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# **Impact of Front Line Service delivery on Customers of South African Police Services (SAPS) Pretoria Sunnyside Gauteng**



UNIVERSITY  
OF  
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by

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M-Tech degree of

MAGISTER INGENERIAE

in

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at the

UNIVERSITY OF JOHANNESBURG

Dr. Nita Sukdeo

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## DEDICATION

To my late Grandfather Matsobane Augustine Pitjeng, in loving memory, our time together was too short for all the things I still wanted to learn from you.



## ACKNOWLEDGMENTS

My praise to my Creator for the gracious gifts of the presence of mind, strength, and perseverance.

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## ABSTRACT

The main aim of this study was to deduce the effects of front line service delivery on customers of South African Police Service's (SAPS) Pretoria Sunnyside Gauteng. The overall objective of this research was to analyse the role of service quality dimension for creating customer satisfaction and to find out the gaps between expectations and perceptions through the customer point of view. In so doing, cross-sectional data were collected using a self-administered questionnaire from a simple random sample of 96 customers. SPSS version 25 was used for descriptive statistics and estimation. The Servqual model was used to establish the customer's perceptions against their expectations of service quality at the SAPS frontline service. This study is quantitative and therefore adopted the positivist paradigm. The data was collected using a self-administered questionnaire from a simple random sample of 96 customers. Pearson correlation and sample T-test were employed to test the relationship between service quality dimensions. The results show that in all five service quality dimensions: (tangible, reliability, responsiveness, assurance, and empathy) there was a negative quality gap. The result has revealed that customer's perception of service quality at SAPS frontline service falls below their expectations, presenting a great challenge to the organisation. The significant differences between perception and expectation of customers in all five service quality dimensions were noted. Improvement is needed across all five service quality dimensions to improve service delivery. Therefore, the success of the SAPS, Service delivery was found to largely depend on the perceptions of customers. Six hypotheses were drawn out to explore the relationship that is assumed to exist between service dimensions for expectation and perception. The study concludes that service quality is relevant as it was shown that it affects customer satisfaction and perceptions. The study recommends, among other things, that SAPS should implement optimal quality assurance policies so that customers will be satisfied with all their services. Of equally critical, customers who consume SAPS services were advised to be keen to observe careful services which are offered by SAPS through active participation. The study also recommends future studies should examine the role of service quality program between parastatal and other government agencies using data from specific industries.

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## CHAPTER ONE

### INTRODUCTION AND BACKGROUND

#### 1.0 Introduction

The South African Police Force (SAP) was founded in 1913. The goal of the SAPS is to ensure internal security and maintain law and order. As a government department, the SAPS is required in terms of its legal and policy mandate to inter alia improve service delivery, service quality, and access to services (see Outcome 12 of Medium Term Strategic Framework (MTSF)). Service quality is needed for creating customer satisfaction and service quality is connected to customer perceptions and customer expectations. Howard and Gitlow (2005), argued that service quality can be described as the result of customer comparisons between their expectations about the service they will use and their perceptions about the service company. That means that if the perceptions would be higher than the expectations the service will be considered excellent if the expectations equal the perceptions the service is considered good and if the expectations are not met the service will be considered bad.

Howard and Gitlow (2005), argued that customer satisfaction can be described as a judgment that a product or service feature, or the product or service itself, provides pleasurable consumption. Satisfaction can also be described as a fulfilment response of service and an attitude which comes as a result of the consumption. (Gibson H, 2005) put forward that satisfied customers are likely to become loyal customers and that means that they are also likely to spread positive word-of-mouth. Understanding which factors influence customer satisfaction makes it easier to design and deliver service offers that correspond to the market demands. The relationship between service behavior and service quality has proven its role and importance in management/marketing. Customer satisfaction is a fundamental cornerstone of total quality. An organisation develops a customer focus to be better able to satisfy its customers. Consequently, forward-looking organisations use customer satisfaction data to measure success. But measuring customer satisfaction alone is not enough. As posited by David (2014), another important measure of success is customer retention. To be specific, this chapter comprises of the background to the study,

problem statement, delimitations, assumptions, the significance of the research, research objectives and questions, brief research methodology, and outline of the study. The next background of the study is brought forward.

## 1.1 Background

The service derives its mandate from the Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996), including the Bill of Rights, and its principal legislation the SAPS Act, 1995 (Act No.68 of 1995). The SAPS, a non-profit government service, is a division of the National Department of Police service, previously designated as safety and security. The responsibility of the SAPS is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of the country and their property, as well as to uphold and enforce the law. The objective of the SAPS is to create a safe and secure environment for all people in South Africa and prevent anything that may threaten the safety of any community member (South African Police Service Work Committee, 2006: 7-8).

The SAPS does not just investigate cases and do crime prevention; they also provide a range of services and resources to many partners and the general public. For example, service complaints centre, reporting crimes, missing persons, sexual offenses, certification of documents, police clearance certificate, online inquiry, flash such as firearms services and information, liquor, second-hand goods, inquiry desks (Weber, 2014).

The South African Police Service is playing a role of achieving superior customer responsiveness, giving the customer what they want and when they want it so long as SAPS long term profitability not compromised in the process is to the need of its customers, the greater the brand loyalty that the SAPS can command. It is a pity that according to the survey, the public perception of the SAPS is becoming increasingly negative. Part of the problem is that the troubling levels of police criminality make it difficult for communities to trust the SAPS (Berg, 2015).

Developing a strategy to profit from technical innovations is a crucial aspect of competitive strategy, can choose from these 3 to develop and market the technology itself. The concepts of service quality and service satisfaction have been highly considered and used in marketing texts and activities, during previous decades. Therefore, this research intends to study the relationship between these 3 concepts.

According to (Beeterfield, 2014) over the past decades, many attempts have been made in both private and public sectors in the hope of making improvements in processes and services from the perspective of the customer. Many initiatives have been aiming for targeting the satisfaction of external customers. Often research has shown that these programs have failed to satisfy the first expectations. Consequently, consultants and experts have aimed for a broader focus within organisations to include the perspective of employees and their interrelationships with both managers and customers.

According to (Shai, 2014) SAPS is not yet functioning like a well-oiled machine, many challenges including lackluster performance in certain areas weak leadership in some areas, corruption, and general lack of integrity. Building a good reputation should start internally with each police official by being consistent acting with integrity and being trustworthy to the community we serve (Shai, 2014).

A study on poor service delivery at the Client Service Centre on the East Rand in Gauteng was conducted by (Schwartz GJ, 2007) due to numerous complaints. He concluded that there was a lack of discipline due to the challenges resulting from the demilitarisation of SAPS. A study conducted by (Naidoo, 2004) at the CSC at Pretoria Central Police Station on how to improve service delivery for a strategic competitive advantage resulted in the following recommendations: the partnership between the provider and recipient of services was vital, the SAPS must implement a model guide in delivering services according to customers' expectations and perceptions. SAPS has to deliver under heavy odds, such as the increasing criminal violence, the murder of police officials, limited resources, and the challenges facing other components of the Criminal Justice System (Berg, 2015). Based on this background this chapter will introduce the research problem whilst also mapping how the research intends to

explore the impact of Front Line Service delivery on Customers of SAPS Pretoria Sunnyside Gauteng. The research problem statement of the study is going to be presented next.

## **1.2 Problem Statement**

South African Police Services provide service for many customers every day. The problem emanates from the fact that customers over depend on SAPS to deliver service in a good way. The problem can be stated that if customers are generally dissatisfied they develop a negative attitude leading to the creation of a bad image and reduce their loyalty. As a result, a reduction in customer loyalty has negative effects on the organisation and its budget. Service delivery is of prime importance in society as it determines the competitive position of an organisation. The study aimed to analyse the role of the service quality dimension in the Frontline operations of SAPS and how it impacts customers visiting the organisation.

According to (Leah, 2004) it appears that customers of the SAPS do not expect high-quality service from members in the frontline service centre. They accept the pure basics that they require from the police. The customers also do not receive service of good quality as the principles of Batho Pele were not applied. Customers are an important stakeholder group that must be brought into the strategic thinking of an organisation. Customers are seen as catalyst for change and it's therefore important to create and sustain a dialogue with them.

## **1.3 Objectives of the Research**

The overall objective is to research and analyse the role of service quality in creating customer satisfaction at SAPS. The secondary research objectives are:

1. To determine the gap between expectations and perceptions through the customer point of view.
2. To measure the level of customer satisfaction and the relationship between 2 concepts of service quality and customer satisfaction.



### **1.3.1 Research questions**

1. What impact will service quality have on the customers visiting the frontline Service at Sunnyside Pretoria Gauteng?
2. How will service quality improve service delivery at Sunnyside frontline service Pretoria Gauteng?

## **1.4 Delimitations, Assumptions and Significance**

### **1.4.1 Delimitations**

The study will focus only on 3 variables: service delivery, service quality, and customer satisfaction. The units of analysis will be customers at SAPS selected stations within Pretoria. The study will focus on the relationship between these variables.

This research will be conducted at Pretoria Sunnyside Police Station and Pretoria Central, thus may not be generalisable to other stations. The respondents needed to be 18 years and above to participate in this study.

### **1.4.2 Assumption(s)**

To conduct the study, we go with the assumption that all the respondents are knowledgeable about quality and customer satisfaction.

### **1.4.3 Significance of the Research**

Ensure cooperation between the service and the communities it serves in the combating of crime.

Business reputation customers often talk about their experience when with businesses, especially if it is unusually good or poor. By delivering strong customer service you are making use of effective marketing tools known as word-of-mouth advertising.

Better Morale in creating a work environment where customer service is important can lead to improved employee morale. According to the Marketing Sphere Website employees who are eager to help can put irate customer's ease and improve their service experience. This can lead to a more pleasant environment and make employees feel good about what they do.

Creating a niche in a time where customers often complain about the lack of service or feeling like they mean little to a business, providing excellent customer service can set you apart from your competitors.

## **1.5 Brief Research Methodology**

A survey quantitative research methodology was pursued. In this study, the survey questionnaire method was used to collect data. As defined by Isaac (1997), the survey research is used "to answer questions that have been raised, to solve problems that have been posted or observed, to assess needs and set goals, to determine whether or not specific objectives have been met, to establish a baseline against which future comparisons can be made, to analyse trends across time, and generally, to describe what exists in what amount, and in what context." The population of this study comprises of respondents visiting the SAPS Community service Centre in selected areas. The sample size for the present project consists of 96 community members (n=96) drawn from a population of 98 571 (N= 98 571). The questionnaire administration was undertaken during weekdays to collect data.

Descriptive data analysis was done using SPSS as a data analysis software.

## **1.6 Outline of the Study**

This study is structured as follows:

### **Chapter 1: Introduction and Background**

In this chapter, the outline of the study background will be provided and the research problem will be explained. It will address the research objective to be achieved. The importance of carrying out this research will also be explained.

### **Chapter 2: Literature Review**

In chapter 2 the emphasis will be on the literature review of the study. The literature will be reviewed from secondary sources such as journals, articles, etc. Relevant theoretical frameworks will also be provided and discussed. The empirical research will be done to enable the researcher to construct the research hypotheses and theoretical framework of the research.

### **Chapter 3: Practical Framework**

Chapter 3 presents the practical framework of this study. This chapter will discuss the SAPS service delivery in the Front Line Service (FLS) and the 8 principles of Batho Pele.

### **Chapter 4: Research Methodology**

Chapter 3 describes the methodology that will be used in the study; it explains how this research will be carried out. The study method, techniques, population, data collection, analysis, and sampling procedures followed are discussed in this chapter.

### **Chapter 5: Data Analysis and Research Results**

Chapter 5 constitutes a presentation of the results of the survey. The explanation of the results will start with demographics and SAPS FLS delivery. Client expectations and perceptions will follow. Lastly, the gap between expectations and perceptions will be presented.

### **Chapter 6: Conclusions and Recommendations**

This chapter will discuss the findings of the results obtained from the previous chapter and concludes the overall study. Recommendations will be provided, and lastly, the limitations in conducting this whole study will also be included as well as suggestions for future research.

#### **1.7 Chapter Summary**

This chapter has provided the full background and introduction of the study. The research problem, significance, and research objectives were also explained. The review of the literature is revealed in the following chapter.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Chapter one has provided a general background and introduction to the study, the chapter introduced the impact of Frontline service delivery and service quality on the clients of SAPS. The chapter also stated the objectives, significance, international and African perspectives on service quality as well as the delimitations of the study.

This chapter consists of reviews of secondary data that the researcher has collected from other journals, books, and articles. It also outlines the literature and relevant theoretical model reviews regarding service delivery, service quality, customer satisfaction, on the SAPS clients. A detailed description of the dimensions and the application of the model are also discussed. This chapter concludes with the discussion of the gap model and the 5 gaps relevant to this study.

#### **2.1 Nature of Service**

The level of satisfaction among customers is a good indicator of the quality of service that customers receive. Therefore, understanding the meaning of service is crucial to achieving customer satisfaction (Lovelock and Wright, 2002: 10). Service creates value by satisfying customers beyond the requirements of the basic product or service provided. Sometimes it is difficult to clearly distinguish this value driver from the basic product or service

##### **2.1.1 Definition of Service**

A service is an act or performance offered by one party to another. In other words, a service refers to deeds, processes, and performances. It includes all economic activities; related to output. It is not a physical product or construction. It is generally consumed at the time it is produced, and provides added value in many forms such as convenience, amusement timeliness, and comfort (Wilson, Zeithaml, Bitner, Gremler, and 2008:6). Services create value and provide benefits for customers at specified

times and places, as a result of bringing the desired change in or on behalf of the recipient of the service (Lovelock and Wright, 2002: 6).

Services are intangible and perishable activities whose buying takes place as an interactive process aimed at creating customer satisfaction. However, this interactive consumption does not always lead to material possession. A variety of activities can be regarded as service, for example, tourism, education, health care, protection, retailing, repair, maintenance, national and public service (James, 2005). Some of these services are practiced by profit-oriented organisations like tour operators, shops, and private hospitals, whilst others are practiced by non-profit organisations like the police, university, or local government. Nevertheless, in all instances delivering excellent service quality and creating value to the customer is the cornerstone of success (Kasper, Van Helsdingen, and De Vries, 2000: 13).

### **2.1.2 Delivering the Service**

When dealing with customer satisfaction one can easily neglect the importance of the context within which a particular service is provided to the client. The provider of the service, front liner if you will, seldom discharges his or her duties in isolation from the organisation being represented. Front liners act within an organisational culture that consists of rules and operating procedures. For police officers, this milieu is heavily regulated by numerous acts, policies, standing orders, national instructions, and operating procedures. Police officers, therefore, must be extremely careful when delivering their service to the community, because they need to apply a degree of discretion to render the service in an appropriate manner best suited for the situation being dealt with. This section, therefore, takes a brief look into the milieu that regulates police service delivery in the general sense of the word (Zulu, 2017).

