in granting defendant ‘s motion for judgment on the pleadings.”

In the above case and the judgment of the Supreme Court of California quoted supra, the Supreme Court of California held that although the parties were non-marital partners, the courts should enforce express contract between non-marital partners except to the extent that the contract was explicitly founded on the consideration of meretricious sexual services.

In the pleadings of the plaintiff quote and unquote

“.....In October of 1964 she and defendant, entered into an oral agreement” that while the parties lived together they would combine their efforts and earnings and would share equally any and all property accumulated as a result of their efforts whether individual or combined” furthermore, they agreed to hold themselves out to the general public as husband and wife” and that plaintiff would further

render her services as companion, homemaker, housekeeper and cook for defendant. Shortly thereafter plaintiff agreed to give up her lucrative career as an entertainer and singer in order to devote her full time to defendant as a companion, homemaker, housekeeper and cook; in return defendant agreed to provide for all of plaintiff's financial support and needs for the rest of her life".

When one juxtaposes the pleadings of the plaintiff to the judgment of the Supreme Court of California justice could be said to have been served in the sense that although the parties were non-marital partners but there were explicit agreements between the parties and a contract could be said to have been contracted. In achieving justice one could seek for equitable remedy or common law remedy. Equitable remedy and common law remedy were both also known as judicial remedy. Judicial remedies were relief granted by the court once a person has established a substantive right through judicial procedure. These remedies or reliefs granted by the court were to ensure that there was fairness in the country. The most common judicial remedies included;

- ❖ The court's awarding money damages to compensate for an injury.
- ❖ A court's requiring someone to do or refrain from doing something in the form of an injunction.
- ❖ A court attempts to restore a person to a previous position to prevent unjust enrichment which is called restitution.
- ❖ A court's determination of the parties' right to the form of a declaratory judgment.

- ❖ A court's granting reformation of a written instrument so that it reflects the real agreement of the parties.

In America's jurisprudence, the remedies that court awarded in civil cases were classified either as equitable remedies or as common law remedies. An equitable remedy was a remedy that would be handled by court of equity and a common law remedy by a common law court before the merger of equity and law. Common law remedies are generally limited to the court's determination of some legal right and the awarding of money damages. Equitable remedies generally consisted of the court's command directing a person to do or refrain from doing something. The common law ordering one to do a certain act was called mandatory injunction or specific injunction.

A prohibitory injunction which is the most common injunction is a command of the court ordering one to refrain from doing something. In effect, both the mandatory injunction and the prohibitory injunction sought to bring some form of fairness or better still, justice into the country. For an effective and speedy delivery of justice in this modern era by the Judicial Service of Ghana was to employ technological means and by doing so, it was incumbent on the Judicial Service of Ghana to use management information systems. Accurate data which a Magistrate or a Judge would base his or her ruling or judgment on could be obtained by the use of information system.

Technological gadgets such as the FEMIDA could be used to capture court proceedings by electronically recording voice of parties to a suit and their various witnesses. This would help the Judge or Magistrate to test the credibility and integrity of parties and witnesses who would seek to give contradictory evidence. With the recording gargets in place parties' and

witnesses' evidences are captured as and when they utter them so there would be no room for a party or witness to swiftly deny an assertion that he or she had given but the Judge or Magistrate was unable to capture manually.

In herring's book "*Family Law*" justice was seen to have been administered when "each parent could be liable to pay the full costs of the support of the child, but if both parents were in a position to pay then the burden may be shared". In the instant situation, Herring was of the view that justice could only be said to have been administered when both parents of a child were given equal responsibility of caring for their child especially when both were in a position to take care of the child. In effect, Herring avers that for justice to prevail in family causes it was not the sole responsibility of the father or the mother to take care of a child but both parents had equal responsibility to take care of a child.

Again, justice was seen to have been administered when equity follows the law. With particular reference to *Modern Equity* 5th edition, it says equity may not depart from statute law nor does it refuse to follow common law rules, save that in exceptional circumstances". Thus equitable interest in land corresponds with legal estate and interest" For instance, the right and duties of the parties under equitable lease are the same as if the lease were legal. Thus, one could not seek for justice in an equitable lease when the lease was illegal. In criminal proceedings justice may not be said to have been served if an accused person's plea was not taken in the language he or she understood or elected to speak.

The first stage in a summary trial was for the court to read the charge of the accused person and ask whether or not he or she was guilty or not

guilty. When an accused person pleads guilty to an offence, the court may convict him without hearing evidence in misdemeanour cases but the court would enter a plea of not guilty when an accused person pleads guilty in first degree felony cases. This procedure was to ensure that justice prevails in criminal matters as contained in Blackstone's criminal jurisprudence (2000) page 1508.

In summary, the researcher was of the view that Management Information system or better still Information System was a relationship of related components of system put together to achieve common organizational goals for the development of the organization. In view of this, it was noted that for every organization to grow or achieve its organizational goals it was necessary to apply modern technology in the operations of the said organization in question which the Judicial Service of Ghana was no exception. For speedy and efficient way to dispense justice by the Judicial Service of Ghana information system should be used.

