

**INTERNAL ENVIRONMENTAL CHALLENGES AND EFFICIENT SERVICE DELIVERY BY THE CUSTOMARY COURT OF APPEAL AWKA, ANAMBRA STATE, NIGERIA****JUDE O.E. UDENTA Ph.D<sup>1</sup>**

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**Abstract**

*Life is all about decisions and choices. Each choice or decision has explicit as well as implicit effect on social relations. The work considered the manner of social relations in the customary court of Appeal Awka, Anambra State Nigeria, from the angle of the effect of the internal environmental challenges on effective service delivery by the Customary Court of Appeal Awka Anambra State, Nigeria. Since human societies are faced with; how do we promote better social relations among our people? How do we enhance harmony, unity, love, happiness? How do we reduce discrimination, dislike, hatred, violence and other negative reflexes? How do we achieve these from the point of view of the service of the Customary Court of Appeal Awka? What are the impediments to the realization of better social relations among the citizens and residents of the State as a Community? This work approached this matter from the angle of the internal environmental challenges to efficient service delivery in the customary court of appeal Awka. The broad objective of the study is to evaluate the effect of internal environmental challenges on efficient service delivery by the Customary Court of Appeal Awka. The design adopted in the study is the descriptive survey design. The total population of the study who are staff of the Customary Court of Appeal Awka as stated by the Payroll Units under Administration department is Eight Hundred and Forty Nine (849). The sample size as determined by the application of the Taro Yamene formula was 272, Yamane, (1964p.280). The sampling technique was purposive. In this regard the researchers took note of certain demographics. Some of the major findings are Tardiness in the transfer of cases from the customary courts to the Customary Court of Appeal; poor treatment of files to the extent of the disappearance of case files; poor infrastructural facilities that contribute to the entire poor situation; incompetence in the sense of staff quality and quantity; the use of mud houses, village square and village halls with the attendant security implications and effect on judgments. Finally, having addressed the deep internal systemic issues, the paper recommended the implementation of strategic planning in the Customary Court of Appeal Awka which will significantly improve service delivery of the institution; the institution should always carry out job performance evaluation to ascertain whether with what is available to her core objective are achievable or not. The training of staff of the institution should be given adequate attention to ensure competence of the staff in terms of quality.*

**Keywords: Internal, Challenges, Efficient, Service, Customary Court.**

## 1.1 Introduction

In its respect for the value of unity in diversity, among the core values of democracy is the respect for individual as well as collective rights. This includes the acceptable expression and celebration of the unique individual as well as the situational or cooperate personality. This particular value/component underscores the uniqueness that each personality brings to human family. It is in that light that this work approached its responsibility.

Effective service delivery in regard to adjudication is based on timeliness, precision, proven standard measures free from charges of affection or the will to the parties/party to any case(s) brought before it. Put differently balanced/proportionate dispensation of justice in terms of offence(s)/ equitable remedies and other allied aspects of social relations.

The main thrust of this work is that the Customary Court of Appeal Awka is a structure that properly utilized social relations that would help enhance better relations among the people. This is because justice must not only be done but seen to have been done. Peace bequeaths progress. The judiciary is very crucial in this process. It is in these activities that Customary Courts as well as Customary Court of Appeal Awka are expected to play their parts.

Customary Courts are scattered throughout the nooks and crannies of Anambra State and therefore accessible to the people in every locality. Under the Customary Courts Law of (2012, p.25), these Courts have the unlimited jurisdiction to try land cases and matters of customary rights of occupancy granted by (Local Government Councils). They are equally empowered to try matrimonial cases in respect of marriages under customary law, custody of children under customary law, issue of inheritance, civil actions in contract and in tort, breaches of local government bye- laws, arrears of rent, environmental health, livestock and farm produces and other matters. Therefore, customary courts perform an important adjudicatory function in the judicial process. Customary Courts in Anambra State are established either by law enacted by the State House of Assembly in a civilian Government or by warrants under the hand of Governor (in a military regime). Where a House of Assembly of a State makes a Law relating to Customary Courts it is called **Customary Court Law** e.g. the repealed Customary Courts law of 1981 was made by the defunct Anambra State House of Assembly in Anyafulu, (2012, pp.4-5), it is now called Customary Courts (**CAP 38**) in the Revised Laws of Anambra State, 1991. Under section 3 of the law, the Governor has the power to establish for a Local Government area such number of Customary Courts as he thinks necessary. There are at present, thirty-four (34) Customary Courts scattered in all nooks and crannies of Anambra State. The Customary courts in the Anambra State are divided into two six (6) zones for easy administration, they include:-