## **2.2 International and African perspective on Service Quality**

### **2.2.1 International Perspective of Spanish Police Station**

This research shows a project for improving service quality and designs a questionnaire for continuous improvement. Through this process, the police service attempts to improve its performance through employee participation. With the first step, the police service defines its commitments to satisfy citizens. Although a public organisation such as the police is not part of a competitive market, it is necessary to determine what the stakeholders (in this case, the citizens) may desire (Greasley, 2004).

The following stage makes it possible to gauge citizens' opinions. In this respect, people may be satisfied or dissatisfied with the service and they may show positive or negative responses, which may lead to customer compliments or complaints (Huang et al., 2003). In this case, the police service has developed forms collecting complaints or suggestions and also forms aimed at receiving recognition for the service rendered. Complaints management makes it possible to delimit those areas with low performance or absence of the desired feature; the service manages its complaints and offers customers the channels to submit them (Zairi, 2000). Also, customer recognition may be a potential resource that should be addressed and utilized (Huang et al., 2003).

The service questionnaire is intended to assess the service, but it also transmits the impression that the police care about the citizens' needs. Also, because the information is obtained that is then used to improve the service in future interventions, it can be said that this enhances service quality and, as a result, citizens' satisfaction. The complaints form to offer a formal channel for citizens to complain, and they thus feel that their questions are answered because there is a commitment to respond. Therefore, this improves both the service and the citizens' satisfaction. The recognition form creates satisfaction amongst the officers, as they see that their work is not ignored, and thus leads to greater commitment. In other words, all this also improves employee satisfaction, which in turn leads to improvement in the way the service is

rendered. In sum, this helps to obtain feedback from the citizens, measure performance, and, therefore, to identify improvement plans and improve citizens' satisfaction. The third step consisted of using the Efficient Quality Management (EFQM) model methodology, based on questionnaires filled in by employees because it was felt that an improvement of the police service could be achieved by involving all employees in the process (Galloway, 1994). This made it possible to obtain higher employee involvement in the identification of areas for improvement. Also, a valid, reliable questionnaire was obtained, which may be used in future research.

The next step proposes that opportunities for improvement may be identified based on the information supplied by the citizens (Step 2) and employees (Step 3), opportunities that allow the police to receive their opinions. Such data may be used for the identification of weaknesses and strengths in the police service (Elefalk, 2001). In this respect, self-assessment could be a structured approach to continuous improvement, as it allows the firm to identify its strengths and areas in which improvements can be made and culminates in planned improvement actions. As a result, self-assessment can be used as a way to structure continuous improvement planning (Ritchie & Dale, 2000; Siow et al., 2001; Jørgensen et al., 2003).

The last step makes it possible to prioritize and implement the improvement actions that have been identified. The focus was on some specific action and process definition; for such definition, various tools may be used, as listed earlier. The police service chose to build detailed models of the existing processes using flow charts, which have been used as a benchmark for another police service in Spain. Understanding an organisation by its processes, and not only through its functional hierarchy, is a very important concept in production and operations management (Carpinetti et al., 2003); such understanding leads to the development of homogeneous criteria when supplying services and setting the guidelines for police officers' performance. This process definition has made it possible to render faster service by eliminating unnecessary steps, and thus to improve the image of the police amongst the citizens. In this way, both service quality and users' satisfaction are improved, and even employee involvement may increase; this is because officers

know what they have to do in certain situations which, due to the service itself, may create anxiety and tension.

### **2.2.2 South African Perspective in Retail Banking Sector**

The results of this study indicate that the level of service quality perceived by bank clients in central South Africa is higher than contact-personnel in branches perceive them to be experiencing. The results suggest that banks are successfully promoting high levels of service quality, although there are some problems related to the inability (or aversion) of contact-personnel to making decisions quickly and addressing the needs of clients, whether in terms of being accessible or responding timeously to client requests.

The physical infrastructure and layout of the branch and the professional conduct of contact-personnel ranked as the most important dimension of service quality in the study. This does not, however, imply that contact-personnel do not perceive service quality to be important. The results seem to suggest that contact-personnel to some extent downplay their success concerning service quality. This bodes well for the level of service quality provided by the banks that were part of this study.

At the core of these findings lies the intention of the banks to stimulate client loyalty and, in doing so, to encourage repeat purchases. The successful retention of clients and the implied loyalty to the bank will not only improve bank profits but also improve brand awareness through, for example, the word of mouth promotion of satisfied clients. Ensuring that high levels of service quality exist lies at the heart of this. In a nutshell, the results of the study can be summarised by a comment made by one of the clients: "The bank says it offers certain services. If it says it does, then it must. And it must do so that I stay with them not because I have to, but because I want to (Coetzee, 2003)."



## 2.3 Service quality

An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers to improve their service, to quickly identify problems, and to better assess clients' satisfaction.

### 2.3.1 Customers' expectations of service quality

The following aspects of expectations need to be explored and understood for successful service marketing:

- What types of expectation standards do customers hold about service?
- What factors influence the formation of these expectations?
- What role do these factors play in changing expectations?
- How can a service company meet or exceed expectations? (Zeithaml and Bitner, 2003:60).

According to Lovelock and Wright (2002: 81), customer expectations embrace several different elements, including desired service, adequate service, predicted service, and a zone of tolerance that falls between the desired and adequate service level. Desired service is the "wished for" of service quality that a customer believes can and should be delivered. Adequate service is the minimum level of service that a customer will accept without being dissatisfied. Predicted service is the level of service quality a customer believe a firm will deliver.

The zone of tolerance refers to the extent of a customer's willingness to accept variation in service delivery. Customer expectations are beliefs about the delivery that serve as standards or reference points against which performance is judged. Customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about customer expectations is critical to services marketing (Wilson et al., 2008: 55).

### **2.3.2 Customer perceptions of service quality**

Freemantle (2003:97) believes that one should try to deal with customers as individual human beings by respecting their time, circumstances, and priorities. One should always convey to customers that the company appreciates the time it takes them to do business with. The feedback that they give will provide insight as to how they perceive the organisation. Perception is the way that one sees something based on his/her experience. Everyone's perception of a situation will be, at least, slightly different. (Quintana, 2006: 50).

The difference between the customers' actual service delivery and the perceived quality of a service is the customers' perception that counts, not what the service provider thinks. If a customer perceives he/she received poor service, the decision about future patronage will be based on that perception. The service organisation must understand the concept of service quality from the customers' viewpoint, not from the viewpoint of the organisation or service provider. For example, the theft of a purse from the elder lady on the busy street corner will result in varying, eye-witness reports in terms of their description of the purse snatcher, the color of hair, the color of clothing, the direction in which he or she ran, and Clow 2002:104).

According to Gerson (2000: 155), perception is the way that one sees something based on his or her experience. When one interacts with the other, one must be aware of his or her perceptions of a situation. Everyone's perception of a situation will be at least slightly different. Perceptions are considered relative to expectation. The final measure of quality customer service is simply how the customer perceives it. When it comes to customers, it is their perception of the quality of service one offers that determines success (Quintana, 2006: 57)

### **2.3.3 Importance of service quality**

Bebko( 2001:2), mention that quality is an issue of vital importance to marketers in the delivery services. But the delivery of quality to the consumer has been an especially difficult proposition. The unique characteristics of services (intangibility, variability, inseparability, and perishability) have created problems in the delivery of quality to the consumer. The research that resulted in the SERVQUAL methodology was a giant stride in defining the concept of quality in services. SERVQUAL methodology defines

service quality as the level of discrepancy between consumer expectations or desires and their perceptions of what they received. The following 5 dimensions are used by consumers as they evaluate service quality:

- a) Tangibles (the appearance of physical facilities, equipment, personnel, and communications material).
- b) Reliability (the ability to perform the promised service dependably and accurately).
- c) Responsiveness (the willingness to help customers and provide prompt service).
- d) Assurance (the knowledge and courtesy of employees and their ability to convey trust confidence).
- e) Empathy (the carry of individualised attention the firm provides its customer).

Based on customer feedback systems, (Wirtz J, 2000) back up Bebeko's research by adding that the key objective of a good customer feedback system is to learn from customer feedback in an institutionalised, continuous manner. As service quality is only one of several important drivers of overall customer satisfaction, the scope of the system needs to reflect this. One way of modeling this is Arthur D. Little's 2001 framework that distinguishes between 4 key factors of overall satisfaction, normally:

1. Product quality or the tangibles delivered to customers;
2. Service quality; 3. Image or brand; and
4. Price.

Managerially, it makes sense to separate these 4 factors, as they are typically shaped by different parts of the organisation, need different management approaches for improvement, and have different time horizons of management. Product quality is often the responsibility of production and procurement managers and distribution channels. Service quality is typically the responsibility of process owners and branch managers

(in many matrix organizations). Price set by product managers, or by planning and finance departments. Image or brand is driven, in general, by the way, the entire organisation projects itself and, in particular, by marketing managers who determine brand positioning, and by corporate communications managers who manage the corporate image.<sup>89</sup>

Deming (in Yang 2003) points out that businesses would like to provide "good" service quality to their customers. The problem lies in the means of evaluating the service quality they provide: service quality aims to confirm the requirements of customers, to meet their expectations and to satisfy them. At this subject, Yang (2003) concludes by stating that to understand the performance of service quality, firms first examine whether the service provided will meet with customer's requirements and expectations. Therefore firms should focus on the following issues:

- a) Knowing customers' requirements, especially those quality attributes considered to be important by customers.
- b) Fulfilling customer's requirements on quality attributes as much as possible, especially those that are considered important by customers.
- c) Investigating where the service performed is satisfactory to customers and where it is not; and
- d) Taking appropriate action to correct or improve service in cases where quality is poor.

The word quality means different things to people according to the context.

(Lovelock, 2007) mention that David Garvin identifies 5 perspectives on quality.

1. **The transaction view** of quality is synonymous with innate excellence: a mark of uncompromising standards and high achievement. This viewpoint is often applied to the performing and performing of visual arts. It is argued that people learn to recognize quality only through the experience gained from repeated exposure and managers or customers will also know quality when they see it is not very helpful.

2. **The product-based approach** sees quality as a precise and measurable variable. Differences in quality, it is argued, reflect differences in the amount of an ingredient or attribute possessed by the product or service. Because this view is objective, it fails to account for differences in the tests, needs, and preferences of individual customers or even entire market segments.
3. **User-based definitions** start with the premise that quality lies in the eyes of the beholder. These definitions equate quality with maximum satisfaction. This subjective, demand-oriented perspective recognizes that different customers have different wants and needs.
4. **The manufacturing-based approach** is supply-based and is concerned primarily with engineering and manufacturing practices, quality is also operation driven.
5. **Value-based definitions** define quality in terms of value and price. By considering the trade-off between perception and price, quality comes to be defined as “affordable”.

## 2.4 Service Loyalty

Many service organisations have developed customer loyalty programs as part of relations development activities. Customer loyalty is a complicated concept. Oxford Dictionary defines loyalty as a state of true to allegiance. But the merely repeated purchase by customers has been mixed with the above-mentioned definition of loyalty. In the service domain, loyalty has been defined in an extensive form as "observed behaviors" (Bloemer et al., 1999). (Caruana, 2002) argues that behavior is a full expression of loyalty to the brand and not just thoughts.

However, behavior standards (such as a repeated purchase) have been criticized, due to the lack of a conceptual basis of a dynamic process (Caruana, 2002). For example, the low frequency of repeated purchase of a special service may have resulted from different situation factors, such as non-availability or absence of a provider. According to this point of view, loyal behavior cannot offer a comprehensive conception of fundamental causes of loyalty. Additionally, repetition may be due to different restrictions that resulted from the market. Consequently, the loyalty of this type of

customer mainly differs from the loyalty of those customers who seriously support a product, and do have a psychological bond with a product and a company. Therefore, a customer's loyalty was considered as an attitudinal structure. For example, this issue appears in the tendency to advise the service offered to other customers. Finally, in addition to behavioral and attitudinal approaches, another approach to customer loyalty called the cognitive approach was introduced. The operational definition of this approach often refers to the first product or service which comes to the mind of a person, whilst deciding for purchase.

## **2.5 Conceptual Framework Development**

Customer satisfaction is generally defined as a post-consumption evaluative judgment concerning a specific product or service. It is the result of an evaluative process that contrasts repurchase expectations with perceptions of performance during and after the consumption experience (Oliver, 1980). According to Boulding et al., (1993) customer satisfaction can be conceptualized in 2 perspectives transaction-specific satisfaction and cumulative satisfaction. Cook et.al, (2000) define transaction-specific satisfaction as an assessment of the experience and consumer's reactions to a specific company's encounter. Whereas Tahir and AbuBakar (2007) found that cumulative satisfaction refers to customers' overall evaluation of patronage experience from inception to date. Specifically, in service industry service quality the delivery of services need to be performed carefully so that the ultimate customers are delighted by the service delivery. (Gronroos (1993) modify his model and develop a service quality model with 3 dimensions, functional quality, technical quality, and image. According to (Grönroos, 2000) service qualities are categorised in 2 broad areas of technical quality and functional quality. Technical quality refers to 5 relevant factors namely employees' technical ability, employees' knowledge, technical solutions, computerized systems, and machine quality, on the other hand, functional quality

## **2.6 Customer Service**

### **2.6.1 Understanding customer service**

Before defining the concept of customer service it is necessary to comment a little about the service concept. Because the service concept is vulgarly used in all areas of life and sometimes its proper meaning is difficult to figure out. That is the reason

why the correct understanding of this concept is of great importance in the sense that it will throw light on the sections of this research (Johnson, 2001):

- a) A service concept is a mental picture that is held by customers, employees, and shareholders about the service provided by the organisation.
- b) A service concept embraces the service experience, the service outcome, the service operation, and the value of the service.

Gronroos (2000:46) defines the service concept as a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/ or physical resources or goods and/or systems of these service provider, which are provided as solving problems.

For a good understanding of the service concept, (Chase, Jacobs, and Aquilano, 2004) insert the notion of service business and that of internal services. They insist on the fact that service operations management issues exist in 2 broad organisational contexts:

- a) A service business is the management of organisations whose primary business requires interaction with the customer to produce the service. These include such familiar services providers like banks, airlines, hospitals, law firms, Police Stations, retail stores, and restaurants. Within this category, we can make a further major distinction: facilities-based services, where the customer must go to the service facility, and field-based services where production and consumption of the service take place in the environment (for example, cleaning and repair services).
- b) Internal services are the management of services required to support the activities of the larger organisations. These services include such functions as data processing, accounting, engineering, and maintenance. Their customers are the various departments within the organisation that require such services. Incidentally, it is not uncommon for an internal service to start marketing its services outside the parent organisation and become a service business itself. Farmer, Luthans, and Sommer (2001:1) mention that various models have been



proposed that revolve around the concept of customers' existing within the boundaries of the organisations. These basic principles of internal customer service posit that every department in an organization exists to serve someone, whether that is the external customer or another department. The organization consists of an interdependent chain of individuals and functional units, each taking inputs from one another and turning them out into external customer service. The basic assumption is that if everybody strives to provide their internal customer with the service, then the end customer will receive higher quality service.