The application of Management Information Systems by the Judicial Service would go a long way to reduce the workload on the Judges and Magistrates who had to record court proceedings manually which made delivery of justice very cumbersome. The cumbersome nature of justice delivery in Ghana by the Judicial Service made seeking for justice time consuming and also made seeking for justice more expensive. With respect, the researcher was of the view that, justice could be said to have been administered when there is a balance to the application of laws to bring about fairness between two people or among people. An instance could be seen in

Grilliot's book "Introduction to Law and the Legal System" Second edition, page 13 which states in paragraph 5 quote and unquote;

"The due process guaranty protects citizens from unfairness in the operation of both substantive law and procedural law"

In the above quotation it could be deduced that to ensure justice prevails there should be fairness in the process of dispensing justice which both substantive law and procedural law acknowledges.

The judicial arm of government was responsible for following the procedure required by the constitution in its administration of justice, thus it was the judicial arm of government that is mandated by the constitution of the Republic of Ghana to dispense justice in the country. This constitutional mandate could be achieved effectively by the use of Information Systems because Management Information Systems as adopted by the Judicial Services of South Africa and the Guinea had proved very beneficial to these countries, (Judicial Digest, 2014). There was no doubt that for the Judicial Service to automate the various courts would lead to effective and efficient delivery of justice.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter began by looking at the impact of Management Information Systems on justice delivery at the Judicial Service. Management Information Systems has numerous benefits as well as some challenges though but the benefits had been very substantial. Some of the benefits of Management Information System included providing accurate data to the users and proper storage of data. The judiciary as the third arm of government is mandated by law to dispense Justice. The dispensation of justice by the Judicial Service could be delivered effectively and efficiently by the use of Management Information Systems.

This chapter also discussed the methodology employed by the researcher for the study which included the administration of questionnaires and interviews with Staffs (court employees) and Judges of the Judicial Service. The researcher also conducted some surveys to know the impact Management Information Systems had on the delivery of justice by the Judicial Service. These techniques adopted by the researcher to gather information for the purpose of this research work helped in arriving at the real causes of the delays associated with accessing justice. The chapter again looked at the research design, sampling techniques, data collection tools as well as method of data analysis.

Type of Research

This research is an associational type which sought to gather data that examined the factors that influenced justice delivery by the use of

Management Information Systems in the various courts in Ghana as compared to recording trial or court proceedings manually. This type of research was used in order to obtain objective information and to provide a systematic correlation that was factual and accurate as well. In order to achieve a deeper understanding or better still to be well informed of individualization of the various courts in Ghana and also reveal the basic truth about the judiciary, this research affected the sampled courts in the country.

Research Design

The main aim of this research study was to examine the factors that affected or influenced justice delivery in the country either positively or negatively. A research study such as this required an approach bearing in mind, the population hence a simple random survey process of data collection was used to testing the hypothesis or research questions concerning the status of the subject under study. This approach was considered appropriate as a method of soliciting for information needed to draw useful conclusions for the research study. Interviews as well as discussions were also used in getting some of the information needed to carry out this research work.

Population and Sample

The population of this study consisted of all the 32 courts within the Central Region of the Republic of Ghana. The sample was restricted to the Central Region of Ghana in view of the fact that the project was directed at that region. The sample population of this research study was made up of a total of twenty eight (28) courts. The research further considered the eleven courts (11) that operated within the Cape Coast Metropolis and seventeen courts (17) that operated outside Cape Coast Metropolis. The main reason was

that, the targeted courts were in a good position or were enough to assess the factors that affected or influenced justice delivery across the country. Views and opinions from litigants were also considered and effectively contributed to this research work.

Sampling Techniques

A simple random sampling technique was employed to select the various courts in this research work from the Central Region. This technique was used because it ensured that everyone in the population had an equal chance of being selected. The technique used by the researcher to select the sample size required prior knowledge of the target population which allowed a determination of the size of the sample needed to achieve a reasonable estimate with an acceptable precision and accuracy of the population. The goal or aim of the sample method or technique was to obtain a sample that is a representative of the population.

Data Collection Procedure

The selected courts were toured one morning starting from the High Courts. The High Courts in the Cape Coast Metropolis were five (5) in number. Three (3) of these five (5) high court were general High Courts and the reaming two (2) High Courts were Commercial or specialised High Courts. This was to aid the researcher familiarised himself with the location of the study sites. Majority of the High Courts in the Central Region of Ghana operated in the Regional Head Office of Judicial Service Court Complex, Cape Coast, from the High Courts, the researcher also toured the Circuit Court in the target population to familiarised himself with how Court proceedings

are conducted at the Circuit Court too, and later on the researcher went to the District Court to acquaint himself with court proceedings too at that level.

Again, the researcher also met with some of the Superior Court Judges and planned for data collection. The researcher also toured the other seventeen (17) courts outside Cape Coast Metropolis for familiarisation and data collection. These seventeen courts were made up of two (2) High Courts, six (6) Circuit Courts and nine (9) District Courts. The study employed a simple sampling method of selecting Judges, and Court Staffs (Clerks) as respondents. These Judges and Court Staffs (Clerks) had different roles to play in the administration of justice in the country.

Questionnaires were mainly used in this study to gather data and also the questionnaires administered were simple and straight forward to answer within the constraint of time. Questions were formulated based on the objectives of this study in order to solicit the appropriate information the researcher wanted. Where it was necessary the researcher also conducted some form of interviews. The researcher saw it very necessary to employ these structured questionnaires and interviews skills for the respondents to feel at ease to give the right information that were relevant to the subject matter under review.