**A. ONITSHA ZONE:**1. Onitsha North, 2.Atani, 3.Ogbakuba /Osamala, 4. Onitsha South

**B. AWKA ZONE:**5. Abagana, 6.Achalla 7.Agulu, 8.Mbailinofu, 9.Ukpo, 10.Neni

**C. NNEWI ZONE:**11. Ozubulu, 12. Ugwuochi, 13.MbanesiUtuh, 14. Agbaja Nnewi

**D. IDEMILI ZONE:**15. 15.Mbanaho Umuoji, 16. Nnobi, 17.Oba, 18.Ogidi, 19.Oraukwu

**E. AGUATA ZONE:** 20. Achina, 21.Ajalli, 22.Umunze, 23.Mbamisii, 24. Nanka,

25. Igboukwu

26. Onneh

**F. OTUOCHA ZONE:**27. Otuocha. 28. Omor, 29. Nteje, 30.Oromaetiti, 31.Nzam

**G.IHIALA ZONE:**32.Ihiala, 33.Orsumoghu, 34.Uli.

For our limited purposes, the internal environment of an institution is categorized into two. One, the internal infrastructural or physical environment. Two, the internal social (relations) environment. The gross effect of these two categories manifests in several observable social realities decipherable in the managerial skills, quality, level of ingenuity, innovation and

administrative techniques that determine the quality of service provided by the community of the Customary court of Appeal Awka.

## **2. Statement of the Problem**

Customary Court of Appeal Awka Anambra State in Nigeria has witnessed several reforms since Independence with a view to achieving the much desired efficiency, effectiveness and responsive service delivery at all levels in the course of discharging its responsibilities. These reforms are aimed at remedying the internal environmental challenges of customary court of Appeal Awka, to ensure effective service delivery.

According to Punch Newspaper 2017, The Chief Justice of Nigeria, Justice Walter Onnoghen, on Friday May 5<sup>th</sup>, 2017, inaugurated a 13-man steering committee on judiciary reform with special interest on the internal environment challenges of the Judiciary.

However, despite these reforms, the much desired efficiency, effectiveness and service delivery in the Customary Court of Appeal Awka, Anambra State remains elusive. Several commentators have blamed the situation on a number of factors. Be that as it may, this work seeks to delve into the matter of internal environment as challenges to service delivery in the customary court Appeal, Awka. Put differently, this work approaches a national quest for justice from the point of view of impediments to efficient service delivery by the customary court of Appeal Awka.

The main thrust of this paper is that the internal environmental challenges have very significant effect on the quality of service delivery by the customary court of Appeal Awka Anambra State Nigeria.

## **3 Objectives of The Study**

The main objective of this study is to find out the extent internal environmental challenges affect efficient service delivery by the Customary Court of Appeal Awka Anambra State, Nigeria.

In specific terms, the objectives of the study are to:

1. Ascertain the internal environmental challenges of the Customary Court of Appeal Awka.
2. Ascertain the sources/ causes of these challenges to the Customary Court of Appeal Awka.
3. Ascertain the possible measures to tackle the internal environmental challenges to efficient service delivery of the Customary Court of Appeal Awka.

## **4. Research Questions**

The following are the research questions of this study:

1. To what extent do internal environmental challenges affect the service delivery in the Customary Court of Appeal Awka?
2. What are the sources/causes of internal environmental challenges in the Customary Court of Appeal Awka, Anambra State?
3. What are the possible measures to tackle the internal environmental challenges of the Customary Court of Appeal on the service delivery?

## **5. Theoretical framework**

For our limited purposes here we will employ a combination of the scientific management and human relations theories. Considering the scientific management theory, the core logic is that output will be enhanced through more efficient use of resources. Put differently, that with systematic management based on definite rules, laws and principles, conflicts will be reduced as a result of the increase in the available pool of distributable resources among stakeholders. The

