

**THE IMPACT OF OUTSOURCING REVENUE MOBILIZATION ON INCOME
GENERATION IN JUDICIAL SERVICE, KUMASI**

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DECLARATION

I, the undersigned, hereby declare that this dissertation was entirely done by me under the due supervision of Dr. Bylon Abeeku Bamfo at KNUST School of Business of the Kwame Nkrumah University of Science and Technology, Kumasi toward the Masters in Business Administration.

To the best of my knowledge, it is the true representation of the outcome of this research study. That, due acknowledgements to authors' information and other resourceful materials, manifested in this research study, have been made by way of citation/ references.

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My foremost gratitude goes to God Almighty who renewed my strength at every single stage of doing this research

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To Dr. Bylon Abeeku Bamfo, my supervisor who has contributed to this project in so many ways, his questions, comments, scrutiny and suggestions have contributed to both my knowledge of outsourcing revenue mobilization on income generation in judicial service. Special thanks to my inspiring lecture and mentor.

To the staff of judicial service Kumasi, I say thank you for making this thesis a success.

Special thanks go to my family, especially my lovely wife ADWOAH NYARKO, for her lovely support not forgetting my dear children namely AIKINS, EMMANUELLA, KELVIN AND CHRISTABELLA JNR for their encouragement.

ABSTRACT

The administrative of justice system in Ghana has been devilled with perceived corruption and other malpractices. In an attempt by judicial service management to eradicate these problems through changing attitude of staffs has proved futile. In order to put confidence into the public, management introduced outsourcing policy in 2007. Outsourcing known to be practiced of large manufacturing firms subletting part of their business function has now changed due to the ever changing consumer needs and wants and virtually every organization including judicial service are on the verge of outsourcing. The study investigates impact of outsourcing revenue mobilization on income generation in judicial service Kumasi. Both primary and secondary data were utilized. Samples of 100 respondents from various courts were chosen for the study using convenient sampling. In the process, quantitative data were sought using a researcher made questionnaire and the results analysed with frequency counts, charts, graph and pie using SPSS. The study established that operations of outsourcing in judicial service was usually opening tender process which involve bidden process, the study further revealed that outsourcing has minimise the stress of revenue mobilization which has affected the revenue volume positively. However operational cost in judicial service has been affected negatively in the sense that judicial service pay the salaries for the affected staffs as well as the outsource agent. The study concluded that the outsourcing decision should consider the past record of the vendor in terms of cost, quality and innovation. The study recommended that judicial service management should ensure proper monitoring and supervising of the activities of the outsource agent by linking them into the judicial service data base.

DEDICATION

To the entire Staffs of Kodie District Magistrate Court for their Cooperation.

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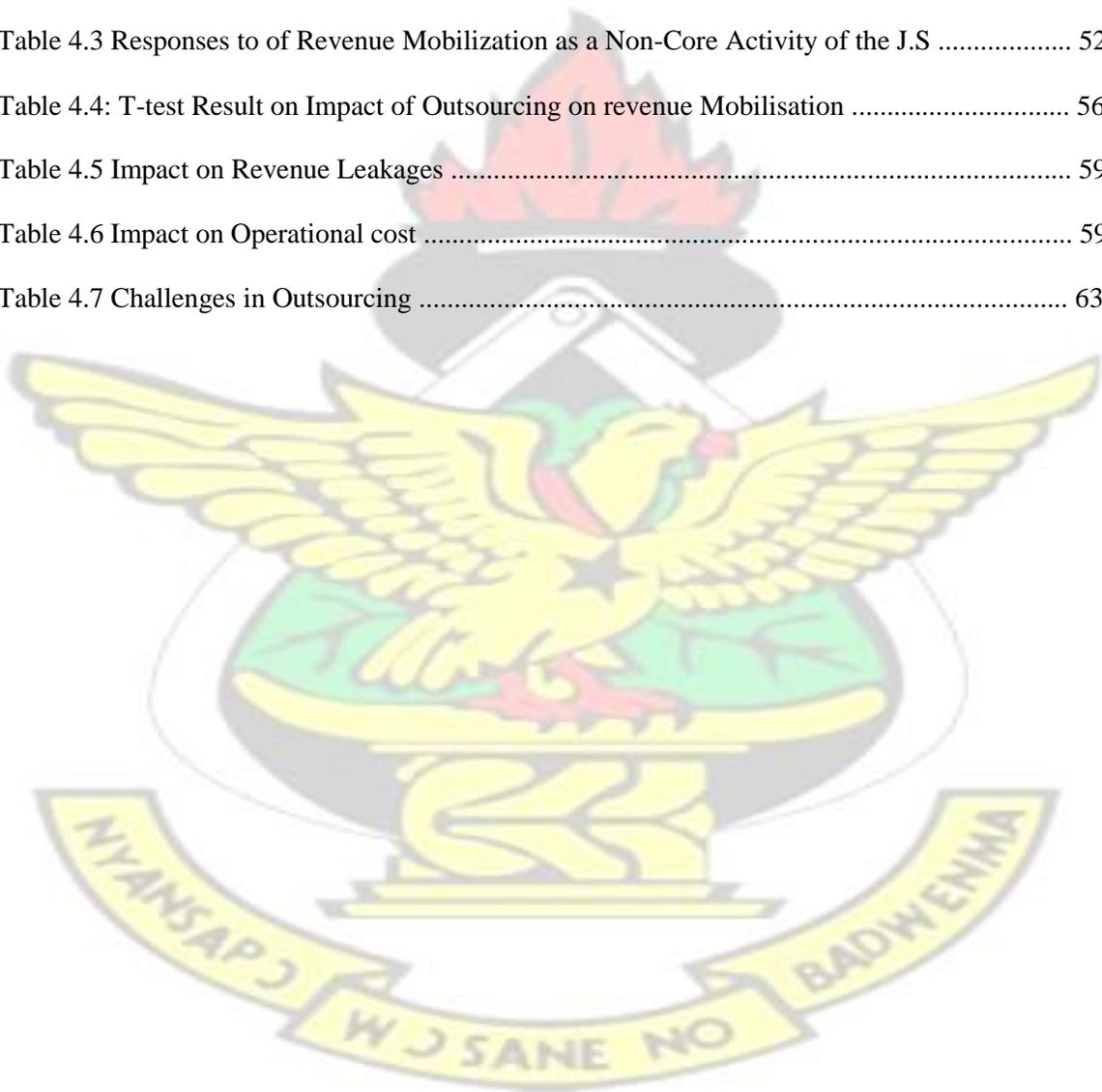
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CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The Judicial Service of Ghana (JSG) is part of the public services as provided under the 1992 Constitution to support the judiciary to carry out its mandate. It is the third arm of government, independent institution and vested with judicial power of the nation.

Article 125 section 3 of the 1992 Constitution of the Republic of Ghana indicates that —the judicial power of Ghana shall be vested in the judiciary and that neither the president nor parliament nor any organ or agency these offices shall have or be given final judicial power (1992 Constitution). Thus, the judiciary has sole responsibility of interpreting the constitution and laws, administering justice and providing such other related services. Hence, it has jurisdiction in all matters constitutional, civil and criminal (J&JSG 5-year strategic plan).

According to article 126 of the 1992 Constitution of Ghana the judiciary shall consist of: (1) the superior courts of judicature that is the Supreme Court, Appeal Court, High Court and Regional Tribunals and (2) Lower Courts or Tribunals as parliament may by law establish. The Circuit and the District Courts have since 1960 become a permanent part of the hierarchy of the courts made up of lower courts. Since the inception of the judicial service, it has succeeded in having functional offices in all the ten regions and its various districts given justice without barriers to the good people of Ghana through proper interpretation, application and implementation of the supreme laws of the land (Judicial Service Annual Report 2007/8).

The service is committed to improve its output and service delivery, —accessibility, user friendliness and cost effectiveness and also to change public perception of the judiciary and build public confidence in the service by ensuring efficiency and speedy delivery of justice (Judicial Service Annual Report 2004/5 pg 5).

The Judicial Service of Ghana, like any other business entity or human endeavor is of no exception of the philosophy of perfection belongs to God or Allah alone. As a result, inadequate competencies exist at some levels or units within the judicial service. The Judicial Service Annual Report (2004) indicated some inaccuracies in the cash records which makes reconciliation of books and accounts statements generally lacking. The report quoted George Kingsly Acquah (Chief Justice as he then was) —that most cashiers and registrars hold on to some levels of monies without making payment to the designated accounts citing the need to travel long distance to access banks and sometimes the merger nature of the amount involve at the close of the months as the major reasons (JS Annual Report 2004/5 pg 31).

According to the report some staff charged exorbitance fees than the law requires and sometimes misapplied the revenue collection. This triggered management to show its head in the business practice concept of outsourcing revenue mobilization to replace the traditional method of collection revenue.

As indicated by Amoako (2003) that new public management of outsourcing shift emphasis from traditional public administration to public management pushing state towards private sector management practices.

Outsourcing gained momentum in the 1970s, when large corporations were underperforming. This trend became even more pronounced in the early 1980s with the onset of global recession (Kakabadse and Kakabadse, 2000). In fact, the 1980s witnessed a change of direction in business strategy thinking— namely, focusing on fewer activities (Peters & Waterman, 1982). The above changes forced the corporate managers to re-look at the concept of vertical integration and self-sufficiency (Mullin, 1996).

Another argument was that outsourcing can (but does not have to) involve physical relocation away from the premises, region or country of the main undertaking (Jefferys, 2012). He supported his argument with the example that Services such as catering and security are outsourced in many universities already, yet the employees of the outsourcing company continue to work on the university premises.

The economic theory behind the drive to outsource public services is based on the concept that the absence of competition means there is little or no incentive on those delivering the services to reduce costs (Reed, 2011).

This conjecture downplays the fact that many public service workers bring strong motivation and commitment to their work, often a reason, indeed, why they choose to work in the sector. The squabble is then made that since private providers aim to maximise profits and operate within market discipline, they have an incentive to reduce costs and increase productivity.

This ignores two issues: first, for-profit providers must take profits out of the service, whether in the short or longer term; and second, opting to end ‘vertical integration’ usually requires the principal having to invest in commissioning, target setting, monitoring and evaluating the outsourcing agent’s performance. The ‘principal agent’ relationship thus adds ‘challenges’ (and ‘transaction costs’).

The advocates of outsourcing then argue three indirect benefits: the public sector can concentrate on its ‘core’ business; contracting out services assists with control over their level and quantity; and private providers are more likely to introduce innovation (Domberger, 1998).

Yet the distinction between ‘core’ and ‘non-core’ is open to challenge; the issue of improving output and quality is about good and bad organisation and management rather than public and private; and while innovation capacity is notoriously difficult to tie down to any single factor, public funding is undoubtedly one of them. The issue of how people can exercise democratic control over the public services they receive when they are run by private companies whose reach will become increasingly global is not addressed at all in this piece of work.

1.2 STATEMENT OF PROBLEM

The vision of the Judicial Service of Ghana is to give the people of Ghana justice without barriers as well as becoming competitive in today's knowledge driven global economy. The service is committed to improve its output and service delivery, —accessibility, user friendliness and cost effectiveness and also to change public perception of the judiciary and build public confidence in the service by ensuring efficiency and speedy delivery of justice (Judicial Service Annual Report 2004/5 pg 5).

In striving to achieve this long term strategic vision a lot of strategic decisions have been taking including outsourcing (JS annual report 2014/15).

Since establishment of judicial service it has been mobilizing revenue in the form of fines and fees through the court staffs. Management noticed from judicial service cash book that a chunk of revenue collected diverged into wrong hands leading to under collection and all educational effort to change this menace proof unsuccessful.

In order to overcome this problem management introduced outsourcing policy in 2007 as strategy to maximize the actual revenue mobilization in judicial service. It is the aim of this study to found out whether or not the outsourcing has achieved the intended purpose in the judicial service Kumasi.

1.3 RESEARCH OBJECTIVES

The general objective of the study is to investigate the impact of outsourcing revenue mobilization on income generation in the judicial service. The specific objectives of the study were to:

1. Investigate the nature of revenue mobilization in judicial service.
2. Examine the operations of outsourcing in judicial service
3. Examine the impact of outsourcing revenue mobilization in judicial service
4. Investigate the challenges of outsourcing in judicial service.

1.4 RESEARCH QUESTIONS

This study intends to answer the following research questions to solve the research problem.

1. What is the nature of revenue mobilization in judicial service?
2. What constitute the operations of outsourcing in judicial service?
3. What is the impact of outsourcing on revenue mobilization in judicial service?
4. What are the challenges of outsourcing in Judicial Service?

1.5 SIGNIFICANCE OF THE STUDY

The work seeks to provide intellectual framework of outsourcing as a business practice of acceptance to handle revenue mobilization in judicial service in Kumasi. This will afford the reader to have an insight into the extensive literature on key areas of consideration and scope of researcher in revenue mobilization, operations of outsourcing and the challenges associated with outsourcing in judicial service. The study will serve as a guide to decision makers and stakeholders of the judicial service to make future decisions and policy initiatives. The study will also serve as a reference to other students who research into this attention-grabbing and rapidly growing practice in modern day business.