Data Analysis

The data gathered from respondents were analysed and categorised to answer the research questions or the study questions and objectives. Computation of the responses were graded and analysed statistically. Frequencies and percentages were used to analyse the gathered data. The analysis of the data was done statistically because it gave a good interpretation

of the data gather. The interpretation of data reflected the actual problems associated with recording court proceedings manually, thereby making the use of Management Information Systems in the dispensation of justice more appropriate. The frequencies showed the number of respondents that gave the same answer to the questions captured in the questionnaire.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter discussed the results obtained during the collection of data in the study or better still analyzed the results of the study. A summary of the various responses gathered from the respondents from the various target courts in the Central Region through questionnaires administration were presented in a tabular form and submitted in the same sequence as the questions in the survey questionnaire. At the end of each section, the results were analyzed. A total number of seven (7) High Court Judges made up of 4 males and 3 females and a total number of nine (9) Circuit Court Judges made up of 5 males and 4 females and a total number of twelve (12) District Court Magistrates made up of 5 males and 7 females.

Similarly, two (2) court staffs were selected from each of the targeted court in the Central Region of Ghana making a total of fifty six (56). These fifty six staffs were made up of twenty five males and thirty one females. These overall number of eighty four (84) respondents actually responded to the questionnaires administered by the researcher. Again, this chapter discussed the results or response from the questionnaires and analyzed under three (3) main steps based on the background characteristics of the respondents. The second step looked at factors that affected or influenced justice delivery on the Judicial Service of Ghana as the body mandated by law to administer justice in the country. The final or last step looked at other ways that would ensure speedy delivery of justice.

Biographical Data of Respondents

Data was collected from a total of eighty four respondents out of which thirty nine (39) were males and forty five (45) were females and in percentage terms 46.43 percent and 53.57 percent respectively. These statistics sought to depose to the fact that in the Judicial Service of Ghana is not gender biased. That is, sex is not a factor when it comes to recruiting staffs or selection of Judges for the Judicial Service of Ghana. The sex composition of the selected respondents for this study was shown in Table 1. It must also be emphasized that among the total respondents, thirty nine (39) were males and forty five (45) were females showing a strong gender balance. This shows that recruitment into the Judicial Service of Ghana do not actually favour a particular sex.

Table 1: Sex Composition of Respondents

Sex	Frequency	Percentage (percent)
Males	39	46.43
Females	45	53.57
Total	84	100

Source: Field Data (Mensah, 2016)

From Table 2, the majority of the respondent representing a percentage of 81.81 percent was hovering around the age of forty-five (45) years and the remaining 18.18percent were above the age of fifty (50) years. This depicted that the current workforce consisted mainly of people born from 1980 upwards. The people born from 1960 to 1980 were gradually fading out with only fifteen (15) respondents representing 18.18 percent, while the veterans or the traditionalists have already left the working class of the Judicial Service of Ghana.

Table 2: Ages of the Respondents

Age range	Frequency	Percentage (percent)
25-32 Years	13	15.15
33-50 Years	56	66.67
51-70 Years	15	18.18
71 Years and Above	0	0
Total	84	100

Source: Field Data (Mensah, 2016)

Knowledge in Information Systems (ICT)

From the data gathered and as shown by Table 3, majority of the respondents representing 84.85percent in the sample size for this research work had little knowledge in Management Information Systems. This huge percentage of respondents had the potential of making the use of Management Information System by the Judicial Service of Ghana successful when the necessary training and education are given to them. It meant that Management of the Judicial Service of Ghana needed to employ strategies that would make employees of the service more information technology inclined

Table 3: Respondents Knowledge in ICT

Knowledge in ICT	Frequency	Percentage (percent)
Well versed in ICT	13	15.15
Less versed in ICT	53	63.64
No knowledge in ICT	18	21.21
No interest in ICT	0	0
Total	84	100

Source: Field Data (Mensah, 2016)

From Table 4, sixty one (61) of the respondents representing a percentage of 72.73 percent expressed interest in getting themselves trained in Information System in order to improve upon their work since they did not want to be redundant in the event that the Judicial Service of Ghana automated its activities in ensuring timely and speedy delivery of justice in the country to gain back the dwindling public confidence in the justice system due to the delay associated with seeking justice in the country. The public would have confidence in the judicial system when they access justice in real time.

Table 4: Respondents Expressed Interest in Learning ICT

Express interest in learning ICT	Frequency	Percentage (percent)
High interest	61	72.73
Less interest	8	9.09
Low interest	10	12.12
No interest	5	6.06
Total	84	100

Source: Field Data (Mensah, 2016)

Factors Affecting Policy Implementation of Automating the Courts

With 46.69 percent males and 42.46 percent females agreeing to it that automating the various Courts was long overdue and relevant for aiding their work schedule at the workplace, the researcher came to the conclusion that Management Information System would play a major role in the automation of the various courts because only 10.85 percent saw that automating the courts would be a threat to their job since the introduction of the Information System

was going to change their work pattern hence their decision not to support the automation of the various courts.

The promised to training of the employees who had less or no knowledge in Information Communication Technology (ICT) followed suit with 16.08percent opting for the introduction of the automation of the various courts since they saw that, they were after all not going to be redundant when Management of the Judicial Service finally brought on board the policy of automating the various courts across the country, hence their decision to fully go for the automation of the courts with training. The promised by the Management of the Judicial Service to introduce Information System in justice delivery to ease the workload on the employee of the Judicial Service, being it the Judiciary or the Judicial Staff and other benefits associated with Information Systems made employees or better still the respondents saw automation of the courts very relevant.