According to Stock (2001:97), customer service can be defined as a process that takes place between buyer, seller, and third party. The process results in a value-added to the product or service exchanged. This value-added in the exchange process might be short term as in a single transaction or longer-term as in a contractual relationship. The value added is also shared, in that each of the parties to the transaction or contract is better off after the transaction than they were before the transaction took place. Thus, in a view: customer service is a process for providing a significant value-added benefit to the supply chain in a cost-effective way.

Coyle (n.d). define the concept of customer service referring to the levels of involvement of customer service (activity, performance measures, and philosophy).

- a) Customer service as an activity. This level treats customer service as a particular task that a firm must accomplish to satisfy the customer's needs. Order processing, billing and invoicing, product terms, and claims handling are all typical examples of this level of customer service. Customer service departments, which handle customer problems and complaints, also represent this level of customer service.
- b) Customer service as performance measures. This level emphasizes customer service in terms of specific performance measures, such as the percentage of orders delivered on time and completed and the number of orders processed within acceptable time limits. Although this



level enhances this first one, a firm must look beyond the performance measures themselves to ensure that its service efforts achieve actual customer satisfaction.

- c) Customer service as a philosophy. This level elevates customer service to firm-wide commitment to providing customer satisfaction through superior customer service. This view of customer service is entirely consistent with many firm's contemporary emphases on quality and quality management. Rather than narrowly viewing customer service as an activity or as a set of performance measures, this interpretation involves a dedication to customer service that pervades the entire firm and all of its activities.

### **2.6.2 Importance of customer service**

Many business organisations spend much money researching how to meet customers' needs. This situation translates the role that service management plays in the future of any business. Chase, Roth, et al (in Verma 2000:1) add that as the post-industrial economy evolves, the service sector continues to increase in importance, both in terms of its contribution to the gross domestic product (GDP) of all advanced economies and in terms of the percentage of the workforce employed in services. Accordingly, the last decade has witnessed an increased emphasis on teaching and research on service management issues by schools and professional organizations.

Dodds B, 2003 notes that customer service is the set of activities that increase the value customers receive when they buy by constantly and consistently giving them what they want. This conceptualization of customer service goes beyond the traditional way we think about customer service. It covers activities that do not directly involve customers at all. Manufacturing, purchasing, and quality control may never talk to the end-user of products yet they are vital in meeting customers' needs. Delivering an expensive product that does not work and delivering it late, affects customer service just as much as a rude salesperson. The entire organisation must pull together to provide excellent customer service.

Customer service is the most important component of the logistics system. Not only do customer service decisions have a direct impact on the firm's customers and employees, but they also determine how the rest of the logistics mix will be structured (N, 2001). (Bloomberg, 2002) believe that customer service defines the effectiveness of integrated logistics in the channel of distribution.

Tseng M, 1999 sum up the importance of service by underlining the fact that the growing importance of the service sector in almost every economy in the world has created a significant amount of interest in service operations. In practice, many services sectors have sought and made use of various enhancement programs to improve their operations and performance in an attempt to hold competitive success. As most researchers recognize, the service operations system driven by the goal of sufficing his/ her added value. This is one of the distinctive features of service production and consumption.

### **2.6.3 Customer service Improvement**

It is a responsibility for the organisations which look for a high sales level to regularly establish strategic planning regarding service to meet the market's needs. (Gourdin, 2001) has identified 3 vectors for improving customer service. These vectors will briefly discuss to provide basic information on customer service improvement.

#### a) Understand customer needs

Management must learn what services their customers most value and how much they are willing to pay for those amenities. Invariability, this sort of research will show that all customers do not seek the same things. This effort will, in turn, give managers the information needed to conduct an ABC analysis whereby customers can be categorized, based on the profits they provide to the firm customer service strategies can then be developed to meet these specific needs.

#### b) Monitor service delivery

Because the uncontrollable variables discussed earlier can upset the best-laid plans, managers must seek constant customer feedback to ensure that service deficiencies are quickly identified and corrected. Customer surveys and interviews can provide useful insights, as can personally experience. For example, managers may choose to

put themselves into their customer's place by acting as a patron within their organisation.

c) Train employees

Employees must understand what the firm's customer service strategies are so that they know what their role in implementing those plans is. Very often, the only interaction the customer has is with the front line worker: the operator order taker, or clerk. Therefore, for many customers, the organisation is represented by the lowest-ranking people in the organisation. These employees must understand the critical role they play in providing customer satisfaction and receive the training necessary to carry out their tasks. Top management must also give these customers contact workers the freedom and authority to take whatever action they deem necessary to keep the customer happy.

Learning on service operations improvement, (Tseng, 1999) suggested 3 ways for improving customer operations.

1. The customer-oriented management philosophy is the key to the competitive advantage of organizations. Kingman Brundage in Tseng 1999 states that customer-oriented management philosophy maintains the notion that management ought to consider customers when determining what improvements are needed. That is, managerial actions should be taken from customers' viewpoints. Arguments in favour of customer-oriented managing are persuasive. Maintaining customer satisfaction and sufficing customer value have increasingly identified as an important and effective way for businesses to gain competitive advantage. Repeat business from satisfied customers generates long term revenue that is key to profitability.
2. The problems that erode the customer value and the improvement opportunity that enhances the customer value can be discovered through auditing the service experience of customers. The reason why customers experience a service operations system is that they consider it represents some value they are looking for. In the customer's eyes, the service experience is perceived as the service product produced by the service operations system. Through

experiencing the service operations system, customers make judgments about what they perceive and consequently have service value perception (positive or negative). For customers, their value perception is the direct function of their service experience. The service experience either adds or subtracts value in the customer's eyes, their satisfaction or dissatisfaction (if any) comes from their perception of what they experienced.

3. The service experience of customers is describable. One may argue that the psychology and behavior of customers vary considerably and the service experience of customers concerning a service operations system is customer unique. Accordingly, the service experience of customers is not describable or at least difficult to describe. Indeed, this logic falls in the fallacy of completeness and ignores the abstraction ability of humans. It is evident that when people behave in a certain environment or relationships created by the system shape all the customer-unique service experiences thus giving their common characteristics with a service operations system. So, according to the service operations system (its operation processes, policies and regulations, the physical environment, and other) and observed customer behaviour, we can get a description of the service experience of customers, the comprehensive abstraction of all the instances of the customer-unique service experience.

#### **2.6.4 Implementation of Customer Service Standards**

According to Coyle (2003), customer service standards can be implemented based on these following points:

The first point is to be wary of adopting easily achievable performance standards; such standards may be too low to be of practical value. Whilst setting and adhering to a meaningful standard should help to differentiate your firm from the competition, setting standards at unrealistically low levels will not help to establish a competitive advantage.

Second, some current management philosophies- such as an emphasis on total quality or creation of the perfect order are very critical of any acceptable quality level set below 100 percent. This does not mean that a firm can achieve 100 percent performance at all times, for the use of 100 percent represents an attitude more than a measurement.

From a practical viewpoint, however, establishing the desired quality level that is less than 100 percent will generally limit, rather than encourage, superior performance.

Third, the firm should develop customer service policies and standards through customer consultation. After adopting these standards, the firm should formally communicate them to customers. Certain firms prefer to keep silent about their customer service standards and avoid letting their customers know their exact policies and performance targets. The best approach, however, is to communicate these policies and standards to customers very openly.

Fourth, the firm should develop procedures to measure, monitor, and control the customer service quality called for by the firm's performance measures and standards. Using techniques such as statistical process control, obtaining feedback, and taking corrective action is essential to success. When customer service standards are ineffective, the firm should not hesitate to amend or discontinue them as appropriate.

## **2.7 SERVQUAL**

According to Smith, SERVQUAL is based on the gap model of service quality, which defines quality as a function of the gap between customers' expectations of service and their perceptions of actual service delivered. Because SERVQUAL uses a complicated questionnaire to measure perceived service quality, it is used by scholars more frequently than business practitioners.

(Parasuraman, 2010), proposed the service quality model for the first time and they said service quality can be measured through the functional quality dimension which has 5 components:

**Tangibility:** the tangibles include the physical appearance of the service facility, the equipment, the personnel and communication materials. According to foster (2010), service quality includes it is the physical facilities, equipment, and appearance of personnel and communication materials. The tangible component of many services is important. How well the service is designed and produced does make a difference. The personal component of services is more difficult to measure than the quality of the tangible component. Generally, the user of a service like the user of goods has

features in mind that form a basis for comparison among alternatives. Lack of any of on feature may eliminate the service from further considerations. Quality also may be perceived as a bundle of attributes in which many characteristics are superior to those of competitors. This approach to product comparison differs little between goods and services.

However, what is very different about the selection of services is the poor definition of the (1) intangible differences between products and (2) the intangible of expectations customers have of those products.

**Reliability:** Service reliability differs from product reliability in that it relates to the reliability of the service provider to perform the promised service dependently and accurately.

**Responsiveness:** Is the willingness of the service provider to be helpful and prompt when providing service (Foster, 2010).

**Assurance:** Refers to the knowledge and courtesy of employees and their ability to inspire, trust, and confidence (Foster, 2010).

**Empathy:** The customer desires caring, individualized attention from the service firm (Foster, 2010).

**Courtesy:** This factor involves politeness, respect, consideration, friendliness of contact-personnel (including receptionists, telephone operators, and so on).

**Communication:** This is about keeping the customer informed in a language they can understand and also listen to the customer. The company may have to make some adjustments to include foreign customers.

**Credibility:** Factors such as trustworthiness, believability, and honesty are included. It means to the level the company has the customer's best interest at heart. Factors that affect credibility are the company name, reputation, personal characteristics, and the degree to which the hard sell is connected to interactions with customers.

**Security:** Security means freedom from danger, risk, or doubt. Factors included are physical safety, financial security, and confidentiality.

Understanding the customer: This is about making an effort to understand the customer which involves learning about specific requirements, providing individualised attention, and recognizing also the regular customer.

Grönroos (2007), the study on service quality resulted in 4 conclusions. Conclusion number one is that service quality is determined by the customer's perceptions which result from comparing expectations that the customer has before receiving the service and the experience that the customer gets from the service delivery. If the expectations are met the service quality is described as satisfactory. They can also be exceeded and they are considered as more than satisfactory. Conclusion number 2 is that the evaluation depends on the service process and also the service outcome. In the third conclusion, it is described that it exists 2 types of service quality: quality at the level where the regular service is delivered and the quality level where expectations or problems are handled.

This model identifies the gaps in service quality of the service organisation which describes 5 gaps.

Gaps during the service expectation until the actual service delivery.

1. The first gap is the service providers do not know what the expectations of the customers about the service.
2. The second gap is the service provider does not recognize the standard of service that customers expect.
3. Specifications of the service and delivery of service are the third gap.
4. Forth gap is related to the delivery of the service.
5. The last and final gap is the customer's expectation about the service and the perceived service.

In the latter part, Haywood-Farmer mentioned that there are 3 important attributes in service quality for instance (1) physical facilities and processes (2) people's behavior (3) professional judgment. However, Brogowicz (1995) developed a model for service quality called a synthesized model of service quality. According to their model if the customers influence by word-of-mouth by other people or influenced by marketing activities like advertising or media communications, then service quality gaps arise into



the mind of the customers. After that Cronin and Taylor (1997) developed a different model called performance only model to measure the service quality. They claimed that SERVPERF (service performance) is more suitable and accurate than SERVQUAL. They also claimed that SERVPERF needs fewer items than SERVQUAL to measure the service quality of any service company and better service quality influences customer satisfaction. Also, Teas (1999) raised the question about the appropriateness of the conventional disconfirmation model and they proposed evaluated performance and normed quality model.

Teas argued that in SERVQUAL Parasuraman's (2000) model the conceptual definition is not very clear, the theoretical justification of expectation to measure the service quality is not appropriate. Despite that theory, Berkley and Gupta (1995) developed the IT (Information Technology) alignment model for service firms where they used IT to provide service to the customers. Using IT makes it easy to improve service quality factors (tangibility, responsiveness, reliability, etc). They claimed that the IT alignment model ensures better service of the company and meet the desired service of the customers. In recent times Ganguli and Roy (2011) mentioned 4 broad service quality dimensions under the technology-based banking services 4 instance: customer service, security and information quality, technology convenience, and usage easiness and reliability.

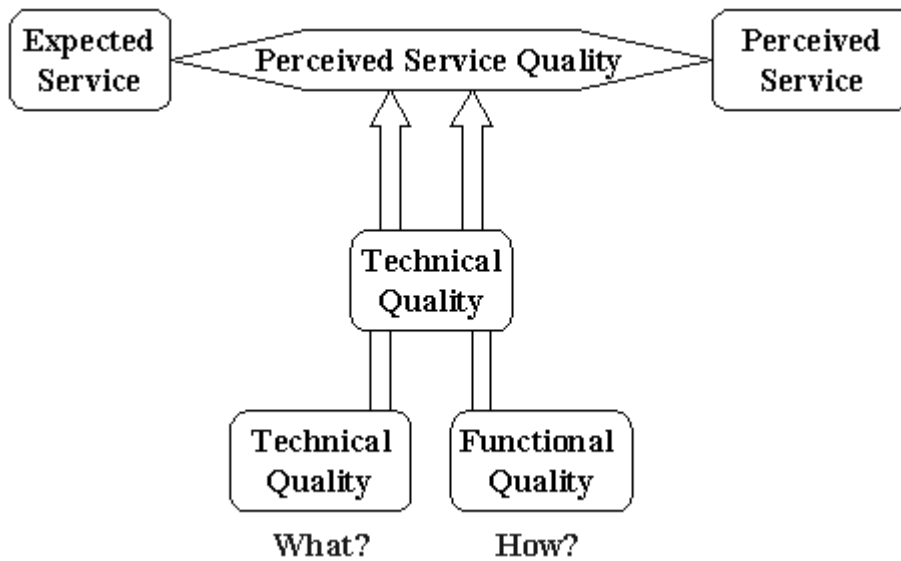
Besides the perceived service quality and satisfaction model developed by Spreng and Mackoy (1996). This model is suitable to find the construct of service quality and customer satisfaction. The perceived service quality and satisfaction model is the modification model of service quality and service satisfaction model (Oliver, 1993). This model is measured through 10 important attributes of advising and that helps to measure service quality and customer satisfaction of service organization. Philip and Hazlett (1997) developed the PCP attribute model. There is 3 important attribute of this model named (1) the service environment peripheral attributes (2) core attribute and (3) pivotal attributes. An important characteristic of this model is it is suitability to measure in any field of service. Another necessary characteristic of the PCP attribute model is it identifies the weak area of the service and where the service providers need to improve.



However, Sweeney et al. (1997) established retail service quality and perceived value model for measuring service quality and related factors in the retail business. They proposed 2 models related to the value perception of the customers. In model one functional service quality and technical service, quality plays a significant influence on the value perception of the customers besides the price and quality of the products. On the other hand model, 2 reflects functional quality perception stimuli- technical quality perception and customer's interest to buy the products. One important model developed by Oh (1999) is called customer value and customer satisfaction model. This model emphasizes the behavior of the consumers after taking any service.