task translates into an appreciation of the time and motion dynamics through close supervision and monitoring. This would be followed by a determination of the best way, division of labour, along the organizationally determined preferred way, specialization, supervision and performance compensation, Domelly et al (1978p.81). Be that as it may, notwithstanding the positive correlation of efficiency associated with scientific management, it has serious issues as regards its appreciation of the finer working of the average human being- as individuals and as groups. This failure which came to light unwittingly in 1928, sequel to George Elton Mayo's study under the scientific management promptings provided the basis for human relations orientation in management. Human relations orientation underscores the importance of the imponderable tendencies of people as individuals and as groups in organizations be it public or private. Here arise the issues of the individual and group motivation theories and orientations. In regard to our limited purposes, the scientific management theory would help with the issues of time/motions, that is precision, the impersonal, impartial rules and regulations, critical infrastructure, as well as considerable monitoring and supervision dynamics. When this is merged with the individual and group behaviour motivation, orientations, we will be in a position to present a logical account of where we find the society as regards the effectiveness and efficiency of the Customary Court of Appeal Awka.

### **Hypothesis**

From the main thrust of the study, the core hypothesis of the study is that the internal environmental conditions around the staff and activities of the Customary Court of Appeal Awka forestall efficient service delivery.

### **Methodology**

Sequel to the extant literature on the internal environmental challenges as well as the theoretical framework, with the clear guide of the research objectives, question and hypothesis a questionnaire was constructed for the purposes of eliciting the opinions/ attitude of the staff of the Customary Court Of Appeal Awka as regard the internal environmental challenges to efficient service delivery by the Customary Court Of Appeal Awka. Therefore, 5items-10 to cover the demographics and 20 to cover the core variables concerning the internal challenges.

### **Significance of the Study**

The significance of this study can be discussed under empirical and theoretical perspectives. From the empirical point of view; the study is a good guide to practicing administrators, administrative planners and reviews. The findings and recommendations of this study would provide a sound basis for decision making as regards recruitment, selection, placement, training, planning, promotion and retirement of personal in any bureaucratic organization.

The study will be useful to the Nigerian law makers and the Nigeria Judiciary to understand the internal environmental challenges to efficient service delivery by the Customary Court of Appeal Awka, and invariably contribute its own quota in the search for a more merit based Judiciary system.

Also the study will be beneficial to the Judiciary Sector of the Anambra State which is the area understudy. It will make clearer to them the dire consequences of certain apparently harmless, spoilt system practices and therefore, the need for a rethink and reformation of the internal workings of the subsystems.

Theoretically, the study will add to the existing body of qualitative knowledge on the issue of internal environmental challenges to efficient service delivery.

### **The contributions of Related Extant Literature**

The search for the internal environmental challenges to efficiency service delivery of the Customary Court Of Appeal Awka had earlier been categorise into two via, the infrastructural angle and the human/social relations angle. Bearing this in mind, we continue search thus:

#### **The Internal Environment**

According to Udoka (2013p.87), an organization's *internal environment* is composed of the elements within the organization, including current employees, management, and especially corporate culture, which defines employee behavior. Although some elements affect the organization as a whole, others affect only the manager. A manager's philosophical or leadership style directly impacts employees. Traditional managers give explicit instructions to employees, while progressive managers empower employees to make many of their own decisions. Changes in philosophy and/or leadership style are under the control of the manager.

#### **Internal environmental challenges**

Speaking on the Internal environmental challenges, in Peter (2012p.455). A business concept that looks perfect on paper may prove imperfect in the real world. Sometimes failure is due to the internal environment – the company's finances, personnel or equipment. Sometimes it's the environment surrounding the company. Knowing how internal environmental factors affect your company can help your business thrive. The factors include:

#### **Staff**

Unless you're a one-person show, your employees are a major part of your company's internal environment. Your employees have to be good at their jobs, whether it's writing code or selling products to strangers. Managers have to be good at handling lower-level employees and overseeing other parts of the internal environment. Even if everyone's capable and talented, internal politics and conflicts can wreck a good company.

#### **Money**

Even in a great economy, lack of money can determine whether your company survives or dies. When your cash resources are too limited, it affects the number of people you can hire, the quality of your equipment, and the amount of advertising you can buy. If you're flush with cash, you have a lot more flexibility to grow and expand your business or endure an economic downturn.

#### **Company Culture**

Your internal culture consists of the values, attitudes and priorities that your employees live by. A cut throat culture where every employee competes with one another creates a different environment from a company that emphasizes collaboration and teamwork. Typically, company culture flows from the top down. Your staff will infer your values based on the type of people you hire, fire and promote. Let them see the values you want your culture to embody.

In Anago (2016, p.45), the internal business environment comprises of factors within the company which impact the success and approach of operations. Unlike the external environment, the company has control over these factors. It is important to recognize potential opportunities and threats outside company operations. However, managing the strengths of internal operations is the key to business success.