The researcher also saw that, per Theory X of Elton Mayo, which had an assumption that “people are naturally lazy and do not want to work” came into play when Management of the Judicial Service decided to go for automation of the courts. Any employee who fell under Theory X of Elton Mayo would always want to see policies implemented by Management of his or her organization that would lessen his or her workload, hence their decision to support the idea of automating the courts systems to enhance the discharge of their work effectively and efficiently.

From Table 5 and its corresponding analysis, the researcher came to the conclusion that, the benefits associated with Information Systems such as reducing the workload on the employees or respondents, promised of

acquiring knowledge in ICT by Management of the Judicial Service through training as well as other benefits made majority of the respondents or employees in the sample size opted for the automation of the various courts across the country. These respondents had to support the automation of the various courts because it was Management policy.

Table 5: Direct beneficial factors that influenced respondents' decision to opt for automation of the various courts

Factors/relevancy	Frequency	Percentage (percent)
Reduction in workload		
Not relevant	8	9.09
Quite relevant	15	18.18
Relevant	23	27.27
Very relevant	38	45.46
Total	84	100

Source: Field Data (Mensah, 2016)

Other benefits also made the respondents agreed to support Management decision to introduce Information Systems into the Judicial Service of Ghana. A significant percentage of 45.38 percent of the respondents acclaimed that the culture of self-recognition at the workplace as a result of knowledge in ICT helped them in deciding to support Management decision to introduce Information Systems into the justice delivery system. The tendency of the respondents being redundant at the workplace after the eventual introduction of Information System in the courts or better still, the automation of the courts system came into being made them accept the policy with the promised of training them in Management Information Systems.

The prospect of Information Systems over the challenging nature of work at the Judicial Service also saw 44.23 percent of the respondents agreeing to work with the policy of automating the various courts. Team building been another perceived organizational factor aided 40.05 percent of the respondents or employees in deciding to opt for the implementation of Information Systems by the Management of the Judicial Service of Ghana, while a whopping 57.89 percent of the respondents saw ICT as a career advancement very relevant to them which informed their decision to support the implementation of Information Systems by the Judicial Service of Ghana.

A percentage of 30.23 of the respondents perceived the introduction of Information Systems as a threat to their work pattern. It was relevant to them in making a decision as to whether to support the policy or to resist the implementation of the policy. Majority of the respondents representing 69.67 percent saw the introduction of the Information System into the justice delivery system as a threat to their work pattern irrelevant. These respondents were of the view that they would lose their job when the policy of Management to automate the courts was implemented.

Table 6: Other Factors that Influenced Respondents' Decision to Support the Implementation of Information Systems into the Justice Delivery System

Factors/relevancy	Frequency	Percentage (percent)
<i>Prospect</i>		
Not relevant	11	12.12
Quite relevant	20	24.25
Relevant	28	33.33
Very relevant	25	30.30
Total	84	100
<i>Personal recognition</i>		
Not relevant	0	0
Quite relevant	8	9.09
Relevant	23	27.27
Very relevant	53	63.64
Total	84	100
<i>Career advancement</i>		
Not relevant	3	3.03
Quite relevant	8	9.09
Relevant	27	33.33
Very relevant	46	55.55
Total	84	100
<i>Team building</i>		
Not relevant	10	12.12
Quite relevant	15	18.18
Relevant	25	30.30
Very relevant	34	39.40
Total	84	100
<i>Threat to job pattern</i>		
Not relevant	46	55.55
Quite relevant	13	15.15
Relevant	15	18.18
Very relevant	10	12.12
Total	84	100
<i>Training opportunities</i>		
Not relevant	8	9.09
Quite relevant	10	12.12
Relevant	25	30.30
Very relevant	41	48.49
Total	84	100

Source: Field Data (Mensah, 2016)

Majority of the respondents, 54.89 percent of them precisely, saw the value of integrity and honesty in the delivery of justice as very relevant which would lead to gaining back public confidence in justice system of the country hence their decision to support the automation of the various courts across the country. A 33.68 percent of the respondents saw it as simply relevant as well. Also, 45.03 percent of the respondents agreed that the perception of bias in the delivery of justice in the country was eroding the successes chalked by the Judicial Service of Ghana. Just 4.05 percent of the respondents thought it was irrelevant. Although 28.75 percent of the respondents saw the prospect of a good implementation plan of Information Systems as less relevant this informed their decisions to support the idea of automating the various courts across the country.

Another 10.08 percent saw the idea of automating the various courts across the country as irrelevant. Although the various benefits stated supra did not entirely influence the respondents' decision to support the idea of automating the various courts across the country. The value of integrity and honesty influenced the respondents' decision to support the idea of automating the courts significantly. Speedy delivery of justice also accounted for respondents' decision to support the idea of automating the various courts across the country.