Furthermore, the study will serve as guide for researchers who intend to conduct studies in the area of outsourcing revenue mobilization.

1.6 SCOPE OF THE STUDY

The research was conducted having in mind that resources and time are limited. The researcher has trimmed to narrow the scope of the research in judicial service within the boundaries of Ashanti Region. The scope only covers the activities of judicial service in Kumasi-Ashanti where outsourcing units, functions or activities are undertaking.

1.7 RESEARCH METHODOLOGY

On the field research was carried out at the judicial service in Kumasi Ghana. The populations of the study were the management, and staff in the judicial service. Data for the study was obtained using self-administered questionnaires. Questionnaires were prepared and administered to 100 respondents who were drawn from the population using convenient sample.

Both primary and secondary data were utilized. Secondary data were gathered from relevant published literature on outsourcing and revenue mobilization. The profile of the institution, library materials and the internet were fruitful to this study.

The instrument discuss above were administered and serve as the major source of data. Data in relation to each research question were categories, totalled, compared and presented in tables, charts and graphs.

The study used quantitative method of analyzing data. The researcher employed SPSS software to do the frequency analysis of graphical presentation and linear graph and bar charts.

1.8 LIMITATION OF THE STUDY

Every research project is bound to have some limitation and this piece of work was no exception. For instance one unavoidable challenge is the refusal of some respondents to give accurate and reliable answers to the questions. Surprisingly some respondents especially court cashiers were not willing to release information on the views that the information about the

outsourcing was organizational secret and confidential. Similarly there were no up to date access data on outsourcing. The limited time within which the researcher investigated into this project made it impossible to investigate the subject matter of outsourcing to its fullness but concentrated more on revenue mobilization on income generation in judicial service.

1.9 ORGANIZATION OF THE STUDY

The entire study is made up of the following chapters: Chapter One is made up of the introduction and background of the study, problem statement, and research objectives, and research questions, significance of the study and scope of the study, methodology of the study, and limitation of study ends with the organisation of study.

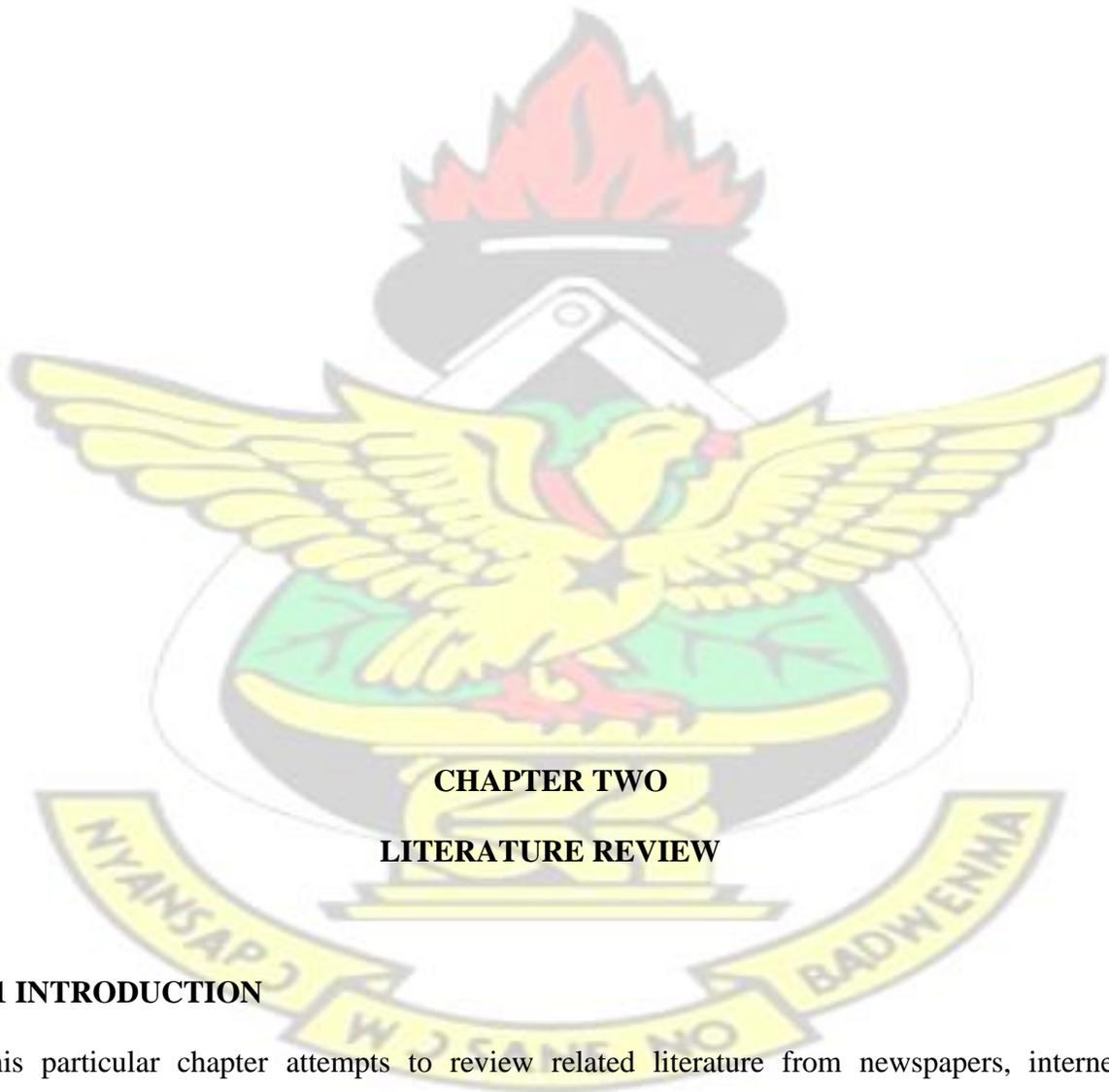
Chapter Two contains the literature review on articles, publications and other research work on the broader concept on outsourcing.

Chapter Three is made up of the research methodology which is made up of research design, source of data, population, sample size, sample technique and data analysis method

Chapter Four contains findings and discussion of the primary data collected from the study population. It includes presentation, analysis and discussion of findings.

Chapter Five brings the study to a closed. It summaries the findings and conclusions of the research as well as the recommendations and appendixes like the questionnaires that was administered to solicit views from respondents.

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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This particular chapter attempts to review related literature from newspapers, internet, published books, journals and other relevant sources of information on what others have said about the subject in order to examining the gap and filled it with the findings. As recognized

by Tuckman (1972) that every research includes a review of related literature and it is important and mandatory part of research method. In the light of this, it was necessary to conduct a review of literature related to this study. It is hoped that the information from the literature will provide a foundation for the project work. A lot of literatures were reviewed about the heading below:

2.2 DEFINITION OF OUTSOURCING

Many great writers, journals and publications on the term outsourcing define it in different perspective, creating an atmosphere of doubt and element of confusion in the management literature on the concept of outsourcing. For instance, Loh and Venkatraman (1992) in their study of information technology outsourcing defined outsourcing as the vital input by outside vendors in the physical and/or human resources associated with the entire or exact apparatus of the IT infrastructure in the user business. This definition presupposes that outsourcing as business phenomenal is only applicable to information technology.

Thus, there is a potency of creating confusion in the minds of those in other field of business or departments or units in an organization when they are being introduced to the concept for the first time.

Outsourcing is also considered as the strategic use of outside resources to carry out activities traditionally handled by internal staff and resources sometimes known as services organization (Gartner Group, 1997).

Outsourcing is a strategy by which an organisation contract out peripheral task to specialised and competent service providers, who become cherished business, partners (Griffiths, 2003).

Alternatively, outsourcing has been defined as —products supplied to the multinational firm by independent suppliers from around the world and the extent of components and finished products supplied to the firm by independent suppliers| (Kotabe, 1992,pp 383-408). This definition also, limits the capacity and practice scope of the term outsourcing as it create the impression that the concept can be practice by only multinational firms.

In addition, outsourcing has been defined as the reliance on external sources for manufacturing components and other value-adding activities (Lei &Hitt, 1995).

A general definition by (Gilley & Rasheed, 2000) was that outsourcing includes virtually any good or service that an organization procures from outside firms. The limitation of this definition is that, defining outsourcing simply in terms of procurement activities does not incarcerate the true strategic nature of the issue.

Another definition was that outsourcing is the contracting or subcontracting of noncore activities to free up cash, personnel, time and facilities for activities in which a company holds competitive advantage (Frayne, 2000).

This means that companies having strength in other areas may contract out areas of weakness to others so as to focus on what they can do best with the intention to reduce average unit cost. Outsourcing, in its most concise form, is defined as the delegation to another party of authority for the provision of services under a business contract that incorporates servicelevel agreements related to cost, quality, and the timeliness of deliverables. Given a different nature of business processes a firm has to manage today, it is nearly not viable for a firm to run all of its processes by solely depending on its own expertise (Yasin& Kemal, 2010).

Outsourcing may also be defined as the withholding of responsibility for delivery of services by an organization but devolution of day to day performance of those services by an organization under a contract with agree principles, cost and condition (Fogg, 2008). In view of this, there is a contractual agreement that specify the standard and expectation from the outsourcing client.

According to Rothman (2003) organizations that outsource are looking for the benefits of addressing the issue of cost saving, lowering of the overall cost of the service business. This involves reducing scope, defining quality levels, renegotiation and cost re-structuring.

From the forgoing definitions it can be deduced that outsourcing is a business relationship whereby a firm took a relationship contract with another firm who has competitive advantage in its area of less competence to render service(s) on its behalf using outside assets in the form of transferring units to an originations where it excels.

2.3 STAGES IN OUTSOURCING

Organizations should know the various key stages in outsourcing to be able to effectively undertake it after a successful realization of the non-core survives and work resources of the organization. An effective and prudent analysis of core and non-core functions should be done and well identify before a decision is finally made to sublet the non-core functions of the organization. This is to make sure that the core competencies of the organization is not sublet which would eventually lead to staff inactivity.

After identification of non-core functions, there are basically three main stages of a typical outsourcing contract done both private organizations and public entities. These are:

1. Review of the required to services, work or goods

2. Tendering and selection of need provider
3. Contract Management of the need provider as outlined in —A Guide to Outsourcing (March 2008, 3rd Ed) by the Efficiency Unity of the Government of the Hong Kong Region Special Administration Region, China.

2.4 THEORIES OF OUTSOURCING

2.4.1 Resource Based View (RBV)

According to Barney and Hesterly (1996) resource and capabilities can vary significantly across firms and that these differences can be stable. If resources and capability of a firm are mixed and deployed in a proper way they can create competitive advantages for the firm. The resource based view build from a proposition that an organisation that lacks valuable, real, inimitable and organised resources and capabilities, shall seek for an external provider in order to overcome that weakness. Therefore the most prominent use of the theory is the preparatory phase of outsourcing process for defining the decision the decision making framework and vendor selection phase for selecting an appropriate vendor. The theory has been also used to explain some of the key issues of managing relationship and reconsideration phases.

2.4.2 Transaction Cost Theory

This theory assumed that organizations exist because of market inefficiencies. This makes it more efficient to organised activities in organization. The normal coordination role of the price mechanism is missing when the market is efficient or non-existing. So if there is no external market to organize the specific market activities within the organization and save transaction

costs. The cost element in the transaction involves information costs, the cost of the setting up the agreement as well as the cost as maintaining the contract (Coase, 1992).

2.4.3 Relational View

According to McIvor (2005) relational view develops and explains how firms gain and sustain competitive advantages within inter-organizational relationships. The concepts of relational rents have been explored to explain how firms choose their future outsourcing partners and preferred type of the relationship. It has been also utilized in studying the transition, managing relationship phases. This makes relationship view to be the only theory that has been applied in research of the outsourcing process phases.

2.4.4 Concept of Core Competences

Core competency was defined by Prahalad and Hamel (1990) as the collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple streams technologies. The concept has been predominately used to develop the test various outsource decision frameworks arguing that the core activities shall remain in house. Learning and communication premises of the concepts made it also applicable in the managing relationship and reconsideration phases. Vendors competences are assumed to be one of the most important factors that influence success of the outsourcing arrangement (Levina and Ross, 2003; Feeney et al 2005).

2.4.5 Agency Theory

The focus of agency theory originally was on the relationship between managers and stakeholders but had spread over the time on explaining the relationship between two inter-firm subjects. In that content we associate the agency theory to understand the relationship between outsourcer and vendor.

Outsources of the agency problem, moral hazards and adverse selection (Arrow,1996).

Consequently, the application of the theory in the outsourcing process research was in the preparation phase, when screen of vendors and defining its own attitude towards the type of the relationship. Naturally, the managing relationship phase been also explored and to a very small extent the reconsideration.