In this model, it has shown that perceived service quality is influenced by perceived price and perceptions. On the other hand, perceived customer value and customer satisfaction are influenced by the perceived service quality. If the customers get better perceived value relative cost/ price and they are satisfied with the service then it affects their repurchase intention. Another important service quality model conceptualized and developed by Dabholker (2000) called antecedents and mediator models. This model helps to understand service quality, its precursors, outcomes, and its mediators. This model depicts the relationship between service quality and customer satisfaction. The internal service quality model is another service quality model developed by Frost and Kumar.

**Figure 2.1: Gronroos services quality model**



Source: Gronroos (1999)

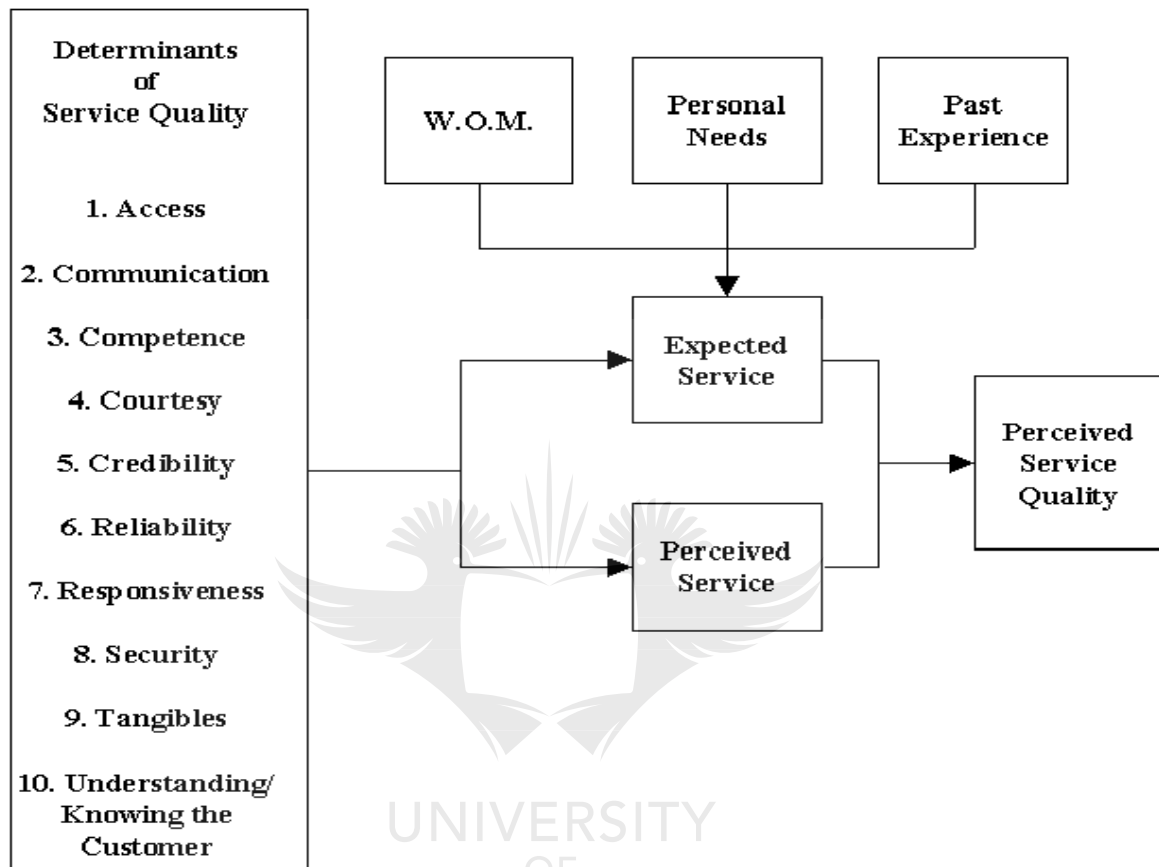
To measure the service quality of service firms, Gronroos(1999), proposed a technical and functional quality model. In this model, he describes the technical quality, functional quality, and company image which are significant elements to justify the service quality of a service firm. Technical quality refers to what outcomes consumer receives from service organisation and functional quality refers to how the service organisation provides that service to the consumers. The image creates favourable attitudes to the service providers. Combinations of all 3 attributes make a positive attitude towards a service organization.

The most widely accepted customer satisfaction concept is the expectancy disconfirmation theory proposed that satisfaction level is a result of the difference between expected and perceived performance (Barsky, 1992; Oh and Parks, 1997; McQuitty, Finn and Wiley, 2000, Oliver 1980). Previous studies also reflect that customer satisfaction may have an impact on business results; customer loyalty, influences repurchase intentions and leads to positive word of mouth (Anderson et al. 1994)

Given the importance of customer's satisfaction, a variety of researchers identify determinants of satisfaction for instance: customer needs, emotions, product and service features (Kandampully and Suhartanto, 2000; Dimitriades, 2006; Olorunniwo et al., 2006; Chi and Qu, 2008; Faullant et al., 2008; Zeithaml and Bitner, 2003). More specifically on hotel industry' s

found out that cleanliness and comfort, security, value for money, the convenience of location, prompt service, safety and security, and friendliness of employees are important and courtesy of staff determines customer satisfaction.

**Figure 2.2: Parasuraman determinants of perceived service quality**



## 2.8 Service-based Component of Quality

Lovelock and Wirtz (2007:420), argued that the nature of service quality requires a distinctive approach to identify and measure service quality. The intangible, multifaceted nature of many services makes it harder to evaluate the quality of service compared to products. Because customers are often involved in service production, a distinction needs to be drawn between the process of service delivery and the actual output of the service which is called technical quality. Other researchers suggest that the perceived quality of service is the result of an evaluation process in which customers compare their perceptions of service delivery with the expected outcome.

## **2.8.1 Customer Service Expectations and Satisfaction**

Customer service management, because of the development of market complexity related to customer maintenance and sales increase, remains a serious concern of this time. Poor customer service management will grind business organisations to a halt. Understanding customer expectations and satisfying them is of great necessity because without knowing the real motives that push to purchasing behavior, it will be difficult to meet customers' requirements.

### **2.8.1.1 Customer Expectations**

Today, the business environment is characterized by changing customer expectations, technological and product advances, legislative and political developments, economic and competitive conditions which contribute to an increasing emphasis on service quality for all organizations- in both the services and manufacturing sectors. Managing service quality necessitates an integrated approach from operations, marketing human resources and other key managers or areas of business (Dale 1999).

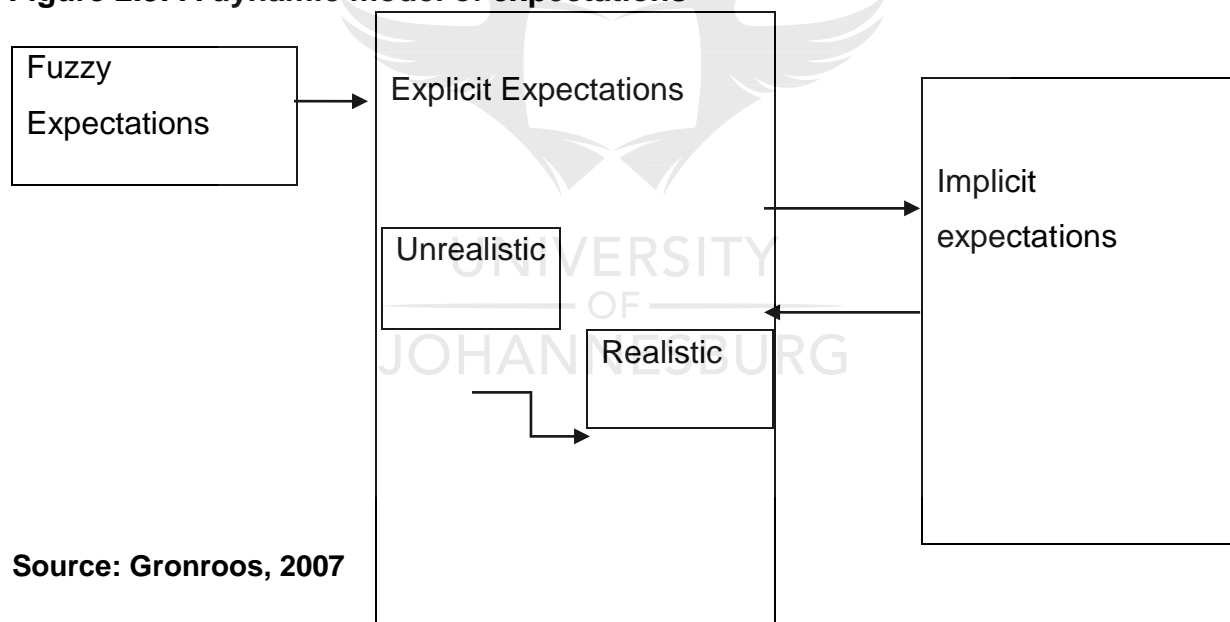
According to Bowersox (2002), it is clear that when customers transact business with a supplier they have numerous expectations, many of which revolve around the supplier's basic logistical service platform, that is, they have expectations regarding availability, operational performance, and service reliability. Frequently, they have in place formal programs to monitor supplier's performance concerning each of these dimensions' logistical performances. Johnston (2001) adds that organizations need to understand expectations, understand the competition, and need to manage expectations. Indeed it may be appropriate to try to rein in customers' expectations to keep them at the right level that can be met or just exceeded by service delivery. This is a challenge for service operations managers.

Ekinci (2002) argues that the term expectation in service quality literature has different meanings for different authors. According to Tam (2005), it is important for success in influencing customer satisfaction to understand how customer expectations develop and update even if the term expectation is vague and difficult to interpret in surveys. Kandampully (2000) argues that the management of these customer expectations is also an imperative concept in tourism companies for further products and services designed to match and exceed those expectations. Grönroos (2007) suggested that to

increase long term quality, the customer expectations should be focused, revealed, and calibrated and he also developed the dynamic model of expectation that describes that the quality of professional services develops in a customer relationship over time. This model is illustrated in fig (3) which classifies the expectations into 3 distinguishable types and can be characterized in the following;

- a) Fuzzy expectations which exist when customers expect a service provider to solve a problem but do not have a clear understanding of what should be done
- b) Explicit expectations are clear in the customer's minds in advance of the service process. They can be divided into realistic and unrealistic expectations
- c) Implicit expectations refer to an element of a service which are so obvious to customers that they do not consciously think about them but take them for granted".

**Figure 2.3: A dynamic model of expectations**



**Source: Gronroos, 2007**

Following fig 3, Grönroos, (2007) stated that an explicit service provider should understand fuzzy expectations because these expectations have an impact on customer satisfaction about quality and customers will be disappointed in case the service provider does not fulfil it. The characteristics in this customer expectations are: "customers may feel that there is a need for understanding what would fulfil this need or change their current state in general, but they do not have a clear understanding of

what would fulfil this need or change in the current situation" (Grönroos, 2007, p.100) also state that customers expect something more, besides to be done but they do not know exactly what and how it should be done. The author also said that if the service provider "can make the explicit of these expectations for the customer and for itself, it is an opportunity for the customer".

Grönroos, (2007) mentions that customers normally presume that explicit expectations will be met and unrealistic expectations might be exited. Service providers have to help customers adjust these unrealistic expectations into more realistic ones to ensure that service delivery will meet customer expectations. In this stage, service providers should be aware of the more vague promise or "implied-infact" promise because it can form unrealistic explicit expectations that lead customers to believe that services offered will include features that are not included. Besides explicit expectations, implicit expectations also have to be fulfilled because they are apparent that customers are clearly expressed. Such implicit services will become explicit if they are not fulfilled.

Finally, Hoffman 2002 has identified 3 types of customer expectations. These types of customer expectations will be briefly analysed to provide basic background on customer expectations.

- a) Predicted service is a probability expectation that reflects the level of service customers believe is likely to occur. For example, bank customers tend to conduct their banking business at the same location. Customers become accustomed to dealing with the same bank personnel and begin to anticipate certain performance levels.
- b) Desired service is an ideal expectation that reflects what customers want compared with predicted service, which is what is likely to occur. Hence, in most instances, the desired service reflects a higher expectation than the predicted service.
- c) Adequate service is a minimum tolerance expectation and reflects the level of service the customer is willing to accept. Adequate service is based on experiences or norms that develop over time.

Deductively, customers' expectations are influenced by many factors. Key parameters influencing customers' expectations are shown by the following figure:

It is imperious to be noted that apart from the above-mentioned parameters, there are also service quality factors that motivate a customer to purchase as well. Related to that, Johnston (2001), mentions that service quality factors are attributes of service about which customers may have expectations and which need to be delivered at some specific level.

According to (Lovelock, 2007) understanding the expectations of customers mean understanding that when customers evaluate service they compare their expectations with what they think they received from the supplier and if the expectations are met or even exceeded customers believe that the service has high quality. Customer expectations vary depending on what kind of business the service is connected to. Expectations also vary depending on the different positioning strategies of different service providers. Thirdly, the expectations are influenced by previous experiences of the service provider, competing services in the same industry, or related services in different industries. If the customer doesn't have any previous experience they are more likely to base their expectations on word-of mouth, news stories, or the marketing efforts of the company. One more thing to consider is that customer expectations vary over time because they are influenced by advertising, new technologies, service innovation, social trends, and so on. Therefore, a successful company can meet expectations in every step.

Fiore and Kim (2007), present a conceptual framework that concerns the influences on the consumption experience by environmental variables such as physical elements of the service environment, individual variables, individual attributes, and person environment variables or situations. The physical environment can provide ideas about the influence of customer perceptions on the brand image. Zeithaml and Bitner (2000) argue that customers do perceive quality in more than one way and they also have perceptions about multiple factors when quality is assessed.

Baker et al. (2002); Bitner (1990); Minor et al (2004) also put forward that the environment influences customer satisfaction. For example, the environment in a hotel

will affect customer satisfaction. Lovelock and Wirtz (2007) discuss how confirmation or disconfirmation of expectations relates to satisfaction and delight.

The terms “quality” “and “satisfaction” are sometimes used interchangeably. Some researchers believe, however, that perceived service quality is just one component of customer satisfaction, which also reflects price/ quality trade-offs and personal and situational factors.

Baker et al (2002) also describe 3 components that influence the service encounter elements. The first component is the physical environment and includes for example music, lighting, and external and internal environmental design, the second one is customer interactions with intangible and tangible elements in the service environment and the periods when customers interact with physical facilities and other tangible elements in the service environment. Andaleeb and Conway, 2006; Wu and Liang, 2005) mentions the second component that is connected to the relationship between the service employee and the customer. Behaviour is a key determinant of how the service will be appreciated.

Bitner (1992); Baker et al., (2002) are describing the third component that is about how customers are influenced by the appearance, perceptions, and behavior of other customers. Baker and Cameron (1996), discuss what it is shown that the behavior of other customers affects perceptions and that makes it important for service providers to be careful about the interaction between customers.