Table 7: Additional factors that motivated respondents' decision to support the automation policy

Factors/Relevancy	Frequency	Percentage (percent)
<i>Integrity</i>		
Not relevant	3	3.03
Quite relevant	8	9.09
Relevant	25	30.30
Very relevant	48	57.58
Total	84	100
<i>Honesty</i>		
Not relevant	0	0
Quite relevant	3	3.03
Relevant	31	36.36
Very relevant	50	60.61
Total	84	100
<i>Speedy delivery of justice</i>		
Not relevant	3	3.03
Quite relevant	3	3.03
Relevant	27	33.33
Very relevant	51	60.61
total	84	100

Source: Field Data (Mensah, 2016)

The perception that members of the Judiciary and Judicial Staffs are bias came to bear, 63.87 percent of respondents agreed that they would want to see Management of the Judicial Service implement policies that would eradicate this negative perception. Again, 28.48 percent of the respondents were not actually sure that the said negative perceptions even exist within the Judicial Service. Only 8.62 percent of the respondents agreed that, the issue of bias could entirely be eradicated from the Judicial Service of Ghana. Despite a whopping percentage of 63.87percent of the respondents want to see Management of the Judicial Service implement policies that would check

members from being bias, they still believed that the rate of the perception of bias was not alarming and hence would not terminate their appointment with the Judicial Service of Ghana.

A 15.56 percent of the respondents who thought the rate of the bias perception was not alarming said, they would terminate their appointment with the Judicial Service should the rate eventually become escalated since such a negative perception would dent their hard won reputation. Although, 10.57 percent of the respondents were uncertain whether they would terminate their appointments with the Judicial Service or not due to the perception of bias in the justice delivery system in the country. A total of 10.00 percent of the respondents were certain the perception of bias in the justice delivery system was a mere perception which had no basis and as such the perception was unfounded.

With the issue of bribery and corruption 50.00 percent of the respondents thought it actually existed within the justice delivery system and this was as a result of the delay cases go through in the courts, paving way for parties to a suit maneuver their way out. 36.72 percent of the respondents also thought there were no issue of bribery and corruption within the justice delivery system in the country and it was a mere perception and same was unfounded and as such treated the perception of bribery and corruption with the necessary contempt it deserved. Again a small percentage of 13.28 percent of the total respondents thought or held the view that the perception of bribery and corruption within the Judicial Service of Ghana should be given the necessary attention and same should be investigated.

These entire respondents agreed to the fact that, delay in adjudicating cases has led to this negative perception of bribery and corruption. From the analysis above, the researcher, concluded that while some of the respondents held the view that the negative perception about the Judicial Service of Ghana was tarnishing the Service's image, others did not see it that way since they treated the said perception with the necessary contempt it deserved

Table 8: Factors That Affect the Image of the Judicial Service of Ghana

Factors/Relevancy	Frequency	Percentage
<i>Bias existence</i>		
No	18	21.21
Not sure	13	15.15
Yes	53	63.64
Total	84	100
<i>Perception of bribery</i>		
No	25	30.30
Not sure	18	21.21
Yes	41	48.49
Total	84	100
<i>Perception of corruption</i>		
No	15	18.18
Not sure	21	24.24
Yes	48	57.58
Total	84	100

Source: Field Data (Mensah, 2016)

In addition, the analysis also pointed out to the researcher that there were some possible causes of the perception of bias within the justice delivery system, the causes of the perception of bribery in the Judicial Service and also the perception of corruption within the justice delivery system in the country. 53.00 percent of the respondents attributed these perceptions to the delays in

seeking justice within the country whiles 32.56 percent of the respondents believed otherwise because they had the believe that enough time was required to enable Judges and Magistrates examine the facts as presented to the courts thoroughly before a final determination could be made.

A small percentage of 14.44 percent held the view that; it could be possible for the negative perception to have come about as a result of the delays in seeking justice in the country and for that reason were not certainly sure. The researcher also came to the conclusion that the respondents attributed the acceptance of gifts as a cause of the negative perception of bias, bribery and corruption with the Judicial Service of Ghana. 47.63 percent of the respondents said the increasing acceptance of gifts by some members of the judiciary and also by some of the Judicial Staff accounted for these negative perceptions, whereas 50.00 percent of the respondents totally disagreed with the notion that the increasing acceptance of gifts by some members of the judiciary and also by some of the Judicial Staffs accounted for these negative perceptions.

With a little of 2.37 percent of the respondents believed it could be possible for the acceptance of gifts by some members of the judiciary and also by some Judicial Service staffs to have accounted for these negative perception. Again, the researcher also concluded that after the data analysis misplacing or missing of court dockets also accounted for the negative perception people had about the Judicial Service of Ghana. A 61.00 percent of the respondents believed that, the issue of not tracing court dockets led to the public having these negative perceptions about the Judicial Service of Ghana, whiles 30.35 percent of the respondents vehemently disagreed to the issue of

missing dockets leading to the public having these negative perception about the Judicial Service of Ghana.

A little of 8.65 of the respondents held the view that it could be possible missing court dockets accounted for the negative perception about the Judicial Service of Ghana.

Table 9: Factors That Causes the Negative Perception about the Judicial Service of Ghana

Factors/relevancy	Frequency	Percentage
<i>Delays in cases adjudication</i>		
No	18	21.21
Not sure	8	9.09
Yes	58	69.70
Total	84	100
<i>Acceptance of gifts</i>		
No	15	18.18
Not sure	15	18.18
Yes	54	63.64
Total	84	100
<i>Missing of court dockets</i>		
No	20	24.24
Not sure	10	12.12
Yes	54	63.64
Total	84	100

Source: Field Data (Mensah, 2016)

Ways of improving upon the effective and speedy delivery of justice within the country by the Judicial Service of Ghana. From Table 10, 63.97 percent of the respondents agreed that the use of Management Information System such as Office Automation System would definitely affect the way justice is delivered in the country hence their decision to support the policy being implemented by Management of the Judicial Service. With only 20.54

percent of the respondents disagreeing to this factor, 15.49 percent of the respondents felt indifferent about the influence of Information System on the delivery of justice in the country.