The internal factors basically include the inner strengths and weaknesses. Internal factors can affect how a company meets its objectives. Strengths have a favorable impact on a business. Weaknesses have a harmful effect on the firm.

Some examples of areas which are typically considered in internal factors are:

- Financial resources like funding, investment opportunities and sources of income.
- Physical resources like company's location, equipment, and facilities
- Human resources like employees, target audiences, and volunteers
- Access to natural resources, patents, copyrights, and trademarks
- Current processes like employee programs, software systems, and department hierarchies.

When guided properly, an empowered workforce may lead to heightened productivity and quality, reduced costs, more innovation, improved customer service, and greater commitment from the employees of the organization. In addition, response time may improve, because information and decisions need not be passed up and down the hierarchy. Empowering employees makes good sense because employees closest to the actual problem to be solved or the customer to be served can make the necessary decisions more easily than a supervisor or manager removed from the scene.

Furthermore, according to Russell (2010p.98), Internal challenges are those constraints and barriers factors within the individual in a work place. Employees differ in their personalities and these differences influence the way they react to the external and internal pressures that exist in any organization. Most employees spend more that 50% of their waking hours at the workplace and its environment greatly influences their performance and mental framework. It has been observed that this mental framework has a direct impact on their individual performance which ultimately affects the organization as a whole.

Thus it is important for an organization to identify the factors that have a crippling effect on the performance of an employee at the workplace and make suitable corrections.

The following are the factors that lead to poor performance of employees at the workplace.

- a. **Personality or Ego Clashes:** This in general, is seen between two people with opposing personalities. The problem creeps in when there is mistrust between both the parties with respect to their motives and character.
- b. **Stress:** The modern workplace is full of demands, deadlines, etc. There are employees who sustain and perform under pressure while there are employees who succumb to this rising pressure. Thus, an aggressive environment where the stress levels are high will prove detrimental to employee performance.
- c. **Heavy Workloads:** If there is an alarming increase in workload, employees sometimes become disgruntled with their work and this is reflected in the quality of work. It also takes a toll on their health and demoralizes them.
- d. **Inadequate Resources:** Adequate time and material resources should be available to employees to enable them perform their work easily. This will help them perform to the best of their ability and be proud of their achievements.

- e. **Poor Leadership from the Top Management:** A supervisor motivates his subordinates, instills confidence, and evokes enthusiasm with regard to their work. But if the same supervisor engages in aggressive and punitive behavior, it results in harassment at the workplace.
- f. **Lack of Role Clarity:** This happens when two different workers are given incompatible roles at the same time. This lack of clarity in workers' objectives and expectations creates tension between the employees and results in conflicts.
- g. **Lack of Clarity about Accountability:** Lack of accountability results when there is no clarity amongst the employees regarding their roles and responsibilities and their relationship with team members. This leads to a situation wherein when something goes right, everyone would like to take credit for it and when something goes wrong, no one comes forward to accept responsibility.
- h. **Lack of Transparency:** When employees are not informed about decisions, they will make their own assumptions which can spread rumors. This can hurt the image of the organization and also destroy trust in the management.
- i. **Clash of Values:** An organization comprises employees from various walks of life. They bring in their own set of values, ideas, and principles which may not be received by everyone in the organization. This might result in some animosity and intolerance between individuals.
- j. **Gossip:** Research has shown that office gossip creates great loss to the organization and also affects the individual productivity at work.
- k. **Poor Selection or Pairing of Team Members:** Employees tied with a wrong partner prove detrimental to the overall health of the organization. A lion's share of their time will be consumed jostling against each other without any improvement in their overall performance.
- l. **Outdated Technology:** To make an employee productive and efficient, it is important to equip them with the right tools. Ignoring the potential benefits of technology up gradation in the workplace may diminish the productivity and performance of employees.
- m. **Bullying or Harassment:** There are cases where bosses or colleagues threaten an employee for no reason or pass offensive remarks against the employee. This leads to the creation of a hostile environment in the workplace. It also disturbs the sense of belongingness amongst employees.
- n. **Perceived Discrimination:** Employee discrimination can have a negative effect on the organization's bottom line. It hampers the main components of employees' behaviour which are directly associated with job performance. This might also result in a higher incidence of grievances among employees.
- o. **Poor Performance Management:** Badly-conducted appraisals can create a lot of problems for the organization as well as its employees. If a hard working employee is under-rated, besides being unfair, it creates an inferiority complex in the mind of the employee, while being over-rated may create egoism.
- p. **Depleting Health Conditions:** The deteriorating health of an employee would greatly hamper the employee's ability to be productive. It has a cascading effect such as rising absenteeism, low morale, and indifference to organizational goals.