2.5 OPERATIONS OF OUTSOURCING IN JUDICIAL SERVICE

The outsourcing operation is a complex structure consisting of numerous activities and sub activities, carrying many managerial dilemmas. It is no wonder that many theories have been utilized to help the academics to understand the nature of those activities, and to help practitioners successfully manage the operations. It is a common knowledge that each phenomenon can be described by several frameworks that are embedded in various theoretical approaches.

Outsourcing is the process of establishing and managing a contractual relationship with an external supplier for the provision of capacity that has previously been provided in-house (Momme, 2001).

In spite of an impressive research intensity of the outsourcing operation there are only few frameworks depicting the actual stages and the layout of the overall process of outsourcing.

After carefully examining the content of the stages of each of the proposed outsourcing process frameworks we have aligned the frameworks and grouped the stages into the following sequence: preparation, vendor(s) selection, transition, managing relationship and reconsideration

Each of the stages has to provide an answer on various questions, thus emphasising the complexity of the outsourcing process and arguing for a need that it has to be managed carefully throughout all of its life cycle

Cyclic and holistic characteristic of the outsourcing process management is stemmed in the evolutionary economics (Nelson and Winter, 1982). The evolutionary economic theory is in the core of process theories. It has received significant application in exploring firm's learning characteristics for improving performance (Simonin, 1997), creating value (Anand and Khanna, 2000), and capabilities (Kale et al., 2002).

Al-kaabi et al (2007) speaking to this issue, mention that there are different types of outsourcing depending upon the need of the firms. Some of them are – Business Process Outsourcing (BPO), Account Process Outsourcing, Recruitment Process Outsourcing (RPO), Knowledge Process Outsourcing (KPO) etc. These different types of outsourcing basically helps in providing services to the customers by handling tasks like maintenance, payroll, research management etc.

According to Allen & Chandrashekar (2000) companies have adopted different method of outsourcing to meet the demands of the customers. Usually the companies hire skilled workers

at a low costs and divide the whole work into different segments, so that they can work with ease. One important method of outsourcing which the companies have adopted is call centers. At call centers a number of skilled people are employed to answer the query of their customers. The employed people are paid salaries which are less compared to what the firm would have to pay for in their own countries.

2.6 REVENUE MOBILIZATION IN JUDICIAL SERVICE

Revenue mobilization is an important task of institutions all over world. This is so because organizations need money to perform day to day administrative duties as well as deliver services to the people. As Juul (2006) points out, effective revenue mobilization is the main mechanism of keeping most government machinery alive and active. Government institutions collect revenue through taxes, licences, fees, fines, and other charges, royalties from on natural resources and the sale of goods and service Shah (2005).

Kessey and Gunter (1992) stated that primarily internal revenue mobilization is made up of two aspects, which are policy formulation and administration. With regard to policy formulation, it deals with the physical goal determination and formulation of laws and rules for the attainment of such goals. The administration on the other hand deals with the executions of the physical policies formulated. Though equally important in revenue mobilization, policy formulation and administration do not receive equal attention both in theory and practice.

Revenue policy formulation is thus given more attention than revenue administration which has cause the failure of many theoretical physical policies. This challenge has attracted some

comments in the academic and public administration cycles in recent years (Musgrave and Musgrave, 1994). Matzer (1982) however stressed that no efforts or attempts have been made towards the correction of this ill in the generation of local revenue resulting in inadequate logical theories and practical studies on administering revenue.

A sound revenue system is an essential pre-condition for the success of fiscal decentralization (Olowu & Wunsch 2003). In addition to raising revenues, internal revenue mobilization has the potential to foster political and administrative accountability by empowering communities (Shah 1998; Oates 1998). However the prescriptions deriving from theory and from good international practice impose huge constraints on the choice of revenue instruments for local government and other state institution.

A complicated and non-transparent revenue system is costly to administer and it facilitates corruption and mismanagement (Bardhan & Mookherjee 2002). Moreover many revenue collected has distortion effect on resource allocation decisions and thus an inhibiting effect on the start-up of new enterprises and achievement of economic growth (Bahigwa et al 2004; Devis & Kelly 2001; Sander 2003). These effects occur when effective rates vary greatly between different goods that are traded or when licences of fees are set too high for start-up enterprise to survive.

Generally, a fundamental requirement when redesigning revenue system is greater emphasis on the cost effectiveness of revenue mobilization, taking into account not only the direct cost of revenue administration but also the overall costs to the economy including the compliance costs to taxpayers. In addition losses through corruption and evasion need to be reduced (Fjeldstad & Semboja 2000)

2.7 IMPACT OF OUTSOURCING REVENUE MOBILIZATION

Although acquiring access to additional services and expertise is a significant benefit of outsourcing, institutions that require organizational knowledge as a valuable corporate will encounter challenges with outsourcing. Moving to an outsource model brings with it the need for new management skills, behaviors, and processes. Many characteristics inherent in outsourcing have direct implications on a company's institutional knowledge (Beardwell, & Claydon, 2007).

Outsourcing, by its definition of being an externally purchased service or resource, has two particular characteristics that can have a significant impact on a business. A primary characteristic is distance, which can vary from as far away as across the world to as close as across the street (Beardwell, & Claydon, 2007).

The other main characteristic of outsourcing is which is similar to but distinct from distance is externality. This simply means that the service provider is not officially employed by the hiring organization and is therefore on at least some level an outsider.

These characteristics are related in that externality implies some physical distance, but it is not technically a requirement. A service provider could be in the same building or even in the office next door, although that would be an unusual arrangement. The distinction can be thought of as geographic distance (physical) and relational distance (externality). Neither of these characteristics is unique to outsourcing, but both of these characteristics have impacts on managing knowledge (Bednarz, 2005).

One obstacle introduced by externality and physical distance is the ability to maintain consistent standards and goals across groups. This is essential in achieving high organizational performance, improving productivity, and ensuring output quality for many strategic business reasons (Hersey, Blanchard, & Johnson, 2001), but is also vital in creating a knowledge-oriented culture which Davenport & Prusak (2000) describe as "... one of the most important conditions leading to the success of a project ..." (p. 153). The components of creating a knowledge-oriented culture are closely tied to the overall corporate culture in terms of orientation towards knowledge, knowledge inhibitors, attitudes towards the company, and knowledge management project type. When a service provider is external to the company, it becomes very difficult to control these aspects of corporate and knowledge culture because the external company's goals will not necessarily be the same as the company who is contracting them, but there is no direct hierarchy with which to enforce similar goals. Network theory (and intuition) suggests that physical proximity facilitates face-to-face contact and that proximity's influence on knowledge and other factors, such as distribution channels and access to resources, results in industry clusters (Watts, 2003; Ganesan, Malter, & Rindfleisch, 2005). Face-to-face contact is considered an important means of transferring information. "Studies have shown that managers get two-thirds of their information and knowledge from face-to-face meetings or phone conversations" (Davenport & Prusak, 2000, p. 12, citing Davenport).

Certain dimensions of knowledge are more conducive to face-to-face interactions, such as complex tasks that require visual clues from the person receiving the information to verify their level of understanding and provide the opportunity to ask clarifying questions (Davenport & Prusak, 2000). But a trade-off exists between the richness of face-to-face interactions when

compared to the low cost and convenience of e-mail or other electronic means of communication (Ganesan et al., 2005).

Outsourcing is the management tool and should be approached in a manner like that. Before any outsourcing contract is undertaken whether it is the first time by the organization or it has been done a number of times, the merits of the core reasons should be looked at extensively in-house with the intention of making savings or cost reduction to boost revenue generation couple with better productivity since outsourcing could impact positively or negatively, (Davis 2008).

2.7.1 Reduction in Cost

Organizations would choose outsourcing for number reasons, the most prominent of which is cost cutting (Susarla et al, 2003). This assertion is strongly support by Hindle (2005) when he believes that companies make the decisions to outsource for number of reasons with cost reduction being the number one priority. In many cases outsourcing can reduce both capital and recurrent cost. For instance 27% average savings per annum was made for non-core services that were originally done in-house in Hong Kong public service after outsourcing. (A Guide to Outsourcing, 2008).

Outsourcing firms can achieve cost advantages relative to vertical integrated firms (Bettis et al 1992). Fjeldstad et al (2009) indicted that private collection generally implies lower administration cost since the costs of collection are shifted onto private sector rather than utilizing government employees for the same purpose. According to Miller (2006) if some of the processes are being managed by an external service provider internal resources can be utilized in a better way for some other functions. This avoids unnecessary expenditure by

reducing the need to invest too much time and capital in non-core activities. The company assets and resources can thus be made available for more important activities.

2.7.2 Access to New and Better Technology

Outsourcing brings clients firms advantages related to technology (Jurison,1995). Organizations can have the added advantages of getting access to specialised, state of the art technology which is supposedly supplied to them by their need provider. On the other hand, the efficient use of outsourcing will most probably reduce the need to make investments in mature technology, simultaneously increasing the availability of resources related to new technology for the client organization (Clark et al. 1995)

Need provides usually are more equipped with the requisite new technology in use and ones coupled with staff with very the adequate knowledge on them. This presents a very opportunity for the client organization in this case financial institutions. They are also able to implement new technology better and more quickly because market competition drives them to maximize their returns on technology investment with continue technology refreshment.

Outsourcing allow for quick responses to changes in the environment (Dess, Rasheed,Mclaughlin &Priem 1995) in that do not increase costs associated with bureaucracy (D Aveni & Ravenscraft 1994). Vendors can supply expertise and state of the –arttechnology (Benko, 1994) and increase the flexibility and quality of services (Antoncci 1998).

2.7.3 Focusing on Core Competencies

Outsourcing makes it easier for organizations to focus on their basic competences (Hayes, Hunton & Reck, 2000). This basically simplifies the roles and responsibilities of line managers because they do not have to be responsible for so much. When an organization concentrates on carrying out its core duties, it can use its financial, human and management resources more effectively and efficiently. Outsourcing of non-core functions gives organizations flexibility to redirect and focus their resources on services critical to their mission. According to (Gupta and Gupta 1992) —Markets forces are somehow driving firms to outsource everything but the core competencies are design and marketing of shoes rather than in their manufacture (Gilley & Rasheed, 2000). Managers should apply their experience and knowledge to competencies and outsources in which they are less competent can benefit from vendors expertise, Beaumont and Sohal (2004)

2.7.4 Increased Job Flexibility

Outsourcing gives a degree of high flexibility during resource utilization. It allows and makes it easier for organization with serious work overloads and perennial fluctuations deal with work management concerning the outsourced activity workloads (Jurisson, 1995)

2.7.5 Access to Expertise/Skills

Organizations may perennially face a shortage of skilled and experienced staff brought about by the change in organization operational landscape, retirement, resignation, inability to recruit as per organisational or state restrictions. Already existent staff may not have the request expertise to perform all the functions or keep the pace with the rapid change of technology.

Outsourcing is very good option in such a situation. According to Grote ((2012) every organization has limits on the resources available to it. Outsourcing direct resources most, often people resource from non-core activities towards activities which serve the customer.

2.7.6 Quality Service Delivery

Outsourcing naturally tends to increased competitions amongst external service providers, thereby ensuring availability of higher quality of goods, works and services. (Kotabe & Murray, 1990). Quality improvement may also be realized by outsourcers, because firms can often choose suppliers whose products or service are considered to be amongst the best in the world (Dess et al 1995, Quinn 1992). This completion allows the outsourcer to switch suppliers based on quality, service delivery and even after sales service. Outsourcing also improve quality because there is less workload on line managers so efficiency in production is increased (Clark, Zmud, and Mc Cray,1995) opine that the service provider can access more advanced technologies and count on more motivated staff and better management systems in order to be able to achieve a better service coordination or control or simply is more strongly committed than the internal staff to make the alliance with the client work properly. Alternatively in an era of increasing specialization and rapid advances in technology, organizations deem it necessary to keep pace with the best practice in the system by more innovation, flexible and effective ways of delivering service and ensuring services research their customers

Similarly, Bragg (1998) also indicated the most popular reasons why managers consider outsourcing are as follows:

Firstly, an in-house function which is no longer helpful or proficient due to poor management can be outsourced to a supplier who will give access to the best and most qualified experts in the functional area to acquire better management.

Again, to create competitive pressure for in-house staff by inviting bids from suppliers with specific service levels and cost expectations.

2.7.7 Specialization

According to Lyson and Gillingham (2003) outsourcing allows an organization to concentrate on areas of business that derive competitive advantages and outsource non-core activities to specialist with better skills and expertise.

2.8 NEGATIVE IMPACT OF OUTSOURCING

Outsourcing has its inherent benefits but also has its challenging side also. Although outsourcing potential benefits are many, some argue that its challenges as outline below are also very critical and worth nothing when it comes to performing organization. Outsourcing benefits are not automatic and that establishing and monitoring a significant outsourcing arrangement requires a considerable investment of managerial time and care (Lacity & Willcocks 2001)

2.8.1 Loss of Organizational Innovation, Skill and Resources

Continual reliance on outsourcing could lead to a very threatening condition where there would be a constant decline in outsourcer's innovation, skill upgrade and opportunity to expand to

resource base. Outsourcing can lead to loss of research and development competitiveness (Teece, 1987).