Opportunities for training in ICT saw majority of the respondents represented by 89.62 percent of the respondents agreeing to the implementation of the Court Automation System even though the automation of the courts was Management policy. The respondents felt it would give them additional skills to aid them in discharging their duties, hence their decision to support the implementation of the policy of automating the various courtrooms across the country, though it was Management decision was to automate the courts. The remaining 10.38 percent disagreed to the implementation of the Court Automation System would bring any training opportunities.

Again, by the use of Information System by the Judicial Service of Ghana sought to reduce the workload on the judges by recording Court proceedings manually led to a whopping 92.10 percent of the respondents agreeing to the implementation of the policy which sought to automate the various courtrooms across the country, while a little percentage of 7.90 percent of the respondents disagreeing to the fact that automating the various courts would lead to a reduction in the workload of the Judges and Magistrates as well as the Judicial Staffs.

Table 10: Factors That Would Help Improve Justice Delivery in the Country

Factors/relevancy	Frequency	Percentage
<i>Information system</i>		
Disagree	17	20.54
Indifferent	13	15.19
Agree	54	63.97
Total	84	100
<i>Training opportunities</i>		
Disagree	9	10.38
Indifferent	0	0
Agree	75	89.62
Total	84	100
<i>Reducing workload</i>		
Disagree	7	7.90
Indifferent	0	0
Agree	77	92.10
Total	83	100

Source: Field Data (Mensah, 2016)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The purpose of the research work was to examine the impact of Management Information Systems on justice delivery at the Judicial Service of Ghana as mandated by the 1992 Constitution of the Republic. Accessing justice ought to be speedy and efficient because of the major role it plays in the socio-economic development of every nation. Justice could be dispensed efficiently and effectively through the use of Management Information Systems. The selected courts were in the Central Region of the Republic of Ghana, which comprised of High Courts (General), High Courts (Commercial), Circuit Courts and District Courts.

The findings of the study were summarized in the final chapter of the research work. Conclusions were drawn and recommendations were eventually made with respect to this study. An objective of this study was to demonstrate how the use of Information System could bring about effective and speedy delivery of justice in the country. Another objective was to examine the factors that accounted for the negative perception of bias, bribery and corruption by the general public. It was also the aim of this study to determine other ways of improving justice delivery in the country.

Summary

This research work commenced with a brief background of the study, statement of the problem, objectives of the study, research questions and the significance of the study. Associational research was the methodology employed by the researcher for this study so that information provided by the

respondents would be accurate, reliable and relevant. The main instrument for data collection was the administration of questionnaires. However, the researcher also interviewed some of the judicial staff to elicit for more information that was not captured by the questionnaires. Secondary Sources such as published text books and journals were used.

Summary of the methodology

The main aim of this research study was to examine the factors that affected or influenced justice delivery in the country either positively or negatively. The methodology employed for this research work was the associational type of research which sought to compare recording court proceedings manually to recording court proceedings electronically by the use of Management Information Systems. A total of 32 courts were under consideration and a sample size of 28 courts was actually selected through a simple random sampling technique. Results of the data collected were analyzed and discussed.

The key findings of this study are summarized below:

1. Generally, the Judges and the Court Staffs do not use Management Information Systems in recording court proceedings.
2. The Judicial Service of Ghana do not store information electronically but rather by the use of papers and files.
3. Justice delivery by the Judicial Service of Ghana was delayed as a result of the laborious nature of recording court proceedings manually.
4. To access justice in the country was expensive as a result of the unnecessary delays cases go through before they are finally determined.

5. It was also revealed that Management of the Judicial Service had taken steps to implement a policy of automating the various courts across the country.

Conclusion

The Courts selected in the Central Region of Ghana for this study to represent the various courts across the country shared the same sentiment with respect to the delays and workload on the Judges and Magistrates and staffs due to the lack or inadequate Information System or modern technology put in place to aid in the effective and efficient as well as speedy delivery of justice. A good state of affair in the future was thwarted as the staffs looked forward to having automated courtrooms across the country. This was because the staffs held the view that the future also held its own challenges and as a mitigating factor Management should implement Information Systems to curtail any unforeseen challenges in the future. Staffs of the Judicial Service of Ghana wanted to be recognized for their hard work and same should be seen and rewarded both financially and non-financially.

Recommendations

It was important that Management of the Judicial Service of Ghana automate the various courts across the country. Same was important and in light of this that the following recommendations were made taking into consideration the main findings and conclusion of the study.

1. Promises made to the Judicial Service staffs before implementing the policy of automating the various courts across the country should be kept to retain the old and experienced human resource.
2. In order to fully and efficiently automate the various courts across the country Management of the Judicial Service of Ghana should procure a

high quality technological gargets to be installed in the courtrooms across the country to avoid the tendency of less quality equipment breaking down frequently. This would also go a long way to making the Judicial Service have the room to save funds that would be used for frequent repairs and maintenance.

3. Information Systems should be seen as the only way or solution to solving the problem of delays and workloads on the Judges and Magistrates as well as the Judicial Service staffs and Management of the Judicial Service of Ghana should commit funds and the managerial support to the implementation of automating all the courts across the country would require.
4. At least there should a clear policy on staffs' involvement in the development and the implementation of the Information System that would be adopted by the Judicial Service for speedy and efficient delivery of justice in the country.
5. The Judicial Service of the Ghana should have in place a comprehensive working condition that would help the employees develop themselves for the betterment of their job schedules at the workplace. This in effect would go a long way to retain the employees who had been with the Judicial Service for a very long time and had acquired rich experiences on the job.