Thus, by considering the above factors and passing stringent amendments, the grievances that employees have in their workplace can be reduced to a great extent, resulting in improved performance of the workforce working for a common cause with reinforced enthusiasm.

#### **Causes/ Sources Of Internal Environmental Challenges**

Internal challenges are those constraints and barriers factors within the individual in a work place. Due to the fluctuating economy as well as local and global advancements, there are many changes occurring rapidly that affect HR in a wide range of issues. In the Survey of Global HR

Challenges: Yesterday, Today and tomorrow, conducted by PricewaterhouseCoopers on behalf of the World Federation of Personnel Management Associations (WFPMA), several challenges for internal environment were revealed. This survey, which concluded that "despite national and regional differences, there was remarkable unanimity," disclosed the following top 10 internal environmental challenges:

CHALLENGES	% OF COMPANIES
1. Change management	48%
2. Leadership development	35%
3. HR effectiveness measurement	27%
4. Organizational effectiveness	25%
5. Compensation	24%
6. Staffing: Recruitment and availability of skilled local labor	24%
7. Succession planning	20%
8. Learning and development	19%
9. Staffing: Retention	16%
10. Benefits costs: Health & welfare	13%

### **Taking a Closer Look at the Top 3 internal environmental Challenges**

#### ***a. Change Management***

Since this is generally not a focal point for HR professional training and development, change management represents a particular challenge for personnel management. The WFPMA finds that "This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward. An intensified focus on training may be needed to develop added competencies to deal with change management."

#### ***b. Leadership Development***

As the second of the biggest challenges for human resource management, leadership development needs to be a critical strategic initiative. HR professionals are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization. The WFPMA reports that, "Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term."

#### ***c. Human Resource Effectiveness Measurement***

How can improvement happen without the right tools to measure HR effectiveness? As with many other areas of business, this profession also needs to be able to measure results in terms of transaction management, as well as in terms of the positive influence on business. "Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely an administrative function to viewing the HR team as a true strategic partner within the organization," the WFPMA says. "In fact, the next section reports that survey participants believe a critical future issue for HR will be organizational effectiveness - again supporting HR's critical role as a strategic partner to management."

**Possible Measures to Overcome Internal Environmental Challenges.**

The internal environment has the biggest effect on service delivery. As a result of that, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. Govindarajulu (2004, p.98).

“The significance of human capital rests on the fact that value creation in an organization is dependent on the knowledge, environment, skills and abilities of the people employed in it. Therefore, all efforts must be made to attract, develop, maintain and retain the human capital that moves the organization forward” Ojo (1995, p.98).

A human-resources department (HR department) of an organization performs human resource management, overseeing various aspects of employment, such as compliance with labour law and employment standards, administration of employee benefits, and some aspects of recruitment, promotion and dismissal.

It is evident in the research findings of Pattersson etal, (2004,p.56) that the more satisfied workers are with their internal environment the better the company is likely to perform in terms of subsequent profitability and productivity and vice versa.

Many managers and supervisors labour under the mistaken impression that the level of employee performance on the job is only proportional to the size of the employee’s pay packet. Numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance in many instances have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an “entitlement”.

According to Reid (2003, p.1000), there are other factors that when combined provide a positive effect on employee performance and productivity. When these other factors are missing or diluted, the employee comes to work only for a pay check. In this case, the employee is present at work in body only, leaving their mind outside the gate.

The key factors and how each can be utilized by supervisors and managers to boost performance are:

**i. Goal setting**

Employees should be involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process. Here each employee actively engaged in the goal-setting process and takes ownership of the final agreed goal and measures.

**ii. Performance feedback**

Employees should be regularly given feedback on how they are performing. This should consist of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. The feedback needs to be as objective as possible and delivered with the appropriate interpersonal and conflict resulting skills. It can be a mix of both informal feedback delivered as part of a formal performance management cycle.

**iii. Role congruity**

The role the employee is required to perform should be consistent with their expectations on joining the organization and any subsequent training. The organization’s role expectations are typically reflected in formal documents such as job description and role specifications.