According to Lovelock and Wirtz (2007), a service encounter is a period during which the customer interacts directly with the service provider. Some of these encounters are very brief and consist of just a few steps. If you use a service that requires the customer to make a reservation this first step might have been taken days or even weeks before the customer arrives at the service facility.

(Lovelock, 2007) also discusses the Servuction Model that it is static and describes a single service encounter or moment of truth. Service processes usually consist of a series of encounters, such as your experience with a flight that consists of steps from making a reservation to checking in, taking the flight, and retrieving customer's bags on arrival. Knowledge of role and script theories can help us to understand, design, and manage both customer behavior and employee behavior during those encounters.



The service definition is the key to service management. Service definition enables both the customer and service provider to know what to expect and not expect from a service.

#### Factors responsible for support service

- Ease of use- educating customers so that they know how to get the best from the service or product and designing services that are easy to access.
- Personal relationships- building a rapport with customers to make them feel valued and their needs are important so that they develop an attachment to the service.
- Appropriate payment systems- enabling customers to pay in ways that are convenient to them and at appropriate times, such as on satisfactory completion of service.
- An effective complaints process- dealing with any problems or complaints promptly and making sure customers know of the outcome.
- After-sales services- checking that customers have had a satisfactory experience and offering other potentially relevant services to extend the customer relationship.



## 2.9 Chapter Summary

This chapter has discussed theoretical literature, empirical literature, and general implication from the literature. This chapter consists of reviews of secondary data that the researcher has collected from other journals, books, and articles. It also outlines the literature and relevant theoretical model reviews regarding service delivery, service quality, customer satisfaction, on the SAPS clients. A detailed description of the dimensions and the application of the model are also discussed. This chapter

concludes with the discussion of the Gap Model and the 5 gaps relevant to this study. The empirical literature on service has been touch based on Spanish Police Station while also narrowing down to South African Retail Banking context. Importantly service quality has been defined based on both seminal work and empirical literature. Similarly, customer expectations and perceptions have been empirically and theoretical review. Relatedly customer services have been discussed based on seminal works. The importance of customer service and ways to improve on it has been discussed based on empirical literature. The notable model discussed when explaining service quality is the SERVQUAL which is based on the gap model of service quality. Relatedly the Grönroos model also brings to light what service quality based on conclusions that service quality is determined by the customer's perceptions and expectations, service process, and also service outcome. Components of quality have been empirically discussed while also noting customer expectations and satisfaction. The next chapter will be centered on research methodology.



## CHAPTER THREE

### SAPS SERVICE CONTEXT

#### 3.0 Introduction

Improving service delivery calls for a shift away from inward-looking, bureaucratic systems, processes, and attitudes and search for a new way of working which puts the needs of the public first, is better, by responding to the citizen's needs. It also means a complete change in the way that services are delivered. The objectives of the service delivery, therefore, include welfare, equity, and efficiency.

The purpose of this chapter is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. This chapter is primarily about how public services are provided and specifically about improving the efficiency and effectiveness of how services are delivered.

#### 3.1 Conceptualization of the Term Service Delivery

##### 3.1.1 Service delivery

Service can be defined as the performance of work or duty by an official or an act of helping others, or power to control or make use of resources, or an organisation or system providing the public with something useful or necessary (The Universal Dictionary 1961: 1394- 1395). The act of delivery can be defined as producing or performing, handing over, taking goods to the intended recipient, or producing results as promised or expected (The Universal Dictionary 1961). These definitions are adopted by Riekert (2001: 90), who arrived at a combined definition which reads as follows: 'Service delivery is concerned with the provision of a product or service, by a government or government body to a community that it was promised to, or which is expected by that community'.

At this point, it might be useful to consider the correlation between the terms of public service and public administration. Reference should again be made to the legislative

stipulations mentioned before that there is a public service for the Republic and that the responsibility for administration will be that of the national and provincial departments and other specified organisational components. Even though the terms public service and public administration are often used interchangeably, it can be deducted from the foregoing that public administration is that which the public service has legislatively been assigned with, with the public service constituting the conglomerate of public institutions. Hanekom et al. (1987: 11) think that the real core of public administration is the basic services performed for the public, such as policing and the protection of property. Cloete (1978: ii) adds that governmental institutions are continuously called upon to render with even greater intensity, a larger number of public services.

### **3.1.2 South Africa Service Delivery Improvement Programme**

Chapter 1, Part III of the Public Service Regulations, 1999 (as amended) requires the establishment and sustaining of a Service Delivery Improvement Programme (SDIP) by all departments, which should indicate the following:

- The main services to provide to different types of actual and potential customers;
- The consultation arrangements with the department's actual and potential customers;
- Due regard to the customer's means of access to the services and the barriers to increased access thereof;
- Specification of the mechanisms or strategies to be utilized to progressively remove the barriers to increasingly allow access to services;
- The standards for the main services provided and
- Arrangements as to how information regarding the department's services is to be provided.

The Public Service Regulations also require that the SDIP comprises a three-year time horizon, hence the SAPS' development of the SDIP 2013 to 2016, which straddles the

timeframe applicable to the SAPS Strategic Plan implying the review of the SDIP during this period.

The SAPS SDIP focuses on institutionalizing the Batho Pele Principles within the construct provided by the SAPS' constitutional remit, (Chapter 10, Section 195 of the Constitution) which provides the basic values, the principles governing public administration, and the applicable strategic objectives and priorities.

The SDIP focuses on the realization of the following strategic imperatives: the SAPS member as an employee

- The service points for the communities it serves;
- The quality of services provided to communities and
- The engagement of stakeholders in every facet of policing.

The key imperatives driving the service delivery improvement have been unpacked to provide specific direction as follows:

- The professional police that the people of South Africa expect is linked to the SAPS member as an employee and seeks to ensure that all SAPS members understand and subscribe to that which governs policing in South Africa;
- The SAPS' service points as the face of our service delivery will be developed and capacitated to ensure that they adequately support professional policing;
- The provision of professional, accountable service to the people of South Africa provides a focus on the quality of service delivery.

As a result stakeholder engagement will drive the effective involvement of all stakeholders, and particularly local communities, in the fight against crime. The operationalization of the SDIP over the medium term will be managed through the Frontline service Delivery Programme that will address each of the SAPS service points or Police Stations.

### **3.1.3 Case of Service Delivery Improvement**

The SAPS initiated a multi-year Frontline Service Delivery Project to accelerate efforts aimed at establishing an efficient, effective, and accountable service delivery

capability. The following critical objectives were identified as underpinning the realization of this project:

- To ensure that SAPS service points are accessible and standardized to adequately support professional policing.
- Providing a professional, standard, quality-based, and accountable service to the people of South Africa.
- Ensure effective engagement with all other stakeholders in the fight against crime.

The initial phase of the project involved piloting the concept at 9 methodically identified project sites to cultivate a multi-disciplinary and integrated service delivery model that would be subsequently rolled out to the rest of the organisation.

### **3.2 SAPS Customers**

Riekert (2001: 88) states that all citizens making use of a particular service area in fact customers and that a customer can be defined as a person with whom you must deal or a person or institution who buys goods and services. A client is described as one to whom services are rendered, or one receiving attention and care. Even though there does not seem to be a considerable difference between the terms customer and client, the customer is the term that will be used for this dissertation (Ngobese, 2011). The term customer is used interchangeably with the term citizen throughout the Batho Pele White Paper. It is however stated that not only the public are customers, but national and provincial departments also have many internal customers such as components and staff within their organisations, as well as other departments and institutions to whom they provide a service (Du Toit et al. 2002: 307). A customer of SAPS, for example, can thus be classified as any user/ receiver of any product or service provided by SAPS. This classification would then include individuals or components both internal and external to SAPS, government, or government departments, as well as other public or private institutions.

#### **3.2.1 Internal Customer**

An internal customer is those people to whom work is handed over. Such a customer relies on one another before they can proceed with their work. All SAPS officials

considered being an internal customer. Management at all levels is regarded as an internal customer. Staffs at all levels are internal clients (SAPS Work Committee, 2006:7).

### **3.2.2 External Customer**

An external customer is members of the public i.e. the South African public at large, and any person who enters the country to whom the SAPS must render service on whatever level. The following are examples of external clients:

A housewife; husband; thin or fat people; rich or poor people; children; businessman and businesswoman; and males or females (SAPS Work Committee, 2006: 4).

### **3.3 Public Services**

Services classified as public services if they (Gildenhuys 1997: 13):

- a) Could not be delivered by the private sector because of their collective nature;
- b) Are necessary for the realization and attainment of a government's goals and objectives and the private sector, for some reason, fails to deliver them; or
- c) It can be delivered more cheaply and advantageously by collective effort than by individual effort.

Services are classified as being either public or private sector services, on the grounds of their being either collective or particular.

Collective services will, under normal circumstances, be classified as public services; and particular services as belonging to the private sector.

The third classification of public services is quasi-collective services. These services have characteristics of both collective and particular services. Quasi-collective services are also referred to as subsidized particular services because the customers are subsidized in whole or in part through tax income. Quasi-collective services have either positive externalities generated to the advantage of the whole community or negative externalities generated to the detriment of the whole community and should, therefore, be regulated or delivered by the government (Gildenhuys 1993: 33-34).

The nature of collective services can be explained in terms of the following characteristics (Gildenhuys 1997: 14):

- a) Collective services are non-apportionable. They cannot be divided into consumption units and can therefore not be supplied per unit according to market demand and sold at a price per unit determined by the free interaction of supply and demand in the market-place.
- b) Collective services are non-exclusive. Members of the public cannot, under normal circumstances, be excluded from utilizing such services, irrespective of whether they are paying for them or not.
- c) Collective services are inexhaustible. These services cannot become depleted in the process of utilization. As long as they are properly maintained, they remain available to the public.
- d) Collective services can only be financed by taxation because a price per unit cannot be charged. Taxpayers receive no direct quid pro quo for their tax payments and therefore do not receive value commensurate with the amount of tax they pay.
- e) Collective services are monopolistic. Governments usually hold monopolies on such services, which means that they have no competition in delivering these services.

### **3.3.1 The Broader Public Service**

The Public Service Act, 1994, states that for the administration of the public service, national and provincial administrations, as well as other organisational components will be created. As mentioned before, section 8 of the Public Service Act 1994 ' states that the South African public service constitutes all persons holding fixed positions or permanent additional appointments in these bodies. Also included are the Permanent Force of the National Defence Force, the SAPS, the Department of Correctional Services, the Department of National Intelligence Services, and state educational institutions. An evaluation of the legislation regulating the South African public service would not be complete without considering official policy documents on reconstruction and development as priorities of the South African public service (Ngobese, 2011).



### **3.3.2 The Transformation of the Public Service**

A guiding principle of the South African public service is that of service to the people, regarded essential if the public service is to fulfil its role in the implementation of key White Paper. Section 11.1. of the White Paper on the Transformation of the Public Service, 1995 states that meeting basic needs through improved service delivery can help to provide the necessary infrastructural support to open up previously suppressed economic and human potential in both urban and rural areas, leading in turn to community empowerment and increased outputs in all sectors of the economy.

To redress past imbalances in service provision and to promote social equity, service delivery will focus on meeting the basic needs of the estimated 40 percent of South African citizens living below the poverty line, as well as on other groups, such as the disabled, who have previously been disadvantaged in terms of service delivery. Central to the improvement of service delivery is the improvement of productivity within the public service.

To promote continuous improvement in the quantity, quality, and equity of service provision (White Paper on the Transformation of the Public Service, 1995: Section 11.6). Departmental service delivery strategies should thus identify:

- a) A mission statement for service delivery, together with service guarantees;
- b) The services to be provided, to which groups and at which service charges in line with RDP priorities, the principle of affordability and the principle of redirecting resources to areas and groups previously under-resourced;
- c) Service standards defined outputs and targets and performance indicators benchmarked against comparable international standards;
- d) Monitoring and evaluation mechanisms and structures, designed to measure progress and introduce corrective action where appropriate;
- e) Plans for staffing, human resource development, and organisational capacity building, tailored to service delivery needs;
- f) The redirection of human and other resources from administrative tasks to service provision, particularly for previously disadvantaged groups and areas;

- g) Financial plans that link budgets directly to service needs and personnel plans;
- h) Potential partnerships with the private sector, non-governmental and community organisations to provide more effective forms of service delivery;
- i) The development, particularly through training, of a culture of customer care and of approaches to service delivery that are sensitive to issues of race, gender and disability; and
- j) Plans for the introduction of continuous quality improvement techniques. The transformation of the public service, as most public endeavors, are influenced by macroeconomic strategies.

### **3.3.3 Batho Pele White Paper for transforming public service delivery**

The Batho Pele White Paper (Administration, 2019) requires that all users of public services be consulted about their needs, priorities, and standard of services required (Riekert 2001: 84). Public officials will have to adjust to accommodate the requirements of the Batho Pele White Paper, that members of the public should be accepted as customers and that a position in the public service implies that the occupant is a public servant, rather than a public official.

Riekert (2001: 85) paraphrases the planned outcomes of the Batho Pele White Paper as:

- a) Improving service delivery on all levels;
- b) Identifying the needs for improving service delivery;
- c) Applying the Batho Pele White Paper principles in practice;
- d) Rectifying and improving, where necessary, on existing mistakes
- e) Failures regarding service delivery; and
- f) Providing a proper service to all communities.

In striving towards meeting the needs of all South Africans, the South African public service is required to implement the 8 Batho Pele White Paper principles of service delivery: consultation, service standards, access, courtesy, information, openness, and transparency, redress, and best value. However, underpinning the 8 Batho Pele

White Paper principles are 2 fundamentals, namely service to the people and the customer concept.

### **3.3.3.1 Service to the People**

The Batho Pele White Paper (Section 5.1) states that the South African public service must ensure that a conducive environment for the delivery of services is created to enhance employees' capacity to deliver services efficiently and effectively. The said document furthermore states that it is essential that the commitment, energy, and skills of public servants be harnessed to tackle inefficient, outdated, and bureaucratic practices, to simplify procedures, and to identify new and more efficient and effective ways of delivering services.

Based on Batho Pele White Paper Section 7 while providing an efficient and effective service to the community, a service delivery program should include the following:

- a) The existing levels of service delivery and the proposed service standards to be adopted in the short, medium and long term;
- b) How service standards will be monitored and reported on and the management information systems which will support this;
- c) The organisational and systems arrangements which will ensure that standards are met;
- d) Human resource training, supervision and appraisal arrangements;
- e) How communications systems will be improved upon to provide information about the type and frequency of services that customers require;
- f) How the complaints system will be developed to identify and rectify the failure to deliver the promised standard to individual customers; and
- g) The financial systems which will collect data on the unit costs of key services to provide information for standard and priority setting in subsequent years. The fundamental principle of service to the people is closely related to the principle of treating those people as customers.