Firms that outsource constantly lose the opportunity to get a touch with a new technology breakthrough that offers opportunities for product and process innovation (Katabe, 1992).

2.8.2 Possible Loss of Key Staff

Outsourcing can create a sense of fear in some key staff since they may not be very comfortable and feel threatened by the agreements. They may feel management may let them off at a point in time so they would naturally want to move out. According to Tafti (2005) argue that the loss of talent is another reason that an outsourcing does not always provide a firm with technical gains it anticipates. Key employees leaving at that time may be very detrimental to the organizational productivity since they may have lost their company innovative brains.

2.8.3 Lower Rebuilding Capacity

Key employees leaving the organization may pose a challenge when that particular contract is over and the firm would need the services of the previous staff to rebuild. The firm would have to go through the task of hiring new staff that may not be well versed with the company operations in use.

As indicated by (Tafti 2005), that the loss of talent poses great challenges for the firm when it decides to rebuild its previously outsourced department.

2.8.4 Patency Theft

Outsourced entities have the likelihood of getting to know the mode of operation for patented goods, works, or service process or procedure of the organization. They may use that

knowledge to begin marketing the goods, work, or service procedure. (Prahalad & Hamel, 1990). Many Asian firms have made their initial entrance into U.S. market by first entering outsourcing arrangements with U.S. manufacturers and subsequently marketing their own brands aggressive. In this way many Asian firms have achieved market dominance.

2. 9 CHALLENGES OF OUTSOURCING

Although outsourcing's potential benefits are many, some scholars on the subject matter argue that reliance on outside suppliers is likely to lead to a loss of overall market performance (Bettis et al, 1992).

Most of the criticism concerning outsourcing has been primarily in the areas of changing employment patterns, globalization of the labour force, and its effect on individuals and organizations (Klass, McClendon, &Gainey, 2001; Dobbs, 2004). Among the main causes considered to be the reason for job losses in manufacturing is increased productivity (Stonecipher, 2004). Outsourcing, by increasing productivity, may result in downsizing (Outlay &Ranganathan 2005). Many US companies like Harley-Davidson, Dell, and Avago Technologies have announced that they will reduce their workforce as part of their outsourcing program.

Outsourcing can lead to a loss of long-run research and development competitiveness (Teece, 1987). In most cases outsourcing agreement can fail to achieve the intended benefits not because of the poor planning and execution but cultural intransigence (Shwan 2008). His view was that receivers of the new method(s) can inhibit its success impact on the business objective through non-compliance, strategy disagreement or delays in the exerting of their required

responsibilities. He further indicated that outsourcing contract is not intended to be operated manually: therefore additional work is required to design and communicate changes.

Technology allows companies to finish assignment with ease and cheaper however if business processes and internal relationships do not exist to support interdepartmental information flow and sharing technology is not likely to accomplish the task.(Plakoyiannaki &Tzokas 2002).

Also, the cost savings associated with outsourcing may not be as great as they seem, especially with respect to foreign suppliers (Gilley & Rasheed, 2000).

Outsourcing must be connected with the rest of the company's business processes and service delivery (Goolsby 2002). He was of the view that management considers the outsourcing as the saviour and when there is a problem the outsourcing firm also become the scapegoat because they failed to ensure internal integration.

In addition, as long as foreign wages remain relatively low and the Dollar remains relatively strong, foreign outsourcing is attractive (Markides & Berg, 1988). However, success attributable to low foreign wages is a fleeting advantage.

Again, longer lead times resulting from spatial dispersion cause several problems, such as larger inventories, communication and coordination difficulties, lower demand fulfilment, and unexpected transportation and expecting costs (Levy, 1995).

Tariffs are another danger associated with outsourcing, as its increases the difficulty in bringing back into the firm activities that may now add value because of market shift (Dess et al, 1995). The preceding dangers of outsourcing make it clear that reliance on outsourcing is not necessarily a viable competitive strategy.

On the other hand, Welle (2001) found out that, since 1980s African leaders has shown tepid attitude to reforms of outsourcing state agencies to private agencies and as a result they manipulated data to project an image of improved economic management when the true is otherwise.

He was of the view that successive attempts at outsourcing have been undermined by careful in search of behaviour and that political leaders benefiting from the current unbothered policy mix which are not likely to give in to pressure for reforms of outsourcing.

Outsourcing the entire functions of the organization may give way for future headaches by losing institutional memory, skills, knowledge as well as infrastructural capability which may be hard to bring back Koch e'tal (2001).

In the same way outsourcing has created substantial problems with corruption especially high profit margins for private agents Fjeldsed (2008).

More than half of outsourcing projects are terminated for not introducing financial and business objectives within the years of commencement and most of them failed to meet expectations (Argea 2010).

Above all, Jarrel and Skibriewski (1988) indicated the challenges of outsourcing to be the comparisons of both quality and quantity attribute of the service outcome. They said if the

comparison is longitudinal in nature; the service outcome can be relatively easily provided that the government provide a detailed work specification prior to outsourcing.

2.10 BENEFIT OF OUTSOURCING

Outsourcing offers many incentives that can contribute to the firm's competitive advantage. With respect to cost, outsourcing may contribute to cost reduction by providing improved economies of scale, access to technologies, shared risk, and greater availability of time to devote to the development of core competencies (Ghodeswar&Vaidyanathan, 2008). These cost savings are likely to be especially in the delivery of administrative and transactional activities. In addition, by allowing the firm to purchase only the amount of consulting support needed, outsourcing can enhance flexibility as well as improve cost efficiency by turning some fixed costs into variable costs (Gill, 2007).

Outsourcing also provide an opportunity to acquire specialized expertise and expert knowledge in areas where a firm's internal staff is deficient (Shy &Stenbacka 2005). In similar manner, outsourcing helps to attain sustained competitive advantage by improving performance as well as freeing up of internal resources for core competencies.

Outsourcing is becoming known as a stimulator for higher levels of innovation throughout business practices and technology; it enables companies to utilize their resources to better promote their competitive advantage.

An increasing need for demand solutions have made the investment in outsourced – information management based systems the single biggest cost variable in the corporate budget; thereby, the choice of the outsourcing partner is vital (Brooks, 2006).

The following benefit of outsourcing has also been identified by some renowned writers on the subject matter:

Increased Productivity: Employment of a large number of skilled manpower at low cost would result to increased productivity and customer satisfaction Nonaka &Takeuchi, (1995).

Competitive advantage is an accompanying benefit of outsourcing, for a company to retain its cherished customers in recent times, provision of high quality services is of great importance. The company should also provide the services at cheap prices. Outsourcing in this case can help the company maintain lower rates with better service solutions, thereby giving them a better market position and competitive advantage. Organizations —obtain sustained competitive advantage by implementing strategies that exploit their internal strengths, through responding to environmental opportunities, while neutralizing external threats and avoiding internal weaknesses (Brooks 2006).

Skilled Manpower; a firm can employ skilled and trained manpower at low rates by outsourcing which ultimately leads to increased productivity and low cost. Outsourcing the company also helps utilize the kind of expertise that could not be produced internally. Internal operations can be reduced by outsourcing if not the company will maintain it internally with higher costs (Farrell &Grant, 2005).

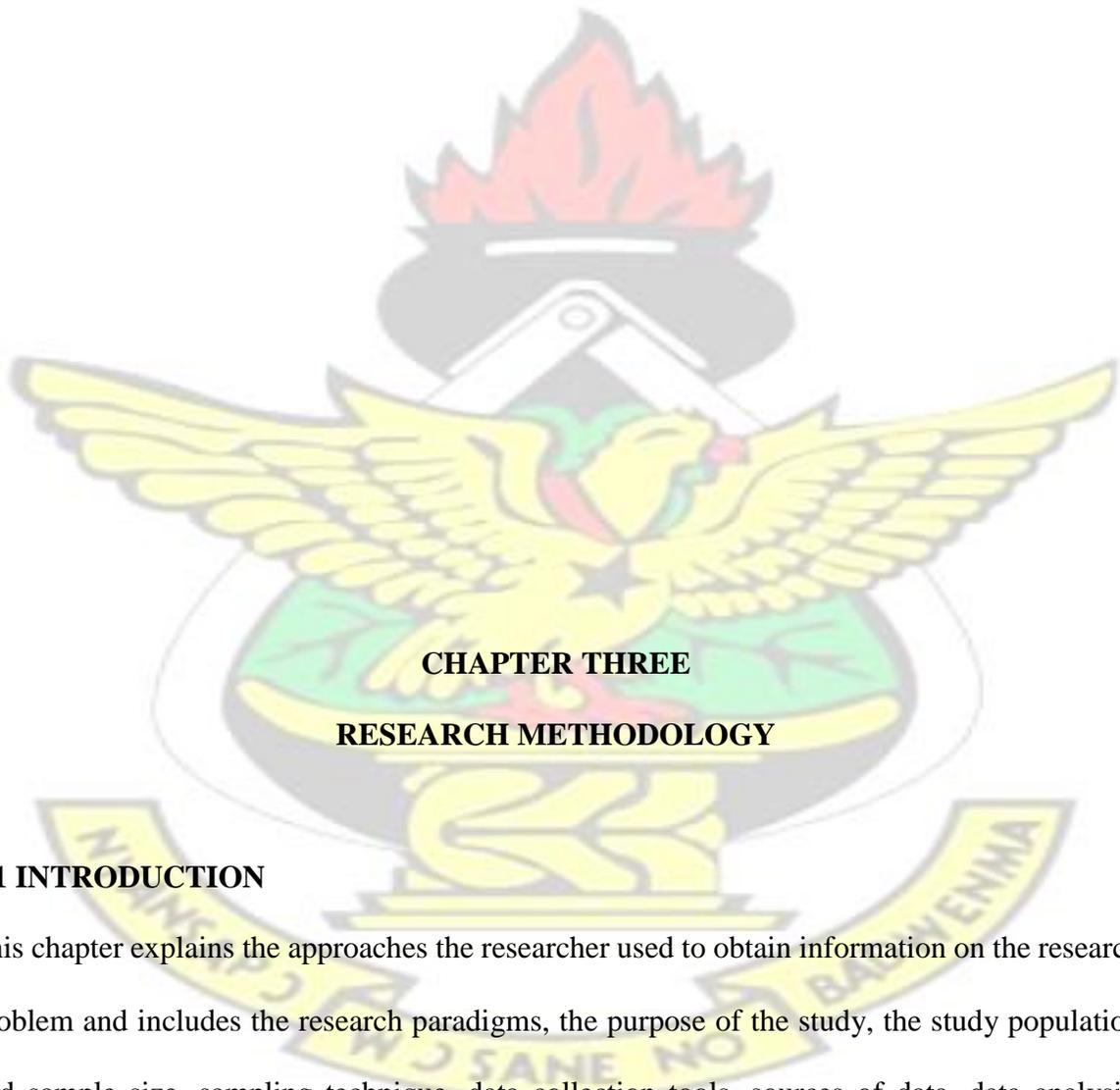
Better focus of resources on firm's core business; Companies want to spotlight their core competencies, they avoid getting entangled and wasting time performing task disadvantageous to those competencies so therefore back offices are critical for the firm's everyday activities; the operation of the back office requires high maintenance and specialized concentration. By outsourcing back office operations to a specialized third party company, business can focus on their major activities (Viming & Globerman 1999).

Again, cheaper world class technology; the high risky cost of investing in new technology due to the rapid development of technology has made it a complex thing to keep up with latest innovations and solutions. Thus companies can outsource the technology part to companies that have the resources, expertise and desire to continuously update their technological solutions, to save the cost and reduce the risk itself bears. Outsourcing resolves the problem of an ever-changing technology world and enables the executive to focus on promoting core competencies (Hempel & Zwick 2008).

Technology module make possible improved communication, information flows, knowledge creation and management, both internally and externally. However the problem is to ensure that technology is pushed by and integrated into business processes not functions. To achieve results, the organization should hire and train the staff with the necessary skills to understand and leverage technology (Boyd, 2001).

Outsourcing revenue collection can establish a platform for effective and efficient local government revenue administration by increasing revenue as well as easing administrative problems with revenue collection Fjeldstad (2008).

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CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter explains the approaches the researcher used to obtain information on the research problem and includes the research paradigms, the purpose of the study, the study population and sample size, sampling technique, data collection tools, sources of data, data analysis, quality of the research and research ethics and limitations.

3.2 RESEARCH PARADIGMS

During the 1970s, 1980s, and early 1990s, Egon Guba helped initiate the —paradigm dialoguel between quantitative research (positivism) and the —newl research paradigm of qualitative research (phenomenology) that guides research.

Positivism was the leading knowledge in paradigm in social science from the 1930s through to the 1960s, its major row being that the social world exists externally to the researcher, and that its properties can be measured directly through observation. In essence, positivism argues that: reality consists of what is available to the senses – that is, what can be seen, smelt, touched, etc.

Positivist researchers think that diverse researchers observing the identical factual predicament will generate similar result when applying related research process in conducting a large sampling (Creswell 2009). The positivist seeks to obtain law-like generalizations termed nomothetic by conducting cost free research to measure social phenomena (Neuman 2011).