These expectations should be consistent with tasks allocation to employees.

**iv. Incentives**

What motivates employees in particular should be determined and also set up formal and informal structures for rewarding employees that behave in the way required.

**v. Supervisor support**

Supervisor should act as advocates for employees, gathering and distributing the resources needed by them in order for them to do a good job. Immediate supervisor and managers need to display the interpersonal skills required to engage employees and enhance their self-confidence. This includes providing positive encouragement for a job well done.

**vii. Resource availability**

Adequate materials resources need to be available to enable employees perform to the best of their ability. It will help them work easier and help minimize error rate and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists. Put differently, According to Hayes (1976p.44), management of internal environmental challenges make the Customary Court of Appeal Awka grow and develop to achieve its stated objectives towards:

**a. Adoption of strategic planning**

Hayes, described strategic planning as the rational analysis of the opportunities offered by environment, of the strengths and weaknesses of the firm in selection of a match between the two options to know which best the objectives of the firm. Ranchman etal (1982p.67) was of the view that strategic planning is a technique that involves figuring out how best to play corporate assets. In supporting this view Akpala (1990p.50) posited that strategic planning aims at finding out how a company competes successfully within the environment strategic planning aims at:

- i) Improving marketing position
- ii) Widening market position
- iii) Widening the opportunities for capital base and
- iv) Diversification.

**b. Appointment of human resources managers with technical knowledge:**

Technological is a board concept referring to the application of available knowledge and skill to create and use materials process and products. As a body of knowledge skill or procedures for making utilizing or doing useful things, those to be appointed into positions of human resources management should have the needed technological development to ensure veracity in approach of human resource issue. The impact of technology is seen in new products new machines new tools new materials and new services. A few of the benefits from technology are greater productivity high standard more leisure times and a great variety of products.

**c. Setting standard for motivation and remuneration:**

Human behaviour should be motivated since is it goal directed. Motivation is an internal psychological process which its process presence or absence is inferred from observed performance. Management should as matter of necessity adopt a workable standard for motivation of workers through needs satisfaction. Human resource managers should a light any of the following approach in a view to setting standards for motivation and remuneration of employee:

- i) Remuneration approaches: these approaches are based on economic theory that man is motivated by economic needs formerly they were beloved to be only effective means getting workers to perform job. But unfortunately these economic motivations such as healthcare, transport allowance among other are lacking in the public sector.
- ii) The financial incentive approach: this state that “if you should increase the salaries of workers you should see that being motivated includes, regular payment of wages as and when

due of living wages to workers among others. Irregular payment of salaries to workers can value them not to give their best.

iii) The earn as you produce approach (price rate) this approach require giving job analysis and job clement naira value. Monetary incentives are motivators to some workers

iv) Human oriented approach: according to Mbanefo etal,(1981:110) these approaches based their appeal on practicality rather than altruism. Their contentions are as follows:

i) Happy workers are productive worker.

ii) Organization should be concerned about human well-being of their employees because it increases profitability.

iii) Good human relations make for happy workers.

iv) The behavioural approaches consider the worker psychological as well as sociological needs.

**d. Training and development of the employees:** The success of any business is determined by the performance and effectiveness of the employees. Therefore employers should be concerned with the training and development of employees ones they on their payroll. Many outside programme are available to help to improve the skills and abilities of employee result in higher productivity better job performance, moral and reduced staff tumors.

The Governments of this country should as a matter of urgency encourage manpower programmes to assist in the change in quality of worker force. Manpower programme account for the rapid economic development that has taken place in the advanced countries of the world. This should be worthy of note in planning such programmes for Customary court of Appeal Awka and other Government owned establishments. The lower level of the education system should be re-oriented to give adequate emphasis to the acquisition of practical skill. There are over Ten Federal/State training schools in the country with emphasis on the acquisition of rudimentary skills necessary for successful careers in many organizations. They should all be well equipped to enable them carry out the functions for which they are established.

Many other institutions set up by the Government such as:

i) National Manpower Board (NMB) which is responsible for the periodic appraisal of requirement for manpower in areas of development measures in service training of employees.

ii) Administrative Staff College of Nigeria (ASCON): This is an establishment that provides diverse training facilities for senior managers in the administration of economy.

iii) Nigeria Institute of Management (NIM) and center for management development (CMD): These were established for manpower development to promote and encourage the acquisition of skills in industry and commerce with a view to generating a pad of indigenously trained manpower sufficient to meet the need of the economy.