### **3.3.3.2 Customer Concept.**

The Batho Pele White Paper (Section 1.3.3) states that to treat citizens as customers imply:

- a) Listening to their views and taking account of them in making decisions about what services should be provided;
- b) Treating them with consideration and respect;
- c) Making sure that service is always of the highest quality; and
- d) Responding swiftly and sympathetically when standards of service fall below the promised level. The treatment of citizens, as the users of public services, as customers will not be enforced successfully if customers are not consulted on an ongoing basis. At this point, the definition of the term customer provided in 1.6.4 supra should be reconsidered; i.e. that a customer is a person or institution who buys goods or services.

## **3.4 Batho Pele Principles of service Delivery**

### **3.4.1 Consulting users of services**

The principle of consultation as shown in the Batho Pele White Paper section 4.1, requires that citizens be consulted about the level and quality of the service they receive and should, where possible, be given a choice about the services that are offered. Citizens should thus simply be asked what they need (Hilliard & Msaseni 2000: 68). This principle also calls for the consultation of the public on how products and services can be improved.

### **3.4.2 Setting Service Standards**

The principle of service standards as in Batho Pele White Paper section 4.2 calls for citizens to be told what level and quality of services they will receive so that they are aware of what to expect. Standards relate to the degree of service excellence provided to customers at any given point in time. The setting of service standards is an overarching principle that might e.g. deal with measuring the extent to which access to services is, or needs to be increased.

### **3.4.3 Increasing Access**

The principle of increased access as spelled in the Batho Pele White Paper section 4.3 calls for the public service to ensure that all citizens have equal access to the services to which they are entitled. Access can range from physical access, such as ramps for wheelchairs, to understanding customers' language and the positive attitude or approachability of employees. Increased access to services will imply that institutions have to deal with larger numbers of customers, heightening the importance of ensuring courtesy.

### **3.4.4 Ensuring Courtesy**

The principle of courtesy as spelled in the Batho Pele White Paper section 4.4 calls for the public service to treat citizens with courtesy and consideration. Courtesy implies addressing customers politely to helping them with filling in forms. As with the other principles of the Batho Pele White Paper, specific standards have to set for how customers should be treated (KwaZulu-Natal Provincial Administration 2000a: 35).

### **3.4.5 Information**

Apart from ensuring courtesy, another principle especially important indirect dealings with customers are informed. The principle of more efficient and effective information as spelled in Batho Pele White Paper section 4.5 calls for public institutions to inform their users in a clear and forthright way of the services they provide and how to reap the most benefits from those services. Not only should customers be provided with information on how to qualify for certain services, as well as on changes and new services, they should also be consulted on what they need to know (KwaZulu-Natal Provincial Administration 2000a: 40). Nigro & Nigro (1980: 237) make the statement about public information that government information programs should be limited to disseminating factual information, but that advising the public is often not suffice, i.e. that public information must also induce the citizen to take action. The principle of efficiency in providing the information is directly related to the principle of increasing openness and transparency explain next.

### **3.4.6 Increasing Openness and Transparency**

The principle of increased openness and transparency as spelled out in Batho Pele White Paper section 4.6 calls for the public service to be open about how its organizations are managed and what their financial situation is. Openness and transparency are features of a democratic system of government and are as fundamental to the improvement of service delivery as they are to change and transformation (Hilliard & Msaseni 2000: 73).

According to section 4.5 of the Batho Pele White Paper customers should be invited to discuss service delivery issues, service standards, as well as problems with service delivery. The principle of openness and transparency implies that when public institutions identify areas where they have not met their promised standards they, not only correct it, but explain this under-performance to customers, as well as provide them with details on how they plan to correct it (Pricewaterhouse Coopers 2000/2001: 9). Apart from increasing openness and transparency, the principle of remedying mistakes and failures is receiving renewed attention in attempts to transform public service delivery-explained in the next subsection.

### **3.4.7 Remedying Mistakes and Failures**

The principle of remedying mistakes and failures is also known as redress in the Batho Pele White Paper section 4.7. Remedying mistakes and failures calls for public service institutions to enable people to indicate when they are not entirely satisfied with a product or service and for the public institution to apologize, provide a full explanation and act swiftly to rectify mistakes. Redress further implies that citizens should, apart from a remedy, receive a sympathetic and positive response.

Governments are bound to make mistakes. Corrective action hence needs to be taken when mistakes do occur. However, the importance lies in learning from past mistakes, so that they are not repeated (Edwards 1997: 238).

The Batho Pele White Paper (Section 4.7) specifies that in remedying mistakes and failures a complaints system should be reviewed and improved regularly according to the following requirements:

- a) Accessibility: the complaints system should be well publicized;

- b) Problems should be resolved speedily;
- c) Complaints should be dealt with fairly and impartially;
- d) The complainant's identity should be kept confidential;
- e) The public institution should be responsive to the real needs and justified expectations of the citizens;
- f) Mechanisms should be put in place for review and feedback; and
- g) Training should be given to employees so that they are knowledgeable about handling a complaint when it is received. The need for remedying mistakes and failures would decrease if public employees constantly aim to provide customers with the best possible value for their money.

### **3.4.8 Value for Money**

The presupposition exists that any customer (the taxpayer in the case of the public service) expects quality services from his/her service provider, based on the principle of value for money or cost-effectiveness. Recipients of services are expected to pay for services rendered to put into effect cost-consciousness (Hilliard & Msaseni 2000: 73).

The principle of value for money as spelled out in the Batho Pele White Paper section 4.8 would require that SAPS provide its services economically and efficiently by making efficient use of its resources to give citizens the best possible value for money. This is founded in the post-1994 necessity for not only improving service delivery and expanding access to public services to all citizens; but also the simultaneous reduction of public expenditure and the creation of a more cost-effective public.

### **3.4.9 Perception Management**

The mobilization of the community in the fight against crime will be undertaken in tandem with the building of a positive image of the SAPS. Communities will be targeted using community outreach programs to foster a culture of cooperation and trust. Inculcating a culture of professionalism in rendering service to communities will foster an element of respect towards the SAPS. The findings of continuous research into customer perceptions of safety and fear of crime including forecasting research,

community safety audits, and victim of crime surveys, will be factored into the policing strategy.

### **3.5 Chapter Summary**

This chapter has provided a legal and policy framework and a practical implementation strategy for the transformation of public service delivery. This chapter has brought the context of service delivery for SAPS. Specifically, the chapter has conceptualized the service delivery term through a succinct definition of service delivery with an immediate example of South Africa service delivery through Public Service Regulations which sustains the Service Delivery Improvement Programme. Deductively SAPS service delivery initiative was summarised while defining what constitutes SAPS's internal and external customers. More so public service was defined while also taking note of a broader perspective on intentions to transform public service through White Paper on the Transformation of the Public Service. On the service delivery, 8 Batho Pele White Paper principles were explored while hinging on 2 fundamentals, namely 'service to the people' and the 'customer concept'. These principles include Consulting users of services, setting service standards, Increasing access, Ensuring courtesy, Information, Increasing openness and transparency, Remediating mistakes and failures, Value for money, and Perception Management. The next chapter will spell out on research methodology.



# CHAPTER FOUR

## RESEARCH METHODOLOGY

### **4.0 Introduction**

When a given phenomenon is subjected to scientific techniques for an inquiry the process is then referred to as research methodology. This chapter will map ways to show the Impact of Front Line Service delivery on Customers of SAPS Pretoria CBD Sunnyside. The success of the SAPS, Service delivery is largely dependent on the perceptions of customers. Simply put, the researcher will discuss how this research was carried out. It is through this chapter recommendations will be scientifically shaped for acceptance. Simply put, this study will aim to vividly introduce the succinct systematic technique that will be employed. Based on such a vision, the key intentions of this chapter is to outline the research approach and measures that are vital in assembling information that is crucial for the inquiry. Therefore, this chapter clearly outlines the research and sampling techniques. The chapter will importantly provide, to some extent, a description of the research instrument that will be used for collecting data. The aim is to not only ensure that the reader understands the researcher's perspective but also clearly understands the research subjects and how the various aspects fit into addressing the research questions. On numerous occasions in the paragraph, the chapter will give a brief research design, the population of the study, questionnaire design, sampling methods, data collection, and data analysis. For the normative study or theoretical basis of the dissertation, local and international publications were consulted. Apart from books, these included applicable legislation and government notices of the Republic of South Africa, reports from government departments, and other public institutions, as well as articles from subject-specific journals. Lastly, the chapter will discuss ethical considerations expected in a scientific inquiry whilst giving an overall conclusion at the end. The research philosophy is going to be looked at first.

## **4.1 Research Paradigm**

According to Creswell (2013), the research paradigm refers to a research model for carrying out given research, which has been verified by the research community for long and which has been in use for various years. Different kinds of research make use of the research paradigms as a guideline for the development of research methodology and to ensure that the research process follows a well-structured route. They include the positivist paradigm as well as the interpretive research paradigm (Creswell, 2013).

This study is quantitative and therefore adopted the positivist paradigm. Several quantitative or scientific types of research make use of the positivist research paradigm as their conceptual framework. Several quantitative studies always adhere to the positivist approach as positivists always believe in empirically testing the hypotheses. It is always used in pure sciences because it empirically studies facts (Creswell, 2013). As a result, this research as a quantitative study is following a probabilistic model, which is influenced by previous research. Positivists also believe that the findings of a given study can easily be generalized to a different study of a similar type regardless of whether the given study is carried out within a different situation or environment.

## **4.2 Research Methodology**

Determining customer satisfaction levels imply some form of measurement of the degree to which customers are satisfied with products or services rendered. The measurement has to be done as objectively as possible in a process where data is obtained systematically and in a standardized manner. Research conducted in this manner has epistemological roots in positivism and follows a quantitative research approach. The methods used in quantitative research utilizing a deductive approach in which a theory or hypothesis is tested. The results of such research are reflected in numeric form but offered as statistics (De Vos, 2005).

This research followed a quantitative survey design approach. Leedy (2005), explains that survey research attempts to determine the incidence, frequency, and distribution of certain characteristics in a population, especially in management research. In survey research, data is treated deductively to test theory and predetermined hypothesis. A survey research strategy was beneficial to this study owing to its strengths, as outlined below:

It allows for more control over the research project

- It is useful for economically collecting large volumes of data;
- Data collection using some quantitative methods is relatively quick;
- Provides precise, quantitative, numerical data that is easily comparable;
- Data analysis is relatively less time consuming when compared to the analysis of several lengthy interviews (Saunders, 2003).

In this study, the survey questionnaire method was used to collect data. As defined by Isaac (1997), the survey research is used "to answer questions that have been raised, to solve problems that have been posted or observed, to assess needs and set goals, to determine whether or not specific objectives have been met, to establish baselines against which future comparisons can be made, to analyze trends across time, and generally, to describe what exists in what amount, and in what context."

Bell (1996), discussed the advantages of using surveys. Firstly, surveys are capable of obtaining information from large representing samples of the population. They are also well suited to gathering demographic data that describe the composition of the sample. McIntyre (1999), argued that surveys can also elicit information about attitudes that are difficult to measure when using other methods such as observational techniques.

On the other hand, survey methods also have their weaknesses. Bell (1996), noted that in conducting surveys, biases may occur, either in the lack of response from intended participants or in the nature and accuracy of the responses that are received. Other shortfalls include that respondents may have difficulty in assessing their own behavior or have poor recall of the circumstances surrounding their behavior (Bell, 1996).

### **4.3 Research Design**

Bless (2000), posted that a research design is a blueprint for undertaking a scientific inquiry with maximum management on variables that can alter the reliability and validity of findings. Therefore, a research design entails a description of how, when, and where data is to be gathered and analysed. There are 3 types of research design which are qualitative, quantitative, and mixed research design (Burns, 2006).

Welman (2005), described research design as the plan according to which we obtain research participants and collect information from them. Within the design, we describe what we are going to do with the participants, to reach conclusions about the research problem. Terre Blache (2000), maintains that the quantitative approach to research involves the researcher using statistical procedures to analyse the data that was collected. In other words, after the relevant variables have been measured, the scores of these variables are transformed using statistical methods so that the data could be described more concisely.

The quantitative research is a research design that addresses research objectives through empirical assessments. It contains numerical measurement and analysis approaches. It also generates statistics through the use of large scale survey research, using methods i.e. questionnaires and/or structured interviews (Zikmund, 2007).

#### **4.3.1 Population**

According to Proctor (2000), the population refers to subjects and objects and includes people, stores, and homes. The population is the entire group of people about whom the researcher needs to obtain information (Gates, 2002:396). The target population refers to subgroups of the total that is made up of units from various subgroups in which the researcher might be interested (Wegner, 2001). In other words, the target population refers to the population in which the researcher ideally would like to generalize the results. Therefore, great care should be taken to obtain a representative sample to prevent biased results. The respondents of this study are people visiting the South African Police Service Frontline Service Centre in selected areas.

After determining the sample size, the next crucial step is to determine the appropriate sampling technique to use to obtain a representative sample. There are 2 major categories of sampling technique: probability and non-probability sampling. According to Weiliang (2011), probability sampling is used when every element of the population has a known, non-zero probability of selection. On the other hand, non-probability sampling is adopted when elements of the population do not have a known or predetermined chance of being selected as a subject for the purposed survey (Weiliang, 2011).

### **4.3.2 Sampling procedure**

The present research followed the probability sampling procedure. There are many types of probability sampling, but this study focused on the simple random sampling technique.

According to Bless (2006), simple random sampling occurs when the probability of including each element of the population can be determined. For this research to gain much information from the audience, random sampling is the best. The advantage of random sampling is that it gives the respondent an equal chance of being included in the sample (Bless, 2006).

### **4.3.3 Sample Size**

According to De Vos (2005), a sample comprises elements of the population considered for actual inclusion in the study, or it can be viewed as a subset of measurement drawn from a population in which we are interested. A representative sample is critical to quantitative research and must reflect the population accurately so that inferences can be drawn (De Vos, 2005). Once a sample has been determined following procedures of the chosen sampling method, one can formulate a sample size. The sample should be large enough to allow inferences to be made about the population. A very small random sample may be quite unrepresentative and the same is true for a large non-random sample (Blanche, 2006). The sample size for the present project consists of 96 customers ( $n=96$ ) drawn from the population of Sunnyside ( $N=125,000$ ).

### **4.3.4 Sample and Sampling Method**

Beaver (2006), posited that researchers may find it impossible to cover every unit within the population when conducting their research. The reason for this is that research by its nature involves a large population size of subjects to be studied that would make it impossible to cover every unit in the study, hence sampling is important and required in this manner.

Described by Thompson (2012), sampling consists of selecting some part of a population to observe so that one may estimate something about the whole population. Relatedly, Thompson (2012) argued that the field of sampling concerns every aspect of how data are selected, out of all the possibilities that might have been under the

control of the researchers or have been determined by nature or occurrence, and how to use such data to make inferences about the larger population of interest.

Surveys in which there is some control over the procedure by which the sample is selected turn out to have considerable advantages for purposes of inference about the population from which the sample comes (Thompson, 2012). Cochran, (1953) elaborated by highlighting that the sampling theory is important to understand in regards to selecting a sampling method because it seeks to make sampling more efficient. Cochran (1953) also believed that using the correct sampling methods allows researchers the ability to reduce research costs, conduct research more efficiently e.g. speed, have greater flexibility, and provides for greater accuracy.