Inquiry should be based upon scientific observation (as opposed to philosophical speculation), and therefore on empirical inquiry. The natural and human sciences share common logical and methodological principles, dealing with facts and not with values (Gray, 2013).

As Bryman (2007) notes, there have been many different versions of positivism which overlap, and rarely agreed precisely on its essential components.

Adopting a positivistic stance is not only about adopting certain approaches to the design of research studies.

Phenomenology holds that any attempt to understand social reality has to be grounded in people's experiences of that social reality. Hence, phenomenology insists that we must lay aside our prevailing understanding of phenomena and revisit our immediate experience of them in order that new meanings may emerge. Phenomenology is therefore concerned with individual experienced overtime.

Current understandings have to be bracketed to the best of our ability to allow phenomena to speak for themselves, unadulterated by our preconceptions (Gray, 2013, p. 24). The result will be new meaning, fuller meaning or renewed meaning.

Quantitative and qualitative researches are also distinguished by different views of human behaviour. In quantitative research, it is assumed that cognition and behaviour are highly predictable and explainable. Traditionally, the assumption of determinism, which means that all events are fully determined by one or more causes, was made in quantitative research (Salmon, 2007).

The researcher in quantitative research report on statistical issues with comparison and correlation of relevance findings.

Unlike qualitative research which deals with —meanings, definitions, characteristic, metaphors, symbols and description of things and focus on issues that is not possible through the use of statistical based investigationl (Berg, 2007, p.3)

In this particular type of research it was essential that the researcher has a fair view about the topic being studied before the data collection procedure was carried out. As a result, the researcher employed quantitative approach which explained how the situation exist at the time of study (Neuman 2003). The researcher uses structure administered questionnaire.

The researcher utilized both primary and secondary data technique for this study. The researcher opted for this approach considering the objective to obtain first hand data from respondents. The primary data were derived from the answers the respondents gave during the survey process. Secondary information was obtained from judicial service annual reports, internets, text books, and other thesis.

The questionnaires were administered to 100 respondents within the court environments.

3.3 PURPOSE OF THE STUDY

There are three possible forms of study: exploratory, descriptive and explanatory (Robson 2002). According to Punch (2005) maintains that where a research area is relatively new or unexplored, descriptive studies may be adequate. However, for well worked research areas, where there is already overabundance of information, a more exploratory approach is advisable.

Exploratory studies as the name suggests, seek to investigate what is happening and to ask questions about it. They are particularly useful when not enough is known about a phenomenon. An exploratory study, then, may help to decide whether it is worth researching the issue or not. Exploratory studies can be conducted by: a search of the literature, talking to experts in the field and conducting focus group interviews. (Saunders et al. 2007).

Descriptive studies seek to provide a picture of a phenomenon as it naturally occurs. This may, indeed, be purely descriptive but may comprise a normative study, comparing the data against some standard. Descriptive studies seek to ‘draw a picture’ of a situation, person or event or show how things are related to each other, (Hedrick et al. 1993).

Similarly descriptive method of research is together information about the existing condition, (Creswell 1994).

One of the weaknesses of descriptive studies is that they cannot explain why an event occurred. (Blumberg, Cooper and Schindler 2005).

An explanatory study sets out to explain and account for the descriptive information. So, while descriptive studies may ask ‘what’ kinds of questions, explanatory studies seek to ask ‘why’ and ‘how’ questions. This distinction between descriptive and explanatory research applies equally to both quantitative and qualitative research. Some studies can also be correlative in nature, with the emphasis on discovering causal relationships between variables. So we could determine the relationship between revenue generated before and after outsourcing for a period of time.

The researcher employed descriptive method for this study in order to vividly describe the nature of situation as it exists at the time of the study (Creswell 1994).

3.4 SAMPLING PROCEDURES

Sampling is done usually because it is impossible to test every single individual in the population and it is also done to save time, money and effort while conducting the research (Weaver and Olson (2006)).

Sampling is therefore a sub set of population considered for participation in the study Malhatra, (2007). This section covers the following:

3.4.1 The Population and Sample

Population is defined as group of individuals or items that share one or more characteristics from which data can be gathered and analysed (Sekaran, 2000). The target population for the study is made up all staff in Judicial Service Department, Kumasi which comprises the registrars, cashiers, accountants, auditors, court clerks etc.

Judicial Service Kumasi was chosen as the case study design. A case study designed is a design that uses specific subjects within common characteristics enough to represent the rest of the entire population (Patton 2001). Issues related to revenue collections applying to a wider scope and that could not be effectively study within a limited period making the case study the best. Kumasi turned out to be one of the litigation towns in Ghana and have all the demographic elements that were essential for this study.

Again all the courts in Kumasi revenue points has been outsourced and therefore it was necessary to conduct this study in Kumasi to dwell on the information from Kumasi court to make deductions and generations on the impact of outsourcing revenue mobilization on income generation. The size of the population in judicial service in Kumasi is about 350

Sampling is the process of selecting units, people and organizations from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen and therefore sample is part of population, Trochim (2001).

The sample size is a representative of the target population and essence of its lies in the accuracy with which they symbolize the population in the study. In order to achieve the intended purpose of this study, the sample size of hundred (100) respondents were selected from various courts in Kumasi which comprises court of appeal, high court, circuit court and district court made up as follows:

Sample size composition:	Number targeted
Registrars	25
Accountants and Auditors	10
Cashiers	25
Court Clerks	30
Recorders	10
TOTAL	100

3.4.2 The Sampling Technique

In reality there is simply not enough time, energy, money, labour/man power, equipment, access to suitable sites to measure every single item or site within the parent population or whole sampling frame. Hence, an appropriate sampling strategy is adopted to obtain a representative from the population Malhotra, (2007).

According to Hussy and Hussy (1997), there are two main types of sampling procedures namely probability and non-probability sampling.

Probability sampling technique is the sampling process whereby researcher chooses a representative that exhibits the characteristic typical of those possessed by the target population and therefore randomness is crucial.

Whereas non probability sampling, the researcher established a certain criterion devoid of randomness but based on the researcher judgment.

This study uses simple random sampling technique. It is the method of selecting a sample (random sample) from a statistical population in such a way that every possible sample that could be selected has a predetermined probability of being selected. Simple random sampling assumes that the units to be sampled are included in a list, also termed as sampling frame (Frerichs, 2008).

This technique is used and regarded as the most fit for this study because it avoids bias since each units have equal chance of been selected.

The researcher specifically used convenient sampling techniques to select respondents because respondents were available at all time and convenient. The researcher dwelled on hundred populations because it was an optimum number of populations that makes the researcher reduced cost and meet deadline. As Mashidehti (2012) indicates the minimum sample size between 60-100 for yielding reasonable results. The size of sample should neither be too large nor small but should be optimum to achieve efficient result. The optimum size fulfils the requirement of efficiency, reliability and flexibility.

3.5 DATA COLLECTION METHODS

It is not the intention of this paper to criticize those whom have paved the way to better understanding of data. However, for academic purpose, the definition of Liew (2007) is very fruitful to this study. He stated that, data comprised of the basic, unrefined, and generally unfiltered information.

Data are recorded (captured and stored). If data is properly managed it ensures that research information is accurate, complete, authentic, and reliable, ensure research integrity and replication and increase research efficiency.

3.5.1 Sources of Data

There are two main sources of data collection, the primary source and secondary source. A primary data is a data or physical object which was written or created during the time under study. Primary data was acquired from responses after administering questionnaires to some selected respondents from the target population. The data received from the respondents were analysed quantitatively using SPSS software.

Secondary data are data which already exist at the time of study although it may have been there for different purpose but still can be used.

The researcher obtained secondary source of information from journals, magazines, annual reports, relevant text books, articles and previous research related to this study.

This was done in order to gain more insight of the subject matter.

3.5.2 Data Collection Tools

The researcher personally administered questionnaire to the target respondents from the research objectives. A visit was made to the various registries within Kumasi about the data collection exercise. The researcher assured the respondents about the confidentiality of the exercise. Basically, the questionnaire were administered only to the court staffs to solicit information about the extent to which outsourcing has impacted on revenue mobilization on judicial service department. The questions provided were both close and open ended put in Larket scale to indicate whether respondents strongly agree, agree, disagree and not sure. This tool was to ensure the accuracy of the data. As Jacobson, Chapin & Rugeley, (2009) stated that questionnaire reduces chance of evaluator bias because the same questions are asked of all respondents.

3.6 DATA ANALYSIS

According to Millar (2009) refer to data analysis as the computation of certain measures along with searching for patters of relationship among data group in the process of analysing relationship, difference, supporting or conflicting with the research objectives. The responses from the questionnaire were used as data. Data in relation to each research question were categorized, totalled, compared and presented in tables, graphs and charts using Statistical Package for the Social Sciences (SPSS). Data are often the result of before and after situations. For example before and after treatment and in such a scenario each research subject would have a pair of measurements which were used to look for a difference in these measurements to show an improvement due to the treatment.

In SPSS, data were coded into two columns, each row hold the before and the after measurement for the same individual. Each subject has a pair of balance readings that shown a pair of data. In this simple form several things could be done with the data; find average reading for the balance (Means or Medians), graph the data on a box plot this would be useful to show both level. Again, the study employs the T-test analysis technique in analysing the impact of revenue outsourcing.

In deed the study analyzes the various sources of revenue to judicial service which comprises the court fees and fines.

3.7 QUALITY OF THE RESEARCH

Quality research most commonly refers to the scientific process encompassing all aspects of study design; in particular, it pertains to the judgment regarding the match between the methods and questions, selection of subjects, measurement of outcomes, and protection against systematic bias, non-systematic bias, and inferential error (Boaz & Ashby, 2003; Lohr, 2004; Shavelson & Towne, 2002)

As quality research is a precursor to statements about evidence, consensus standards on quality research and consistent reporting are needed.

Thus, the researcher adhered to the following specific measures: Posing of a significant, important question that can be investigated empirically and that contributes to the knowledge base was adopted. Test questions that are linked to relevant theory. Used practical methods that best address the research questions of interest. Based research on clear chains of inferential reasoning supported and justified by a complete coverage of the relevant literature.

The study design, methods, and procedures are sufficiently transparent and an independent, balanced, and objective approach to the research. Appropriate and reliable conceptualization and measurement of variables and assessed the possible impact of systematic bias.

Submitted each chapter of the research to my supervisor for review process and adhere to quality standards for reporting (clear, cogent, and complete).

3.8 RESEARCH ETHICS AND LIMITATIONS

The researcher adheres to ethical principles in conducting this research. The researcher did not use any force to generate data from respondents rather the researcher informed the respondents about the voluntary nature of their participation and their right to withdrawal. The researcher further assured the respondent about their privacy and confidentiality of their information.

To prevent unethical mistakes like cheating and other fraudulent activity, reverence were giving to information's in this paper which are not original work of the researcher through citation and referencing.

A study of this nature should have involved a number of legal entities. However, due to the time and financial constraints, the sample size was reduced to the judicial service department in Kumasi since it has engaged two or more of its business functions in the prevailing subject (outsourcing).

Every human endeavour has its limitations and this piece of work is no exception. The limited time within which the researcher investigated into this project made it impossible to investigate the subject matter of outsourcing to its fullness but concentrated more on its practical impact on revenue mobilization especially in the judicial service Kumasi.

3.9 PROFILE OF JUDICIAL SERVICE OF GHANA

The Bond of 1844 signed on 6th March by Commander H. Hill with the Fanti Chief of Cape Coast was a document that acknowledged the power and jurisdiction which had been de facto exercised in the territories adjacent to the British Forts and Settlements. It was a declaration that the first objects of law are the protection of individuals and property and human sacrifices, panyarring or the kidnapping of hostages for debts and other barbarous customs are abominations and contrary to law. It was further agreed that serious crime should be tried by the queen's Jurisdiction Officers sitting with the Chiefs moulding the customs of the country to the general principles of British Law.

In 1858, the Supreme Court Ordinance was passed establishing the Supreme Court Ordinance was passed establishing the Supreme Court of Her Majesty's forts and settlements in the Gold Coast, which had in 1850 been severed from Sierra Leone and given its own governor in the person of Commander Governor Hill.

In 1866 the Charter of 1859 was revoked with executive Council and Supreme Court was also abolished which was replaced by court of Civil and Criminal Justice presided over Magistrate.

In 1876 Supreme Court of Gold Coast was established which was constituted by Chief Justice and not more than for Puisne Judges.

Currently the courts in Ghana is made up of Supreme Court, Appeal Court, High Court, and Regional Tribunals made up of Superior court and the Circuit and District Courts are the lower court.

3.10 VISION AND MISSION OF JUDICIAL SERVICE

The vision of judicial service is justice without barriers and mission of the service is to promote smooth and efficient administration of justice to all manner of person without fear or favour, affection or ill will thereby creating enable environment for good governance.(JS Report 2014)

3.11 OBJECTIVES

The objectives are to promote rule of law, transparency, accountability and anti-corruption.