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APPENDIX I
JUDICIAL SERVICE OF GHANA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT
QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to gather information for a study *titled “the impact of management information systems on justice delivery in Ghana.”*

The information you will provide will be used for academic purposes only.

You are assured that your responses will be kept strictly confidential.

1. Which of the following best describes your category?

Management Member

Judge

Court Clerk

Other (please specify)

2. Which section of the Court do you work?

High Court (General)

High Court (Commercial)

Circuit Court

District Court

Other (please specify)

3. What is your job title or position?

4. What is your sex?

Male

Female

5. How long have you work in the Court?

1 – 5 years

6 – 9 years

Over 10 years

6. The following scales are designed to measure the effectiveness of Management Information systems of recording court proceedings as against the principles of manual recording of court proceedings in Justice Delivery of Judicial Service of Ghana. For each of the scales below, there are a number of items. Indicate the number that best indicates your assessment.

Assessment: 1 = Very weak (VW), 2 = Weak (W), 3 = Strong (S), and 4 = Very Strong (VS).

I. MANAGEMENT’S SUPPORT FOR INFORMATION TECHNOLOGY		<i>Assessment of Policies, Procedures, and Processes</i>			
<i>Management of the Judicial service must convey the message that integrity and ethical values cannot be compromised, and employees must receive and understand that message. Management continually demonstrates, through word and action, a commitment to support fully the implementation of Information Systems</i>		VW	W	S	VS
		1	2	3	4
		Integrity & Ethical Values			
1.	Appropriate policies regarding such matters as acceptable practices, conflict of interest, and codes of conduct have been established in the code of conduct handbook and they are adequately communicated.				
2.	Management does demonstrate appropriate tone at the top, including explicit moral guidance about what is right and wrong and this is communicated in both words and deeds.				
3.	Everyday dealings with the Judges, Magistrate and Judicial service staffs all other stakeholders are based on honesty and fairness.				

Commitment to Competence & Excellence					
4.	Employees job descriptions/responsibilities, including specific duties, reporting responsibilities, and constraints have been clearly defined and effectively communicated.				
5.	Judicial Service Management and Information Technology personnel are sufficiently committed to perform their assigned responsibilities.				
6.	The Judicial Service motivates employees in order to accept changes in their work pattern easily				
7.	Employee evaluation techniques are in place to identify incompetent and ineffective employees.				
Management's Philosophy & Operating Style					
8.	Management and operating decisions are not dominated by one or a few individuals.				
9.	Management set organization-wide objectives that include broad statements about what the Judicial Service desires to achieve and these are supported by related strategic plans.				
10.	Resources are adequate to assist personnel to perform their duties.				

11.	Periodic (monthly, quarterly or yearly) reports on the use of Information Technology in the Justice delivery system are prepared for assessment				
12.	The use of information systems in justice delivery follows a laid down procedure				
13.	The internal control structure is supervised and reviewed by management to determine if the use of information systems speeds up justice delivery as intended.				
14..	the judicial service does compare its actual performance with its goals and objectives on periodic basis				
15.	The judicial service has a functioning information and communication technology section to review the use of information systems in its operations.				
16	The information and communication technology is given the level of recognition and independence it deserves to operate effectively.				
17.	The information and communication technology personnel report to an official independent of the operations under review.				

II. INFORMATION AND COMMUNICATION <i>Information is recorded, processed, summarized, and reported by information systems. Relevant information includes evidences, rulings, and judgments information obtained from external sources, as well as internally generated information</i>		<i>Assessment of Policies, Procedures, and Processes</i>			
		VW	W	S	VS
		1	2	3	4
1.	The information system provides judges and magistrates with the necessary information to write their rulings and judgments				
2.	Procedures have been implemented in the judicial service to verify the accuracy of data in management and all other important reports.				
3.	Management does commit the appropriate human and financial resources to the development of the necessary information systems.				
4.	The judicial service maintains and follows procedures for recording retention, and disposal of evidences and all other records in accordance with applicable regulations.				
5.	Management has a process for the development, approval and implementation of information systems policy updates and communicates those updates to staff.				

III. MONITORING ACTIVITIES		<i>Assessment of Policies, Procedures, and Processes</i>			
<p><i>Judges and magistrates require reliable information to deliver justice. In some cases judges and magistrates directly monitors the performance of specific information system that provide the information. In other situations, judges and magistrates evaluate the information in the normal course of monitoring the evidence given. Either directly or indirectly, these monitoring activities help ensure proper functioning of the entire information system and the reliability of information.</i></p>		VW W S VS			
		1	2	3	4
		1.	<p>The judicial service’s information system provides judges and magistrates with necessary information on the justice delivery system relative to established objectives</p>		
2.	<p>The judicial service periodically evaluates processes such as recording evidences, how records are kept electronically, procurement and contracting of information systems.</p>				
3.	<p>The information systems provided to the various courts are sufficient and on time to enable them carry out their responsibilities efficiently and effectively.</p>				

4.	The information provided by the information system is in sufficient detail and on time to enable judges and magistrates carry out their responsibilities efficiently and effectively.				
5.	Management reviews key performance indicators (such as reliability of information for onward justice delivery) when monitoring the use of information systems.				
6.	Management performs and reviews analyses to identify unusual fluctuations in key performance indicators (such as availability of information, reliability of information)				

Thank you.