#### **4.4 Data Collection Method**

Data collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results. Defined by Weimer (1995), data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. According to Weimer (1995), there are 3 general types of data collection, namely: surveys, interviews, and focus groups/observations. In this study, a survey questionnaire was used to collect data from participants.

Kumar (2005), the defined questionnaire as a written list of questions, the answers to which are recorded by respondents. In a questionnaire, respondents read the questions, interpret what is expected, and then write down the answers. Kumar (2005), discusses the advantages of using a questionnaire:

- It is less expensive. Thus, time and human and financial resources are saved.
- It offers greater secrecy. As there is no face to eye interaction between respondents and interviewer, this method provides greater anonymity. In some situations when sensitive questions are asked it helps to increase the chances of obtaining accurate information (Kumar, 2005).

#### **4.4.1 Research Questionnaire**

In the present study, the survey questionnaire was used to collect data from respondents. The questionnaire was separated into 4 sections: Section A, B, C, and D. Section A comprised of 6 items regarding respondents' demographic information. The section included elements such as gender, age, educational level, working experience, race, and mental status. Section B contained 9 items. Each item described a piece of descriptive information on service delivery. Responses were recorded on the 5 points Likert scale from 1 "Never" to 5 "Daily".

Section C sought 22 questions about the expectations regarding service quality in the SAPS FLS.

Response choices included "strongly disagree", "disagree", "uncertain", "agree", and "strongly agree". In section D the questionnaire was designed to examine the respondents' perceptions of service quality in the SAPS FLS. Response choices included a Likert scale "strongly disagree, "agree", "neither agree nor disagree", "agree" and "strongly agree". All questions were closed questions. The data obtained by the researcher means the expectations and perceptions questionnaire.

In most cases, SERVQUAL is relatively simple and inexpensive and provides valuable information on an organization's service quality. Researchers have applied the SERVQUAL model to measure service quality (Bebko, 200).

##### **4.4.1.1 Advantages of Questionnaires**

Questionnaires have the following advantages:

- This approach is less expensive in terms of time and money;
- Respondents feel a greater sense of anonymity;
- Each respondent is asked the same questions;
- The format is standard for all respondents and is not dependent on the mood of the interviewer;
- Large samples, covering large geographic areas, maybe chosen; and



- A greater amount of data over a broad range of topics may be collected (Cargan, 2007).

#### **4.4.2 Administering of the Questionnaire**

According to Sincero (2012), there are various ways in which a survey can be conducted. These include the personal approach (e.g. face-to-face structured interview, telephone, survey), and the self-administered approach (e.g. paper and pencil survey, online survey, mail survey). The present research used the self-administered approach, and the paper-pencil method was employed.

Trochim, (2006), described the self-administered questionnaire as a type of questionnaire, either in paper or electronic form that a respondent completes on his/her own. Self-administered questionnaires are filled out by the participants in the absence of the investigator. Mitchell (2010); discussed the advantages of using self-administered questionnaires, firstly: respondents answer at their convenience; secondly: no interviewer is present to manipulate bias in the way questions are asked; and lastly: questionnaires often allow anonymity; thus, by allowing respondents to be anonymous may be important if you want honest answers to highly personal and sensitive questions. However, Kumar (2005) argued that using a self-administered approach has its drawbacks. Surveys that rely on self-administered questionnaires usually have a low return rate. Permission was requested from the respective Station Commander to conduct a research survey at the SAPS premises.

#### **4.5 Validity and Reliability**

These are used in reducing the possibility of getting the wrong answers. It means that the research must pay much attention to the criteria of research design.

##### **4.5.1 Validity**

Validity is concerned with whether a customer satisfaction measurement program or a particular item, really measured what it was supposed to measure. The 4 important types of validity are content validity, criterion-related validity, construct validity, and



face validity. Validity is a key concept in assessing the quality of research. It refers to how well a research design delivers accurate, clear, and ambiguous evidence with which to answer the research problem. These are 2 types of validity: internal and external validity (McGivern, 2006).

#### ➤ **Internal Validity**

In the context of research design, internal validity refers to the ability of the research to deliver credible evidence to address the research problem.

#### ➤ **External Validity**

When a piece of research has external validity it means that we can generalize from research conducted among the sample to the wider population (Wegner, 2001).

In this study, the following measures were taken to ensure validity.

The questionnaire was based on a well-known customer satisfaction measuring model, which is called SERVQUAL and which has been validated in many studies (Baron, 2003). Survey questions were based on the literature review and frame of reference to ensure the validity of the result. The questionnaire was also scrutinized by a panel of experts for face validity. This panel consisted of supervisors and a statistician.

### **4.5.2 Reliability**

The reliability of a customer satisfaction measurement program is the extent to which the research result would be stable or consistent if the same techniques were used repeatedly, and measurement of all present potential reliability problems (Bless, 2000). In this study the researcher used the following measures to ensure the reliability of the study:

- close-ended format questions were used in this questionnaire;
- all field workers were trained so that they could conduct interviews with the same approach;

- a pilot study of the questionnaire was undertaken to make sure that all questions and statements were both relevant and easily understood;
- the questionnaire of the study makes sure that the anonymity of the respondent; and
- Cronbach Alpha was calculated to measure the reliability of the measurement.

## **4.6 Data Analysis**

Welman (2005), described data analysis as a process of converting raw, meaningless information into meaningful data that can be analysed and upon which meaningful decisions can be based. Since a survey questionnaire was used in the study to collect data from the participants, the data were analysed using descriptive and inferential statistics through SPSS software. Defined by Burns (2006), descriptive analysis is where raw data is transformed into a form that will make it easier for the researchers to understand and interpret, re-arranging, ordering, and manipulating data to provide descriptive information. All in all, it is used to determine the main tendencies of the variables (Burns, 2006). In this regard, this is where all the information is presented in tables and a pie chart form to assist the researchers to understand the content of the data collected (Gray, 2004). According to Bless (2006), inferential statistics is a method that enables a researcher to make appropriate inferences from those descriptions to decide whether those descriptions can also be applied to the population from which the sample is drawn.

## **4.7 Ethical considerations**

According to Bless (2006), ethics in research assists by stopping research negligence and helps researchers accept and understand their roles and responsibilities as ethical intellectuals and/or academics. Ethical research stresses some importance inhumane as well as perceptive treatment of participants who might be situated in variable levels of jeopardy and danger by research procedures. In this study, participants were informed and updated about the aim and purpose of doing the study and that the information sought was only for academic purposes. Data obtained from the participants was kept confidential, hence there were no names required from

respondents when filling out the questionnaire. Lastly, permission was obtained from the University of Johannesburg's research ethical committee to carry out the study. Saunders (2003), provided a list of main ethical guidelines that should be considered when conducting a research project. The following were also observed in this research:

- Voluntary nature of participation and the right to withdraw partially or completely from the process.
- Obtaining participants' consent that is fully informed (by debriefing and the covering letter) and voluntary (by their verbal agreement) (Gregory, 2003).
- Maintaining confidentiality of information provided by participants.
- The anonymity of data gained from participants, no names must be used in a research report.
- Non-deception of research participants.
- Privacy for both potential and actual participants.
- Participants' reactions to how data is collected.
- Effects on participants regarding the use, analysis, and reporting of data.
- Objectivity and behavior of the researcher.
- Transparency of study and/or research methods to allow for reliability.
- Recognition of research sites from where the study was conducted,
- The avoidance of harm to participants' physical, mental, and emotional health (Saunders, 2003).

#### **4.8 Chapter summary**

This chapter has aired how the current study will be carried out. This chapter as the research methodology section has highlighted and discussed effective ways to answer questions to accomplish the aim of the research. The section has hinted at the research philosophy that guides the selection of the research methodology and strategy. Positivism philosophy was rationally identified to be useful in the current study since it allows descriptive and explorative data analysis. A deductive survey methodology has opted for this research. Furthermore, the chapter has explored how the collected data could remain reliable and valid during its analysis. The sampling technique used and data analysis procedures were also looked at. More specifically,

the main data analysis procedure was a descriptive data analysis from data gathered through a structured questionnaire. Lastly, the section has captured ethical considerations that were pursued before, during, and after the collection of data.

Chapter 5 that follows presents the results, discussions, and interpretation results.



## CHAPTER FIVE

### ANALYSIS AND PRESENTATION OF FINDINGS

#### 5.0 Introduction

The study seeks to examine the respondent's perceptions and expectations concerning service quality using the five-point Likert scale. The questionnaire targeted clients visiting SAPS FLS in Pretoria Sunnyside, the questionnaire was divided into 3 sections namely, demographics, service delivery, and service quality (expectations and perceptions). The research utilized quantitative techniques of data analysis. The Statistical Package for Social Sciences software was used to test the hypotheses, and the results are shown below. The analysis of results entails the use of descriptive analysis in the form of the correlation matrix and inferential analysis. The objectives of the descriptive statistics (frequencies and percentages), was to provide a general overview of the results.

#### 5.1 Descriptive Statistics

This section presents the descriptive statistics based on the demographic information of the study.

##### 5.1.1 Personal Demographics (section A)

The objective of eliciting demographic information from the respondents was to gain an understanding of the demographics of clients visiting the SAPS FLS. Variables used to describe the characteristics of the sample include age, gender, educational, qualification, income, and marital status. Table 5.1 next shows the gender distribution of respondents.

### 5.1.1.1 Gender and Age Distribution

This subsection presents the gender descriptive statistics as shown in table 5.1.

**Table 5.1: Gender of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	33	34.4	40.7	40.7
	Female	48	50.0	59.3	100.0
	Total	81	84.4	100.0	
Missing	System	15	15.6		
Total		96	100.0		

Table 5.1 above illustrates the categories of the gender of the people who participated in the study. Valid percentage excludes missing values for the variable in question, 15.6% (n=15) represent the respondents who did not fill the age section. The table then shows that 40.7% (n=33) of the respondents who participated were male and the rest of 59.3% (n=48) were female. Next in figure 5.1, the age distribution is described.

**Figure 5.1: Age of respondents**

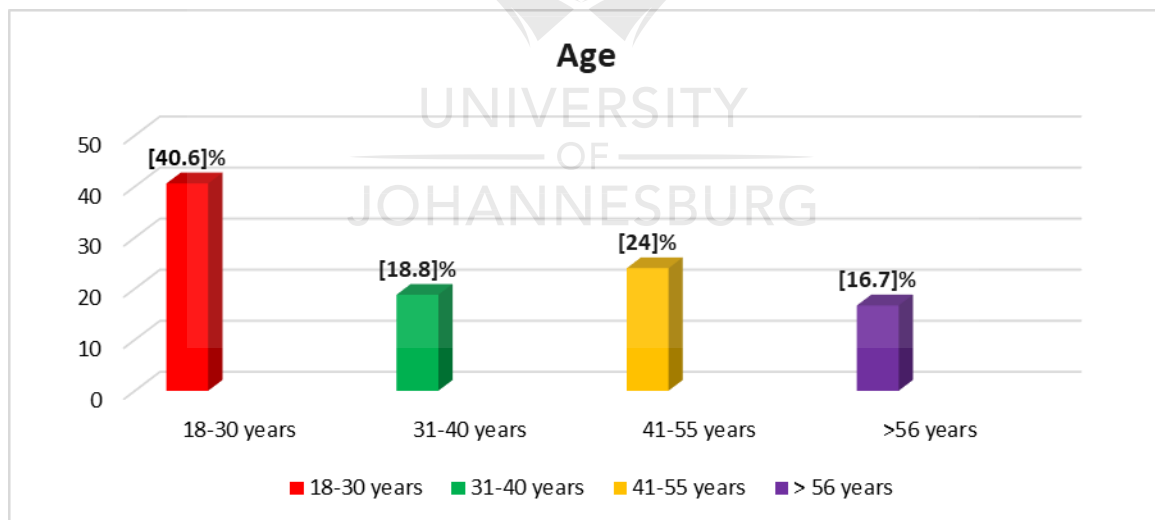


Figure 5.1 illustrates the age categories of the respondents who participated in the study. The illustrations show that 39 people (40.6%) who participated were between 18 to 30 years old, 18 (18.8%) were between 31 to 40 years old, 23 (24%) were between 41 to 55 years old, 16 (16.7%) were above 56 years old. This indicates that the evaluation of SAPS service is often done by the youth who are below the age of

30 together with the middle age group of 41-55 years. Next in Table 5.2 education distribution is described.

### 5.1.1.2 Education, Income and Marital Status Distribution

This subsection presents the education, income, and marital status descriptive statistics as shown in table 5.2, Table 5.3 and figures 5.4 respectively.

**Table 5.2: Educational qualifications of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to grade 9	16	16.7	16.7	16.7
	Matriculation	31	32.3	32.3	49.0
	Degree/Diploma	35	36.5	36.5	85.4
	Postgraduate	12	12.5	12.5	97.9
	Other: specify	2	2.1	2.1	100.0
	Total	96	100.0	100.0	

Table 5.2 above illustrates the categories of highest qualification held by respondents of the study. The Table shows that 2.1% (n=2) of the participants were holding other educational qualifications, 32.3% (n=31) were having a Matric certificate, 36.5% (n=35) were having a Degree/Diploma, and 12.5% (n=12) were holding a postgraduate qualification. Next in Table 5.3, the income distribution is described.

**Table 5.3: Household income of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below R2500	19	19.8	20.4	20.4
	R2500-R4500	12	12.5	12.9	33.3
	R4501-R6500	8	8.3	8.6	41.9
	R6501-R7500	10	10.4	10.8	52.7
	R7501 and above	44	45.8	47.3	100.0
	Total	93	96.9	100.0	
Missing	System	3	3.1		
Total		96	100.0		

Table 5.3 above illustrates the categories of household income earned per month by respondents of the study. The Table shows that 47.3% (n=44) of the participants earn R7501 and above, 20.4% (n=19) earn below R2500, 12.9% (n=12) earn between R2500-R4500, 10.8% (n=10) earn R6501-R7500 and only 8.6% (n=8) earn R4501-R6500 per month. Next in figure 5.2 show marital status distribution is described.