Promote and uphold human rights and improve access to justice and change public perception and build public confidence about judicially. Also to improve efficiency and speedy delivery of justice.

3.12 COURT STRUCTURE

The courts in Ghana structured into two the superior courts and the lower courts. Currently the superior courts in Ghana are made up of Supreme Court, Appeal Court, High Court, and Regional Tribunals made up of Superior court and the Circuit and District Courts are the lower court.

The Supreme Court is the final appellate body of the whole courts in Ghana

The Appeal Court has no original jurisdiction. It serves as the appellate court for high court and circuit courts on civil matters.

The High Court's is duly constituted by a single judge unless he is required to sit with a jury or assessor. It has original jurisdiction in all matters civil and criminals. Currently it served as appellate body appeals from criminal judgments of the Circuit Court and all appeals from

District Courts. The high courts are specialized into fast tract, human right, land, commercial, industrial and regional tribunals.

The lower courts are also groups into circuit courts, district court, gender court, juvenile court motor court and family tribunal courts.

The Ashanti Region currently has 12 superior courts and 40 lower courts.

3.13 STAFF STRENGTH IN JUDIAL SERVICE

The staff strength stands at 5,580 nationwide and out of which 324 are judges and magistrates while the remaining 5,256 are the supporting staffs.

Judicial Service was chosen as case study design because it has the entire demographic characteristic that could be enough to make generations on the study areas or the entire population (Patton 2001). Judicial service was used because it has outsourced all its revenue collection. The casual instigation also revealed that the management were willing to receive the outcome of the report and therefore they were willing to allow me to use all the important data in the court including the cash book. Finally considering the limited time within which to finish this thesis and submit reports the researcher chose judicial service Kumasi in order to save time and cost.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 INTRODUCTION

This section of the study deals with research findings and discussion. The data was collected from the staff of judicial service department in Kumasi Ashanti. The data were analysed with the help of SPSS. The researcher achieved hundred percent response rates. The high response rate was attributed to the convenient sampling method the researcher used to collect data from the respondents.

4.2 DEMOGRAPHIC DATA OF RESPONDENTS

The total number of 100 respondents was engaged in this study. The data from 100 respondents who were court officials were collected through questionnaires. The researcher first present the demographic data of respondents follow by the educational background.

4.2.1 Gender of respondents

Table 4.1 Gender of Respondents

	Frequency	Percent (%)
MALE	61	61.0
FEMALE	39	39.0

Total	100	100.0
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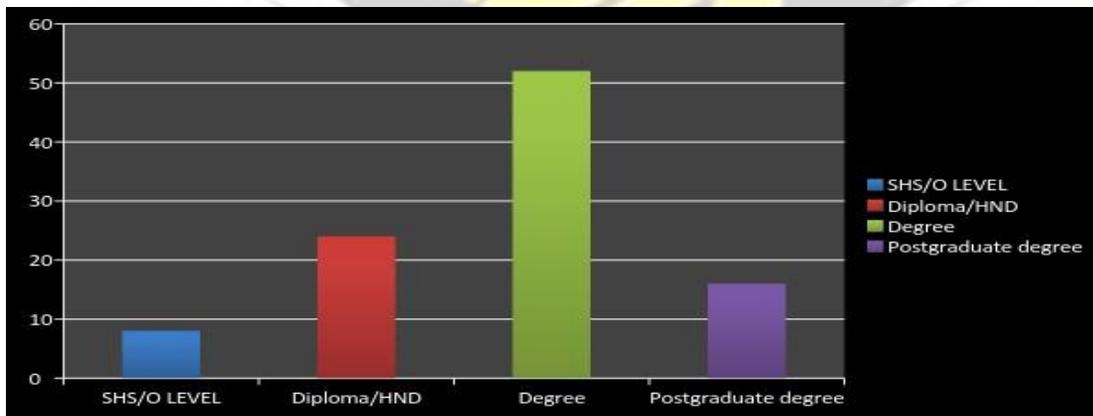
Source: field survey, June 2015

The table 4.1 above shows the demographic information of the respondents with regards to gender. In all hundred people answered the questionnaire. Out of the respondents who answered the questions 61 of them were males representing 61% of the respondents and 39 were females representing 39% of the total respondents. The study shows that majority of the respondents were male this might have been as a result of the fact that, globally, most legal offices has more men than women as observed. It also, suggests that the judicial service department in Kumasi has more men working staff than women.

4.2.2 Respondent's Level of Education

The respondents involved under this study were identified as shown under Figure 4.1 Even though educational background did not form part of the study yet it helped the researcher to know the respondents level of understanding to the research questions.

Figure 4.1 Educational Levels of Respondents



Source: field survey, June 2015

Figure 4.1 shows the various educational levels of respondents for the study. The Degree holders were 52%, followed by Diploma/HND representing 24%. Postgraduate degree holders 16% and SHS/O level had 8% of the total respondents. This implies that majority of respondents of the study were highly educated and that answers provided were less bias since they truly understood the questionnaire.

4.2.3 The Length of Time Respondents has worked in the Judicial Service Kumasi

The purpose of this statement was to find out from the respondents the periods they have worked with the judicial service. This helped the researcher to know if a respondent has felt double experience at the service. That is periods before outsourcing and periods after outsourcing in order to compare the revenue mobilization within the stated periods.

Interestingly, 56% of the respondents have worked in the judicial service for up to ten years while 26% of respondents has worked for a period of one to five years and 18% of them have been with the service for more than ten years. This is shown in table 4.2 below.

Table 4.2 Frequency distribution table showing the length of time respondents have worked with the judicial service in Kumasi.

Number of years	Frequency	Percent %
1-5 years	26	26.0
6-10 years	56	56.0
Above 10 years	18	18.0
Total	100	100.0

Source: field survey, June 2015

Table 4.2 results show that majority of respondents has felt double experienced on before outsourcing and after outsourcing. This implies that majority of the respondent's representing 74% understood the impact of outsourcing on revenue mobilization in the judicial service. These respondents have worked in judicial service before the outsourcing policy was introduced in Kumasi.

4.3 NATURE OF REVENUE MOBILIZATION ACTIVITIES

The researcher was interested in finding the nature of revenue mobilization in the Judicial Service. The aim was to establish how revenue is mobilised in the Judicial Service. The study found out that the Judicial Services mobilises revenue through court fines and fees:

The court fines are the penalties in imposed on the offender for doing wrong or flouting the laws which in default leads to prison terms. However the court fees are the charges for filing court process.

The study thus established that revenue mobilisation in the Judicial Service is a non-core activity. This position was confirmed by about 70% of the respondents (see table below). About 10 of the respondents representing 10% strongly agree whereas 7 respondents representing 7% also disagree that revenue collection was a core activity. 3 respondent indicating 3% of respondent were not sure about whether or not revenue mobilization was core or non-core activity.

Table 4.3 Responses to of Revenue Mobilization as a Non-Core Activity of the J.S

	Frequency	Percent (%)
Strongly agree	70	70.0
Agree	10	10.0

Disagree	7	7.0
Not sure	3	3.0
Total	100	100.0

Source: field survey, June 2015

The Judicial Service's core activity is to provide service delivery to the people of Ghana.

According to Bourassa (1988) organizations should focus on his core activities and leave the non-core activities to the outside provide who have skills to do them better. He further indicated that an organization that does everything on their own had to spend huge sum of money on running every function in an effective and efficient manner. Outsourcing service providers on the other hand could offer the same value of service at a lower cost due to economics of scale.

4.4 THE OPERATIONS OF OUTSOURCING IN JUDICIAL SERVICE

Another key objective of the study was to examine the operations of outsourcing in the Judicial Service. By this objective, the researcher sought to establish how revenue mobilizations are outsourced in the judicial service and the various processes involved.

The study found that the outsourcing of revenue mobilization is usually open tender process based on the guidelines provided by the judicial service management to credible financial institution in Ghana. Thus it involves a bidding process that is usually an open and transparent process.

The study found out that the bidding process generally has to go through about six stages and process including advertisement, submission of application to the Judicial Service, opening of

applications, evaluation of application, and selection of winner by the tender board, and announcement of the winner.

Advertisement in the newspaper and notice board: Usually, services to be outsourced are advertised in the national dailies and other private newspapers. The advertisement is also placed on the notice boards on the premises of the judicial service for the general public to assess the content.

Submission of Application: Interested organisations are given some time to submit their applications to the Judicial Service Tender Board. Generally, applicants are required to meet certain criteria in order to participate.

Opening of Application to the Public: When deadline is over the applications are opened in public with all applicants invited to attend the opening. This is a process introduced to ensure transparency and fairness of the process.

Evaluation of the Application: Another important component of the process is the evaluation of the applications. To select the most qualified firm, the various applications are evaluated. This is generally done after the opening of the application to the general public. The management of the Judicial Service evaluates the applications

Selection of Winner: The winner, who represents the most qualified organisation, is selected. The selection is done by the judicial service tender board.

Advertisement of the winner: The last stage in the process is the advertisement of those who won and lost. Subsequently, the contract is awarded to the winner.

4.5 IMPACT OF OUTSOURCING REVENUE MOBILISATION ON INCOME GENERATION IN JUDICIAL SERVICE

One of the key objectives of the study was to examine the impact of outsourcing revenue mobilization on income generation in Judicial Service. The one sample mean t-test is used to ascertain the relative significance of variables. For single sample test, the hypothesis is set as

$H_0: U = U_0$ and $H_a: U \neq U_0$. With H_0 representing the null hypothesis indicating there is no significant difference between the means, H_a representing the alternative hypothesis indicating there is a significant difference between the means and U_0 representing the hypothesized mean.

A statistical test of the mean was done to decide whether the population considered a particular variable to be important or not. For each variable, the null hypothesis was that this variable was not significant ($H_0: U = U_0$) indicating there is no significant difference between the means. The U_0 is the critical rating above which the variable is considered important. The Likert scale was, 1=strongly agree, 2= agree, 3=not sure, 4= disagree and 5=strongly disagree. Under this section, the lower ratings of 1 and 2 were chosen for the rating scale as strongly agree and agree respectively while the U_0 was set at 1.5, with 95% as the significance level in accordance with the impact of outsourcing revenue mobilization on income level. This is premised on the five point Likert scale rating where a success variable is deemed important if its probability value is less than 0.05.

Findings depicted on the table shows that all the variables recorded mean values below the test value of 1.5. This reflected in the t-values all recording negative values. In terms of the level of significance of the variables, we find from the table that all the variables were statistically significant. This is in view of the finding that they all recorded p-values less than 0.05 (see t table below).

The implication is that outsourcing minimizes the stress on the judicial service while also creating workforce flexibility for the judicial service. This is important considering the earlier finding that revenue mobilization is a non-core activity of the judicial service. Again, the finding suggests that outsourcing helps improve efficiency in revenue mobilisation. Finally, it was revealed that outsourcing minimizes time spent on revenue collection (see table 4.4 below). These findings are consistent with the position of Beardwell, & Claydon (2007) in his study on the impact of outsourcing.

Table 4.4: T-test Result on Impact of Outsourcing on revenue Mobilisation

Factors	Test Value = 1.5		Sig. (2-tailed)	Mean Difference
	Mean	T		
outsourcing minimizes the organisation's stress	1.16	-1.930	0.000	-0.340
outsourcing creates workforce flexibility	1.04	-2.862	0.002	-0.460
outsourcing improves efficiency	1.06	-0.311	0.001	0.060

outsourcing minimizes time spent on revenue collection 1.14 -2.442 0.003 -0.460

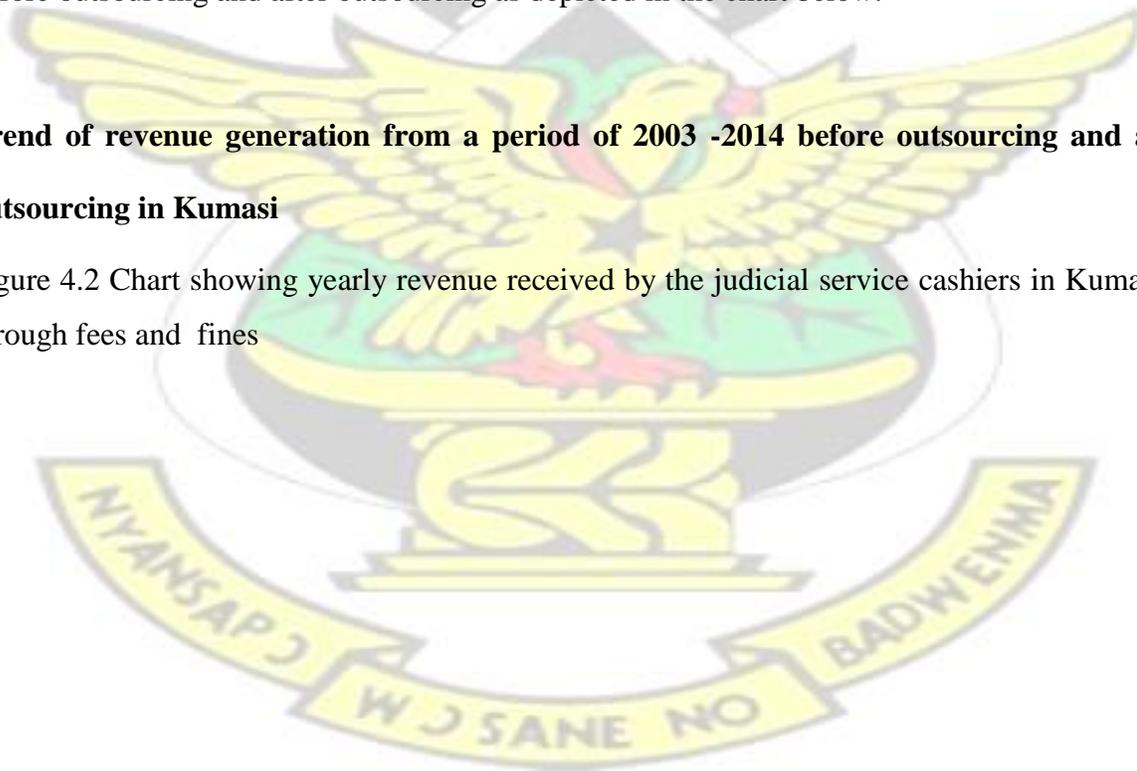
Source: Field Data (2015)