APPENDIX II
JUDICIAL SERVICE OF GHANA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT
TABLES OF FIELD DATA

Table 11: Sex Composition of Respondents

Sex	Frequency	Percentage (percent)
Males	39	46.43
Females	45	53.57
Total	84	100

Source: Field Data (Mensah, 2016)

Table 12: Ages of the Respondents

Age range	Frequency	Percentage (percent)
25-32 Years	13	15.15
33-50 Years	56	66.67
51-70 Years	15	18.18
71 Years and Above	0	0
Total	84	100

Source: Field Data (Mensah, 2016)

Table 13: Respondents Knowledge in ICT

Knowledge in ICT	Frequency	Percentage (percent)
Well versed in ICT	13	15.15
Less versed in ICT	53	63.64
No knowledge in ICT	18	21.21
No interest in ICT	0	0
Total	84	100

Source: Field Data (Mensah, 2016)

Table 14: Respondents Expressed Interest in Learning ICT

Express interest in learning ICT	Frequency	Percentage (percent)
High interest	61	72.73
Less interest	8	9.09
Low interest	10	12.12
No interest	5	6.06
Total	84	100

Source: Field Data (Mensah, 2016)

Table 15: Direct beneficial factors that influenced respondents' decision to opt for automation of the various courts

Factors/relevancy	Frequency	Percentage (percent)
Reduction in workload		
Not relevant	8	9.09
Quite relevant	15	18.18
Relevant	23	27.27
Very relevant	38	45.46
Total	84	100

Source: Field Data (Mensah, 2016)

Table 16: Other Factors that Influenced Respondents' Decision to Support the Implementation of Information Systems into the Justice Delivery System

Factors/relevancy	Frequency	Percentage (percent)
<i>Prospect</i>		
Not relevant	11	12.12
Quite relevant	20	24.25
Relevant	28	33.33
Very relevant	25	30.30
Total	84	100
<i>Personal recognition</i>		
Not relevant	0	0
Quite relevant	8	9.09
Relevant	23	27.27
Very relevant	53	63.64
Total	84	100
<i>Career advancement</i>		
Not relevant	3	3.03
Quite relevant	8	9.09
Relevant	27	33.33
Very relevant	46	55.55
Total	84	100
<i>Team building</i>		
Not relevant	10	12.12
Quite relevant	15	18.18
Relevant	25	30.30
Very relevant	34	39.40
Total	84	100
<i>Threat to job pattern</i>		
Not relevant	46	55.55
Quite relevant	13	15.15
Relevant	15	18.18
Very relevant	10	12.12
Total	84	100
<i>Training opportunities</i>		
Not relevant	8	9.09
Quite relevant	10	12.12
Relevant	25	30.30
Very relevant	41	48.49
Total	84	100

Source: Field Data (Mensah, 2016)

Table 17: Additional factors that motivated respondents' decision to support the automation policy

Factors/Relevancy	Frequency	Percentage (percent)
<i>Integrity</i>		
Not relevant	3	3.03
Quite relevant	8	9.09
Relevant	25	30.30
Very relevant	48	57.58
Total	84	100
<i>Honesty</i>		
Not relevant	0	0
Quite relevant	3	3.03
Relevant	31	36.36
Very relevant	50	60.61
Total	84	100
<i>Speedy delivery of justice</i>		
Not relevant	3	3.03
Quite relevant	3	3.03
Relevant	27	33.33
Very relevant	51	60.61
total	84	100

Source: Field Data (Mensah, 2016)

Table 18: Factors That Affect the Image of the Judicial Service of Ghana

Factors/Relevancy	Frequency	Percentage
<i>Bias existence</i>		
No	18	21.21
Not sure	13	15.15
Yes	53	63.64
Total	84	100
<i>Perception of bribery</i>		
No	25	30.30
Not sure	18	21.21
Yes	41	48.49
Total	84	100
<i>Perception of corruption</i>		
No	15	18.18
Not sure	21	24.24
Yes	48	57.58
Total	84	100

Source: Field Data (Mensah, 2016)

Table 19: Factors That Causes the Negative Perception about the Judicial Service of Ghana

Factors/relevancy	Frequency	Percentage
<i>Delays in cases adjudication</i>		
No	18	21.21
Not sure	8	9.09
Yes	58	69.70
Total	84	100
<i>Acceptance of gifts</i>		
No	15	18.18
Not sure	15	18.18
Yes	54	63.64
Total	84	100
<i>Missing of court dockets</i>		
No	20	24.24
Not sure	10	12.12
Yes	54	63.64
Total	84	100

Source: Field Data (Mensah, 2016)

Table 20: Factors That Would Help Improve Justice Delivery in the Country

Factors/relevancy	Frequency	Percentage
<i>Information system</i>		
Disagree	17	20.54
Indifferent	13	15.19
Agree	54	63.97
Total	84	100
<i>Training opportunities</i>		
Disagree	9	10.38
Indifferent	0	0
Agree	75	89.62
Total	84	100
<i>Reducing workload</i>		
Disagree	7	7.90
Indifferent	0	0
Agree	77	92.10
Total	83	100

Source: Field Data (Mensah, 2016)