#### **e. Evaluation of Job Performance**

Job Evaluation as the last option to ascertain the performance of the staff involves determination of relative worth of each job for the purpose of establishing wage and salary differentials. Relative worth is determined mainly on the basis of Job Description and Job Specification only. Job Evaluation helps to determine wages and salary grades for all jobs. Employees need to be compensated depending on the grades of jobs they perform. Remuneration must be based on the relative worth of each job. As can be found in Peters (2015p.777) he maintained that:

- In the words of **Edwin B. Flippo (1967p.98)**, "*Job evaluation is a systematic and orderly process of determining the worth of a job in relation to other jobs.*"

According to **Kimball and Kimball Jr. (1998p.76)**, "*Job evaluation represents an effort to determine the relative value of every job in a plant and to determine what the fair basic wage for such a job should be.*"

#### **8.4 Analysis**

From the responses to the structured questionnaire which got generated from the extant literature, the attendant research objectives, questions and hypothesis several social realities become undeniable.

On the Effects of the internal environmental challenges to service delivery by the Customary Court Of Appeal Awka.

To begin with from the respondents, it was clear that these internal environmental challenges have produced:

- i. Bad blood among staff
- ii. Deficits in cooperation while organizational call for cooperative action
- iii. Indifference to one another by staff which work against the team spirit that is needed in any organization.
- iv. Administrative Immobilism / impasse
- v. Leakage of official secrets
- vi. Indiscipline
- vii. Insubordination
- viii. Low morale
- ix. The gross effect of all this is service delivery deficits of considerable dimensions.

#### **On the root cases**

To begins with, there could be issues as regards the political economy of Nigeria and all the issue of the colonial impact and all that sort of post-traumatic stress disorder. However, these are yet to pass the test of universal acceptability/applicability. In this connection, the united States of America, USA, Ireland, Isreal, South korea, Japan, India, Singapore, Malaysia,China,Russia,Ukraine,NorthKorea, and so forth were once colonized, however they do not face our regard to service delivery. Therefore, from our filed work the following work the following causes have being indicated as being responsible for the internal environmental challenges. Aside from the 15(Fifteen) factors indicated by the extant Literature our field work revealed-

- a. Referent power
- b. Recruitment processes\ procedure deficits
- c. Spoilt system
- d. Rule of Law deficits or impunity which manifests itself in several discriminators of tendencies.
- e. A corollary to the above is corruption- simply put, sequel to the foregoing root causes corrupt practices get engendered and impunity continues to hold ground. Accordingly, bad blood, incompetence, disappearance, absenteeism, tardiness get cultivated and sustained. Accordingly, some further comments on some of these causes are germane at this juncture concerning absenteeism. in this connection, as a result of the health issues as regards certain claimants as well as court officials, things get somewhat twisted. Delays and adjournments arise here and there. This calls for the appointment of more active individuals as opposed to retirees into the services of the customary court of Appeal Awka. This is the case with the conventional Courts where the Magistrates and

Judges are youthful. A corollary to this is that the spoils system as opposed to a merit based recruitment of officials compromises the competence of the system in the short as well as the long runs. Concerning the long-runs, efforts at training (where available) would yield less than satisfactory outcome in terms of after training performance assessment. It is said- leave the log in the river as long as you like, it will never turn into a crocodile. Though, it may appear as a dragon's mouth or sheep in wolves clothing. You do not give what you not have.

All in all, the situation on the ground clearly, supports the hypothesis to the effect that the internal environmental conditions around the staff and the activities of the customary court of Appeal Awka, forestall efficient service delivery by the institution.

### **Major Findings**

The following are the major findings in this study:

- i. Regular training of staff of the Customary Court of Appeal Awka truly redirects the managements towards tackling the human resource management challenges facing the Customary Court of Appeal Awka.
- ii. Strategic planning is employed by the managements of the Customary Court of Appeal Awka to understand the strength and opportunities of the Customary Court of Appeal Awka for future improvement.
- iii. Job-performance evaluation of staff helps the managements of the Customary Court of Appeal Awka to promote effective manpower development in the Customary Court of Appeal Awka.

Other salient findings include:

Absenteeism – owing to the health issues as regards certain claimants as well as the Court officials. This calls for the appointment of more active individuals as opposed to retirees into the service of the Customary Court of Appeal, Awka. Its spoils system as opposed to merit based recruitment of officials compromises the competency of the system.