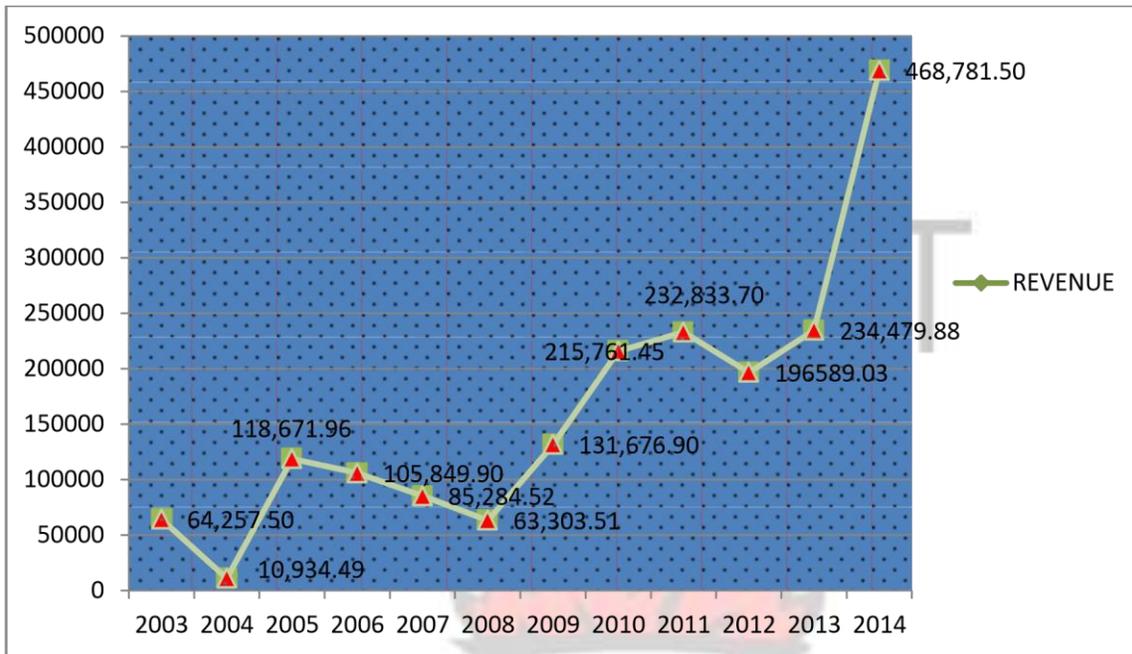
4.5.1 Impact of Outsourcing on Volume of Revenue in Judicial Service

Further, the researcher was interested in finding out how outsourcing has impacted on the volume of revenue generation in judicial service. To achieve this, the researcher analysed the Judicial Service Annual Report (2005). The report confirmed that the outsourcing policy has improved revenue mobilization. The report further cited Gyimah that outsourcing pilot project at Drivers Vehicle and Licensing Authority (DVLA) and High Court Accra in 2006 revealed an increase of over 50% revenue collections as compared to cash received by cashiers. Data collected from judicial service cashiers in Kumasi record books revealed revenue collection before outsourcing and after outsourcing as depicted in the chart below:

Trend of revenue generation from a period of 2003 -2014 before outsourcing and after outsourcing in Kumasi

Figure 4.2 Chart showing yearly revenue received by the judicial service cashiers in Kumasi through fees and fines





Source: field survey July 2015.

Note : All amounts are in Ghana Cedis (GHC)

2003 -2007 Before outsourcing

2008-2014 Outsourcing period

Figure 4.2 was in consistence with the Judicial Service Annual (2004) which quoted George Kingsley Acquah (Chief Justice as he then was) —that cashiers and registrars hold on to some monies without paying them into consolidated accounts. The 2004 figure showed a drastic fall in revenue collection which means that some level of revenue were not paid into judicial service accounts and this may accounts for the introduction of outsourcing to eliminate this canker. The graph also indicated that measured were put in place after the problem was identified which increased revenue in 2005. However the problem of revue leakage surface again which reduced revenue generation in 2006 and 2007 where outsourcing policy was introduced although revenue continues to fall until the end of 2007.

However, 2008 effective measures were put in place which maximised revenue collection as indicated on the graph. The 2012 revenue fall could be attributed to the election year. The graph is consistent with previous studies.



4.5.2 Impact of Outsourcing on Revenue Leakage in Judicial Service

When respondents were asked to indicate their stand on the statement above, 32 of the respondents which accounted for 32% stated that they strongly agree, 40 of the respondents agree, whereas 16 of the respondent disagree and 12 of them were not sure. Critical analysis of the responds indicates that close to 72% of the respondents have seen some sort of reduction in revenue leakages at the judicial service department as a result of outsourcing revenue collection to an agent as compare to the previous situation. But the other side of the coin were the minority of 16% percent who emphatically disagree to that statement. This means that there are more miles of the journey to cover to make the vision a reality. Table 4.5 below shows the field result.

Table 4.5 Impact on Revenue Leakages

	<i>Frequency</i>	<i>Percent %</i>	<i>Valid Percent %</i>	<i>Cumulative Percent %</i>
Strongly agree	32	32.0	32.0	32.0
Agree	40	40.0	40.0	72.0
Disagree	16	16.0	16.0	88.0
Not sure	12	12.0	12.0	100.0
Total	100	100.0	100.0	

Source: field survey, June 2015

The table 4.5 response revealed that much has been done to reduce financial leakages in the judicial service. The response is consistent with the previous study which stated that the onsite

banking introduced would replace the traditional method of collection revenue in the judicial service to eliminate financial leakages (Judicial service annual report 2005).

4.5.3 Impact of outsourcing on operational cost in judicial service.

On the issues of operational cost this was that the respondents have to say.

Table 4.6 Impact on Operational cost

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Strongly agree	8	8.0	8.0	8.0
Agree	22	22.0	30.0	38.0
Disagree	56	56.0	56.0	86.0
Not sure	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Source: field survey, June 2015

The table 4.6 portrays the responds for statement on operational cost. Out of the total number of 100% response received, 22% of the respondents agree outsourcing has reduced cost of operation. To add to this, 8% strongly agree that operational cost has been reduced after outsourcing. However, 56% of the respondents disagree and 14% were not sure whether outsourcing of the revenue collection has reduced operational cost or not. The researcher findings contradict the previous findings made by Rothman (2003) that organizations that outsource seek to realise the benefits of addressing the issues of cost saving which involve reducing the scope, defining quality levels, cost re-structuring.

Outsourcing firms can achieve cost advantages relative to vertical integrated firms (Bettis et al 1992). Fjeldstad et al (2009) indicted that private collection generally implies lower administration cost since the costs of collection are shifted onto private sector rather than utilizing government employees for the same purpose. According to Miller (2006) if some of

the processes are being managed by an external service provider internal resources can be utilized in a better way for some other functions. This avoids unnecessary expenditure by reducing the need to invest too much time and capital in non-core activities. The company assets and resources can thus be made available for more important activities.

However the 56% of the respondents who disagree that cost has been reduced indicated that the service has retained all the affected staff who received salaries,

Again, the outsource agent used the premises of the judicial service, consuming electricity and water without paying bills. Their responses was in consonance with the study of Reed (2011) who argued that it is easier to eliminate fixed cost born of maintain internal staff to a supplier so that only payment needs to be made on the work done in order to improved flexibility when functions experienced extremely large swings.

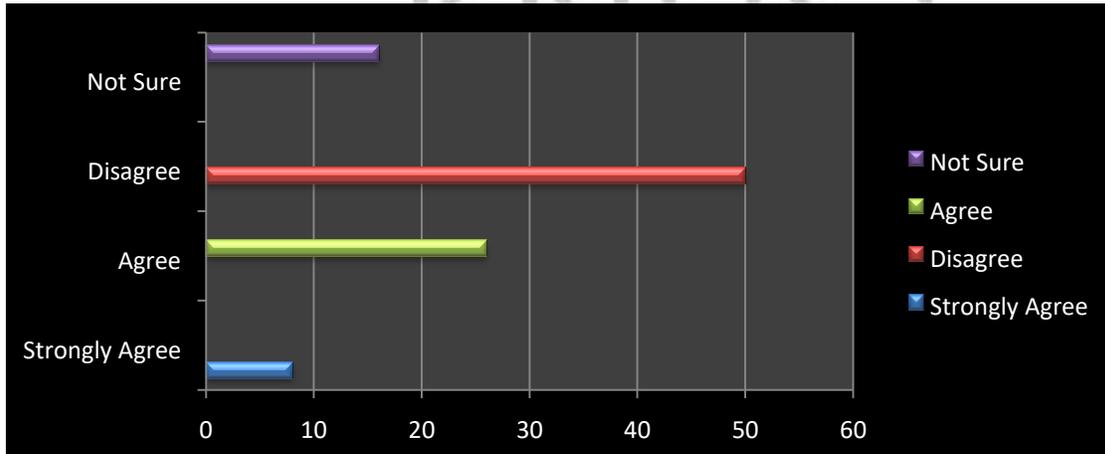
This is what (Miller 2006) has to say that organization that did everything on their own had to spend huge amount of money on running every function in effective way. In this regard companies that outsourced eliminate the need to pay salaries to the affected staff or employees. However the opposite was the manifestation in judicial service.

4.5.3 Effect of Outsourcing on Quality Service Delivery in the Judicial Service

This was intended to find out if outsourcing has spearhead quality service delivery in the judicial service. The field research indicated that quality service delivery has not had enough root in the judicial service in Kumasi as 50% of the respondents disagreed with the above statement, sixteen respondents representing 16% out of the one hundred respondents were not

sure about the existence of quality service delivery. However, 26 of the total respondents agreed to the foregoing statement and 8 of the respondents strongly agree implying that quality service delivery has been felt as a result of outsourcing. This is shown in figure 4.3

Figure 4.3 Quality Service Delivery



Source: field survey, June 2015

The figure 4.3 majority of respondents disagree that outsourcing revenue collection has introduced any quality service delivery. Their responds also contradict previous studies Rothman (2003) who indicted that one reason for outsourcing is to improve quality service delivery. Judicial Service Annual Report (2004) also quoted Ntiamoah that —outsourcing as new reform will set a performance standards and targets for public service operations| and that the outsourcing initiatives will ensure that objectives of economic recovery strategy for quality wealth and employment creation are achieved timely and effectively.

The organization for economic cooperation and development (2005) also indicated that public administration has become more efficient, transparent, and customer oriented as a result of outsourcing part of its functions to private agencies.

It was quite clear from the chart that despite all the judicial reforms made in to improve quality service delivery in the judicial service, not much has been seen as greater number of respondents disagreed that outsourcing revenue collection has not achieved the intended purpose. This confirmed previous study that long queue are formed which resulted to some litigants tempted to give tips to court cashiers. The verification from cashier's office revealed that indirectly by their deeds the litigants has to part with something to influence them to speed up the process. These were manifestation of judicial corruption as indicated by Kirby (2006) that judicial corruption is paying unofficial court fees and peddle of influence.

4.6 CHALLENGES OF OUTSOURCING IN THE JUDICIAL SERVICE

Another key objective was to examine the constraints faced by the Judicial Service in outsourcing. This section therefore examines these challenges. The table 4.7 below summarizes what the respondents report as constraints.

Table 4.7 Challenges in Outsourcing

Nature of constraint	frequency	percentage	Rank
Risk of exposing confidential data	12	12	3rd
Stretched delivery time frames	28	28	2nd
Sub-standard quality output	50	50	1st
Presence of some hidden costs	10	10	4th
Total	100	100%	

Source: field data (2013)

From the table 4.7 above, the researcher find the various responses on what in the respondent's opinion constitutes constraints to revenue outsourcing. From the table we find that 12% of the respondents attributed it to ‘Risk of exposing confidential data’, suggesting they believe the judicial service risk compromising confidential data if it involves third parties in their revenue collection. Again, 28% attributed it to ‘Stretched delivery time frames’, suggesting that they believe that most of these third parties are unable to deliver within stipulated time frames. Further, 50% referred to ‘Sub-standard quality output’, implying that this percentage of respondents believe that third parties are unable to deliver the expected quality. The remaining 10% also referred to ‘Presence of some hidden costs’ as a constraint.