Non functional computers, printers and other stereographic machines which not only delayed the individual processes but also exposes official secret to the leakage as work is done at private houses and business centers.

Total neglects on the internal environmental challenges and efficient service delivery by the customary court of Appeal Awka, Anambra State will ensure increase in the delay and denial of Justice to the justice seekers and service delivery.

### **Conclusion**

The critical drive here is how to get the process work in such a manner as to address the consensus of litigants/applicant adequately. This will would help us purse constructively and realistic our quest for an El Dorado.

### **Recommendations**

Following the findings made in this study, the researchers recommends as follows:

- a. The managements of the Customary Court of Appeal Awka, Anambra State should adopt all the training kinds and strategies that will aid the high rate of productivity in running the affairs of the Customary Court of Appeal Awka, Anambra State Such kinds of training include: in-the- training, off-the- job training in the Technical or Technology Training, Quality Training, Skills Training, Soft Skills Training, Professional Training and Legal

Training, Team Training, Managerial Training, Safety Training. Additionally, it's important to keep the employees involved and engaged in order to encourage that they retain new information. For better results, experts recommend using some softer training methods that are not necessarily needed to convey any information, but are effective in making receiving data or instructions an enjoyable experience. They include use of humor, use of attractive learning materials (professional packaging sets a good first impression), encouraging participation, and building self-esteem. These methods help create a win-win environment by building the participants confidence and making the training more interesting. If the skills acquired from these training techniques are used efficiently and effectively, then you can be sure of consistent growth of Customary Court of Appeal Awka, Anambra State. Accordingly effort at training would yield less than satisfaction of outcomes in terms of after training performance. It is said- leave a log in the water as long as you like, it will never turn into a crocodile. Though it may be a dragon's mouth- sheep in wolf clothing.

- b. The managements of the Customary Court of Appeal Awka, Anambra State should also make it a point of duty to always carry out proper internal and external strategic planning. Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward. In order to make the most of strategic planning, Customary Court of Appeal Awka, Anambra State should give careful thought to the strategic objectives it outlines, and then back up these goals with realistic, thoroughly researched, quantifiable benchmarks for evaluating results.
- c. As evaluation of job performance provides robust knowledge on the extent the policies and objectives of the Customary Court of Appeal Awka, Anambra State are implemented, the management of the Customary Court of Appeal Awka, Anambra State should always carry out job performance evaluation in the organization. It will significantly detect and prevents poor service delivery, waste, abuse, arbitrary and captious behavior. It also helps to know the best performing staff for higher responsibilities and better service delivery in the higher institutions. It will also help the management of the Customary Court of Appeal Awka, Anambra State to know the area of inefficiency and its causes for onward improvement in the organization of Justice.
- d. Government of all level should always encourage the managements of the Customary Court of Appeal Awka, Anambra State by providing them with the necessary supports or inputs to undertake strategic management of human resource in the Customary Court of Appeal Awka, Anambra State. Such things include provision of job security; conducive work environment, best infrastructures, furnished libraries, good internet and other communication facilities as well as provision of adequate staff training, resources for the job evaluation. The scientific management theory if adopted would help with the issues of time motions, the impersonal, impartial, rules and regulations, critical infrastructure, as well as considerable monitoring and supervision dynamics, thence best staff and every other thing that the Court may require from time to time to ensure service delivery.
- e. Every obfuscating shibbolent needs to be eliminated. One, by criminalizing discrimination. Two, by putting prohibitive sanctions\ fines on every proven cases of discriminatory treatment.
- f. Systematic and systemic reform of the judiciary, where the customary court of Appeal Awka drives her raison d'etres. This revival, cleanup or resorgiment shall start with the Supreme Court and cascade down to the customary court.

- g. Modernization- This simply defines the provision of needed infrastructure for the ease of efficient service by the customary court of Appeal Awka. It is cruel in a supersonic, global age for people to continue with obsolete tools and technique. It is simply regression. There is need for modernization. There should be computers screen projectors and other relevant machines. The absence of such tools not only delays the judiciary process but also exposes official secret to leakage as work is accordingly done at private homes\houses and business centers.
- h. Finally, the human relations management theory if adopted as the researchers beliefs that people desire to be part of a supportive team that facilitates development and growth. Therefore, if employees receive special attention and are encouraged to participate, they perceive their work has significance, and they are motivated to be more productive, resulting in high quality work.

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