A ranking of these responses was done to ascertain the most significant constraint to outsourcing by the Judicial Service. Based on the ranking, it was found that the perception of sub-standard quality output is the most significant constraint to outsourcing by the Judicial Service.

The second constrain on the ranking was ‘Stretched delivery time frames’. It suggests that the second most significant constraint to outsourcing is their inability to usually deliver on time. The third and the fourth on the ranking were the ‘Risk of exposing confidential data’ and ‘Presence of some hidden costs’ respectively. Invariably, these depict the concerns of staff with respect to outsourcing in the judicial service. Further changes was the outsource agent do not comply with the terms and regulations of the contract as the agent failed to transfer the money into judicial service account on time.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMEENDATION

5.1 INTRODUCTION

This chapter seeks to summarize the findings, draw conclusions and make recommendations which are necessary to substantiate topic been investigated. The main purpose of the study was to find out impact of outsourcing revenue mobilization on income generation. The specific objectives were to investigate the nature of revenue mobilization in judicial service, examine the operations of outsourcing in judicial service, examine the impact of outsourcing on revenue mobilization in judicial service and to investigate the challenges of outsourcing in judicial service.

The researcher used convenient sampling method to select the 100 respondents. The method of collecting data was questionnaire. It was a fact that organization that does things on their own had to spend huge sum of money in running every function effectively. Outsourcing service providers could offer the same value at a lower cost due to economy of scale (Miller 2011).

5.2 SUMMARY OF FINDINGS

The study was conducted under the topic the impact of outsourcing revenue mobilization on income generation and it was strictly related to the outsourcing of revenue collection in the judicial service of Ghana specifically Kumasi, Ashanti. This chapter sum up the data gathered and draws conclusions and recommendation for managements based on the

findings. All the issues in terms of the nature of revenue mobilization in judicial service, the operations of outsourcing in judicial service, the impact of outsourcing on revenue mobilization in judicial service and the challenges of outsourcing in judicial service were critically analysed. A brief look at the answers that respondents provided revealed as follows:

5.2.1 Demographics Issues

In relation to the background of the respondents, the researcher found out majority of the respondents was males and this may be attributed to the perceived nature of the judicial work. These respondents were highly educated and have work for the service for more than ten years. These respondents have experienced the double system thus before outsourcing and period of outsourcing and their contribution to the topic were extremely unbiased. Most of these respondents has experienced the old system of receiving tips before performing their official duties and therefore were not in support of the reform of outsourcing revenue collection. These respondents criticised the outsourcing reform as too bureaucratic and cumbersome.

5.2.2 Nature of Revenue Mobilization Activities

The study found out that the Judicial Services mobilises revenue through court fees and fines. The court fees comprises of charges in the cause of filling process in court. The court fines are the penalties in imposed of the offenders to pay which in default could attract prison sentence. This revenue is non-core activities of judicial service since judicial service main core activities are to administer justice to the people of Ghana without fear or favour.

5.2.3 The Operations of Outsourcing in Judicial Service

The study found that the outsourcing of revenue collection is usually open tender process based on the guidelines provided by the judicial service management to credible financial institution in Ghana. Thus it involves a bidding process that is usually an open process and transparent. It was established that the bidding process generally has to go through about six stages and process including advertisement, submission of application to the Judicial Service, opening of applications, evaluation of application, and selection of winner by the tender board, and announcement of the winner.

5.2.4 Impact of Outsourcing on Revenue Mobilizations.

The study revealed that outsourcing minimizes the stress on the judicial service while also creating workforce flexibility for the judicial service. Again, the finding suggests that outsourcing helps improve efficiency in revenue mobilisation which led to increase the volume of revenue and leakages have reduced to its minimum. Finally, it is revealed that outsourcing minimizes time spent on revenue collection. However some staffs have outwitted this laudable idea of outsourcing in order to deprived the judicial service to achieve it intended purpose.

Concerning the operational cost, from the study response, a sum of 56% of staff who formed part of the respondents has not seen a reduction in operational cost in the judicial service activities relating to revenue collection after the outsourced decision because the staff who were performing the function of the outsource agent are still in the service receiving salaries and the outsource agent is using the facilities of the judicial service without paying light bills, rent and water.

5.2.5 Challenges of Outsourcing

The study identified the following as constituting challenges in outsourcing, Risk of exposing confidential data, Stretched delivery time frames, Sub-standard quality output, and the Presence of some hidden costs.

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5.3 CONCLUSION

This study investigated how outsourcing has impacted revenue mobilization on income generation in judicial service Kumasi. Outsourcing has gain the attention of organizational strategic managers because it benefit to some extent of organizational performance, however, it is important that the right partners are selected based on past supplier performance, competence, cost, flexibility, right time, qualification, professionalism, experience, reputation right quality of service as these will enable the company to get the most from outsourcing .

The outsourcing firms must be treated just like another department of the organization. These actions includes customer and relationship focussed leadership, culture and attitudes adjusted to customers service at all levels, connected to business processes that ensure smooth flows and direct access to customer information and cross –department partnership throughout the process to the amusement of the customer.

The study further concludes that organization needs to incorporate the outsourcing policy into human resource policy in order that training programmes could be organised to prepare the affected staff psychologically and the retained staff to understand how to handle customers

since they function as the direct representation of the company. They need to be intelligent and resourceful to handle how to relate well with the company contracting their service.

The theoretical review indicated that outsourcing with the right partner will improve relationships with customers. This will then result in service provider and client bondage. In spite of the introduction of information technology in the administration of justice, the old system of doing things: writing of cash book and the use of carbons were still in place. Things were done manually in the judicial service the study then concluded modern technology should be introduced in the activities of revenue mobilization.

5.4 RECOMMENDATIONS

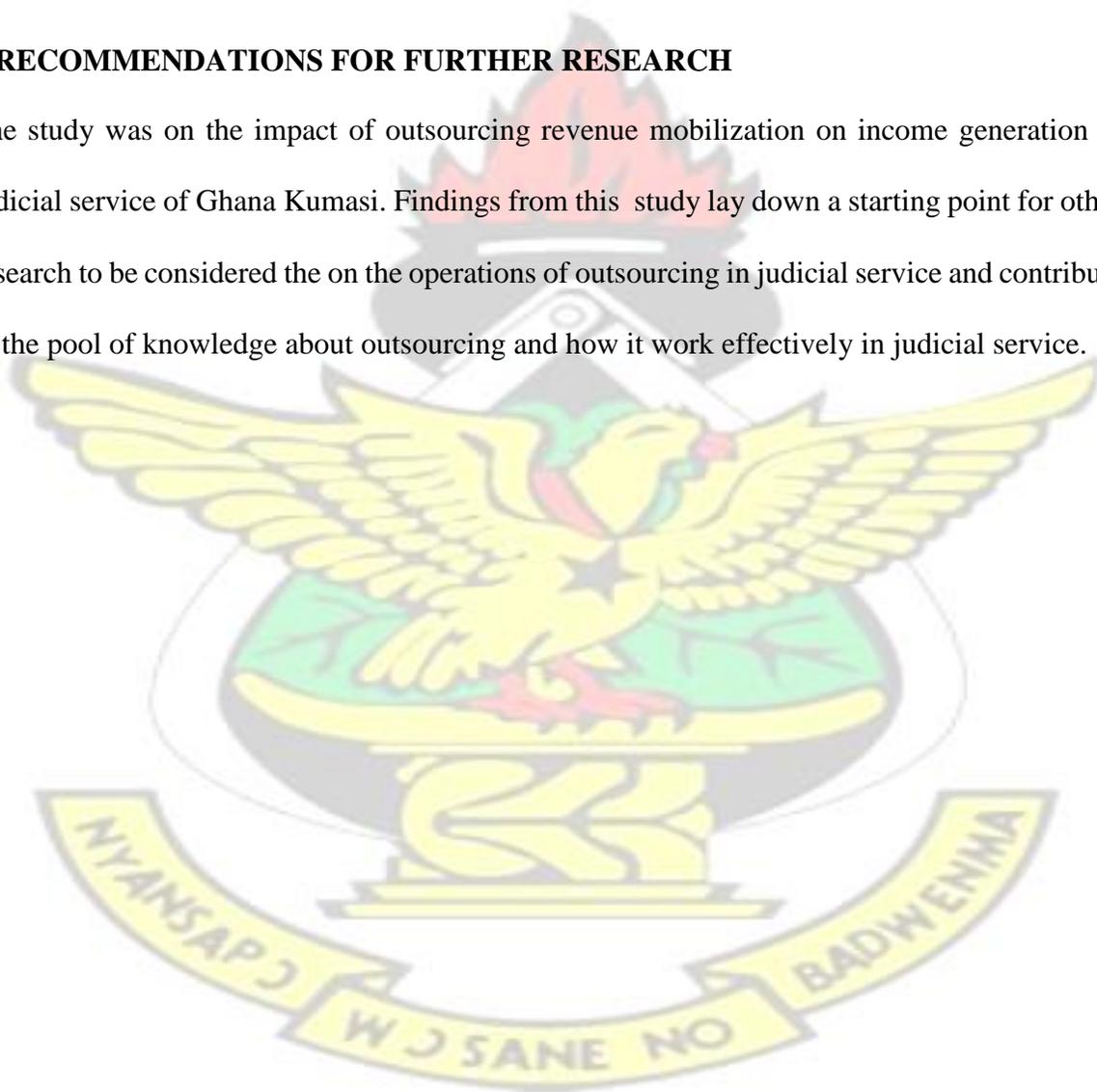
The objective of the judicial service to promote the rule of law, transparency, accountability, anti-corruption and to improve access to justice by protecting the right of vulnerable if it could be achieved effectively then judicial service management needs to refer to the following recommendations.

- ❖ Court registrars should supervise the activities of outsource party by connecting both parties into one electronic data based
- ❖ The entire revenue collection should be done by outsource agent in order to reduce cost in judicial.
- ❖ Court registrars should educate court users on how much charges court clients are to pay and even make fees available on the notice board to avoid exploitation

- ❖ Management of judicial service should enforce the outsourcing party to use modern banking systems such as mobile money and credit cards to ensure speedy justice delivery which is key objective of the service.
- ❖ The outsourced party should have offices in all the courts in Kumasi and they should pay for all utility bills.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

The study was on the impact of outsourcing revenue mobilization on income generation in judicial service of Ghana Kumasi. Findings from this study lay down a starting point for other research to be considered the on the operations of outsourcing in judicial service and contribute to the pool of knowledge about outsourcing and how it work effectively in judicial service.



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APPENDIX
QUESTIONNAIRE

Dear respondent,

This questionnaire is to solicit your views on the impact of outsourcing on job performance in the Judicial Service Kumasi, Ashanti. The questionnaire is strictly for academic purposes only and all information provided will be strictly confidential. Please tick [] to indicate your choice of response for any of questions or statements below. You may also be requested to provide your own short answers where spaces are provided.

Thank you.

PART ONE: DEMOGRAPHIC PROFILE OF RESPONDENTS

- 1) Please indicate your gender? Male [] Female []
- 2) What is your level of Education? SHS/ O Level [] Diploma/HND [] Degree [] Postgraduate degree [] Other, Please specify
- 3) How long have you work at this department?

PART TWO: GENERAL

1. Judicial service has outsource it revenue collection
a). Strongly Agree b). Agree c.) Disagree d). Not sure
2. Revenue collection in judicial service is non- core activity.
a). Strongly Agree b). Agree c.) Disagree d). Not sure
3. Outsourcing revenue collection goes through tender process
a). Strongly Agree b). Agree c.) Disagree d). Not sure
4. Mention the sources of revenue generation in judicial service.
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5. Outsourcing revenue collection in the judicial service has increased volume of revenue.
- a). Strongly Agree b). Agree c.) Disagree d). Not sure
6. Outsourcing revenue collection has reduced operational cost in the judicial service.
- a). Strongly Agree b). Agree c.) Disagree d). Not sure
7. The outsourcing policy has established cordial working relationship between the judicial services staff and outsource agent.
- a) Strongly Agree b). Agree c). Disagree d). Not sure
8. Staff level satisfaction has increased with the outsourcing policy in judicial service
- a) Strongly Agree b). Agree c). Disagree d). Not sure
9. Reconciliation is easier now with the introduction of outsourcing policy in the judicial service cash book.
- Strongly agree b). Agree c). Disagree d). Not sure Agree

Constraints in Outsourcing revenue collection

5.1

What constraints have you faced in outsourcing revenue collection?	Tick	Rank
Risk of exposing confidential data		
stretched delivery time frames		
sub-standard quality output		
Presence of some hidden costs		

Any other comment

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Thank you

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