**Figure 5.2: Marital status of the respondents**

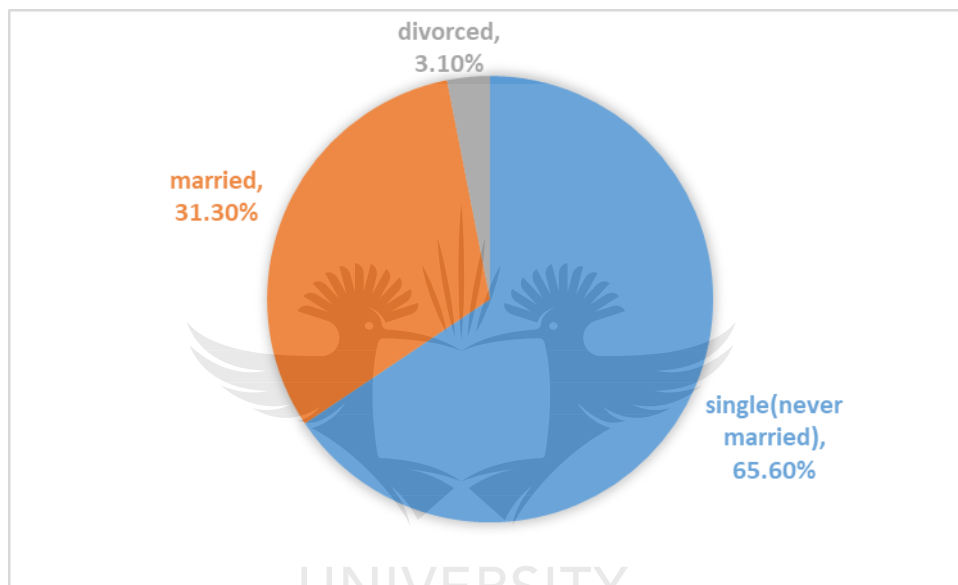


Figure 5.2 above illustrates the categories of the marital status of the people who participated in the data collection of the study. The Table shows that out of the 63 people who participated (65.6%) were single, 30 people (31.3%) were married, and only 3 people (3.1%) were divorced.

### **5.1.2 SAPS Frontline service information on service delivery (section B)**

The objective of eliciting information from the respondents was to gain an understanding of the overall service delivery at SAPS Frontline service. The results are presented in Figures 5.3.



**Figure 5.3: Information about SAPS Frontline office**

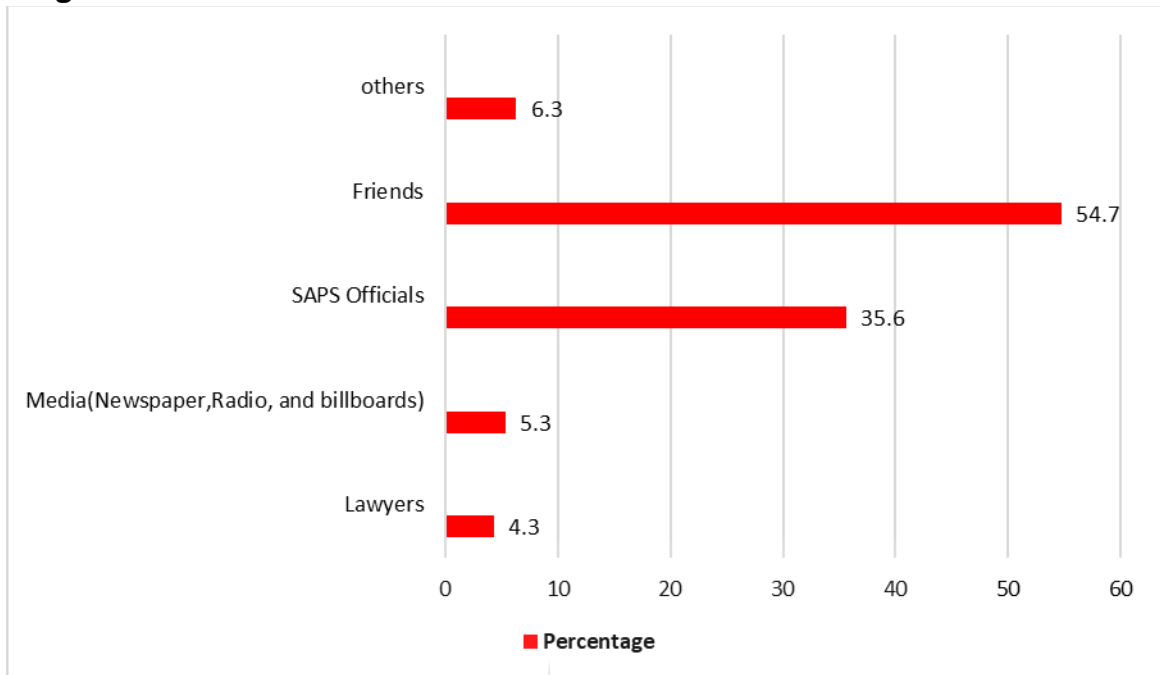


Figure 5.3 shows that the largest proportion of respondents 54.7% indicated that they had been informed about the FLS office by a friend and 35.6% of respondents were informed by a SAPS official. A minor segment of the respondents 15.9% confirmed that they were informed by either a lawyer, the media, or other. Next in Figure 5.4, visiting reasons for Frontline services are described.

**Figure 5.4: Reason for visiting Frontline Service**

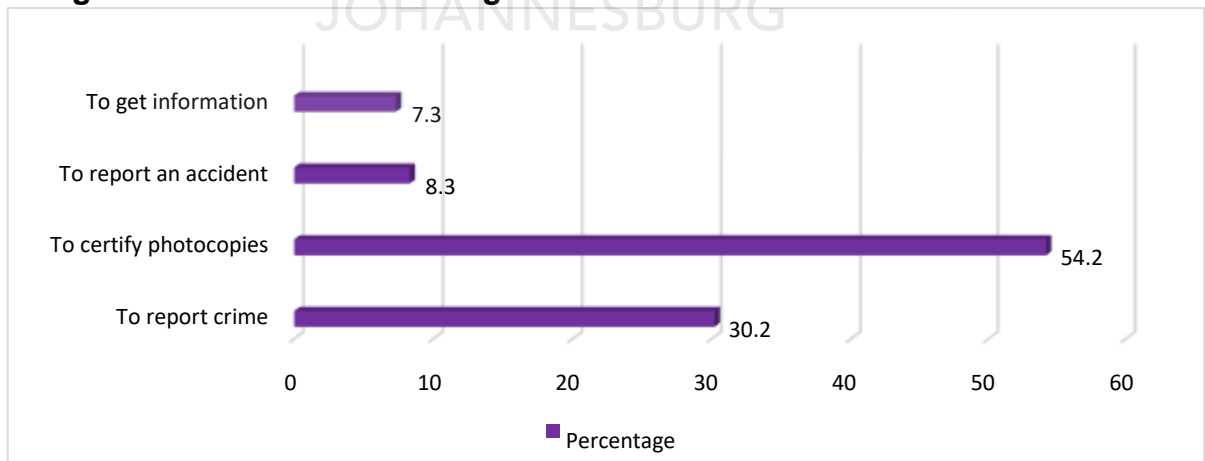


Figure 5.4 indicates that the main reasons for visiting the FLS service were either to report a crime (30.2%) or certify copied documents (54.2%). Next in Figure 5.5, the income distribution is described.

**Figure 5.5: Waiting period to be served by an official.**

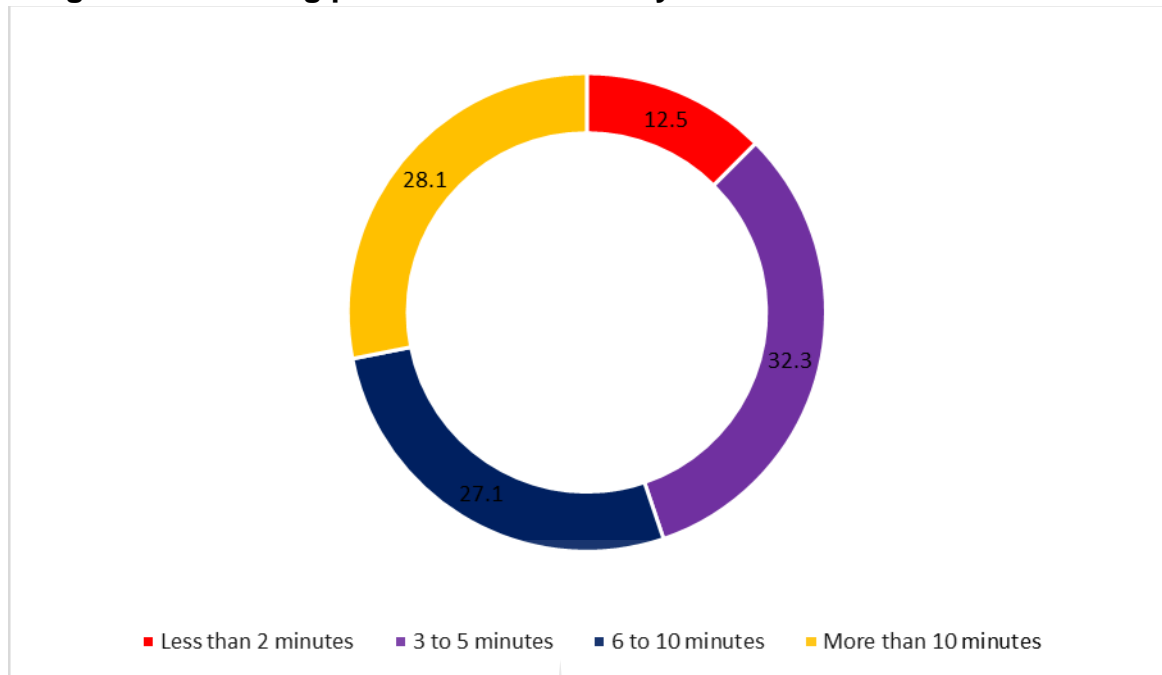


Figure 5.5 indicates that of all the respondents, 32.3% had to wait between 3 to 5 minutes to be served and 28,1% of the respondents indicated that they had to wait more than 10 minutes, only 12.5 % waited for less than 2 minutes to be served at the Front Line Service (FLS). Next in Figure 5.6 frequency of Frontline visits is described.

**Figure 5.6: Frequency of Frontline service visits during the year**

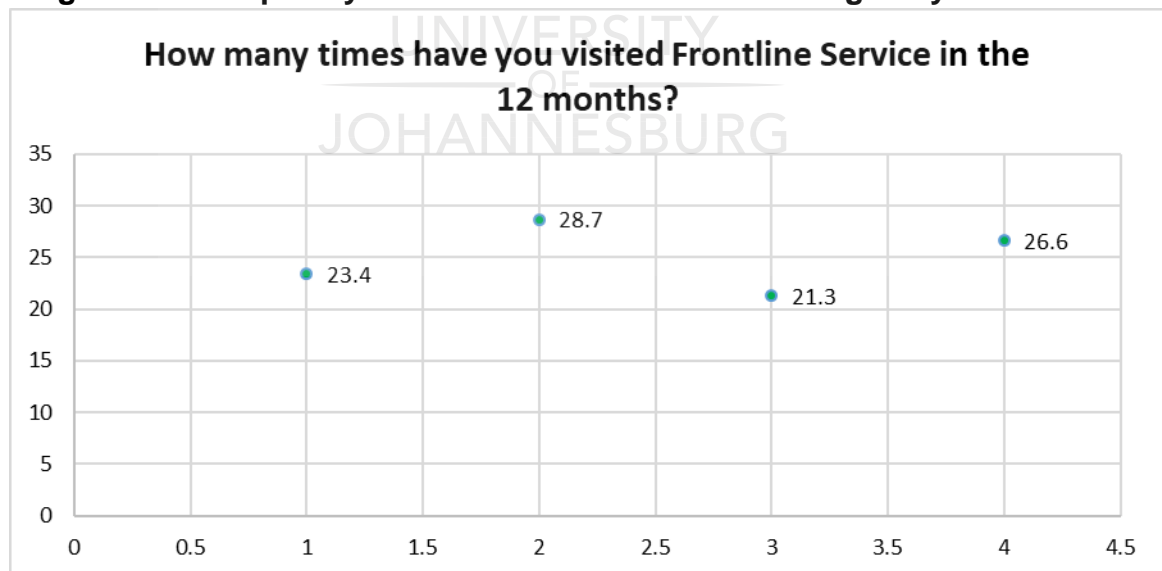


Figure 5.6 shows that 23.4% of the respondents visited the FSL service once during the year. A large proportion of respondents (50%) visited the FSL service 2 or 3 times a year and 26.6% of the respondents visited the FSL service 4 or 5

times in 12 months. Next in figure 5.7 complaints about service delivery are described.

**Figure 5.7: Complaints about poor service delivery.**

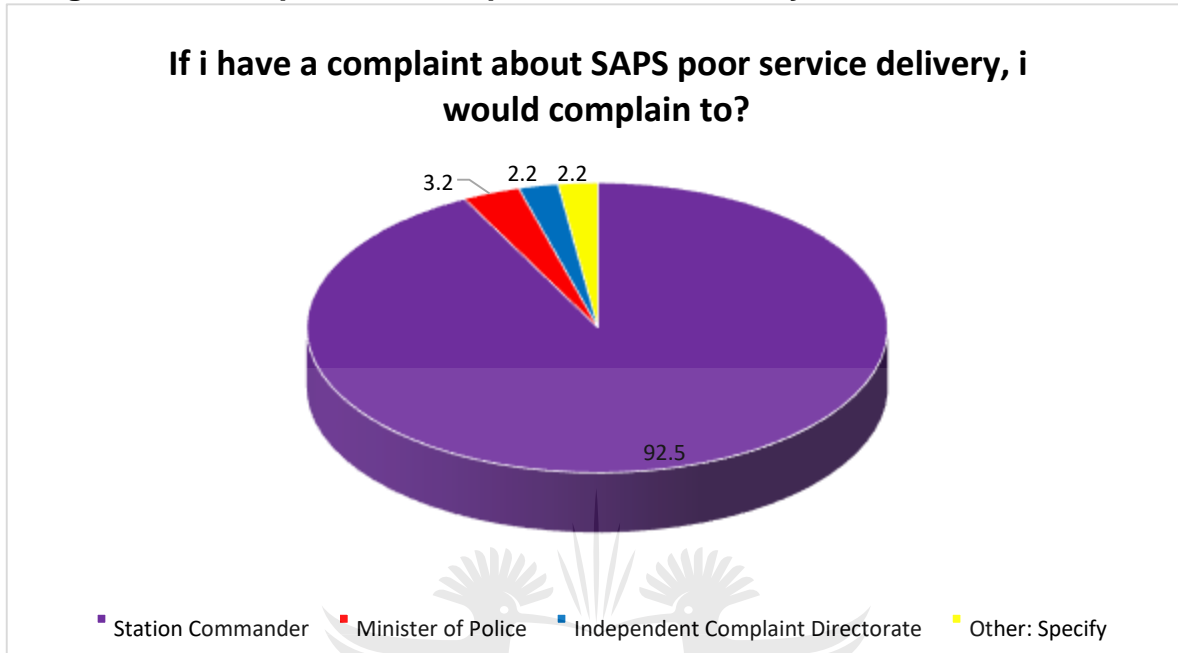


Figure 5.7 illustrates that the majority of respondents 92.5% indicated that they would complain about poor service delivery to the respective Station Commander. A minor segment of respondents (7.5%) indicated that they would report to either the Minister of Police or the Independent Complaints Directorate (ICD). Next in figure 5.8 mode of transport to the police station is described.

**Figure 5.8: Means of Transport to Police Stations**

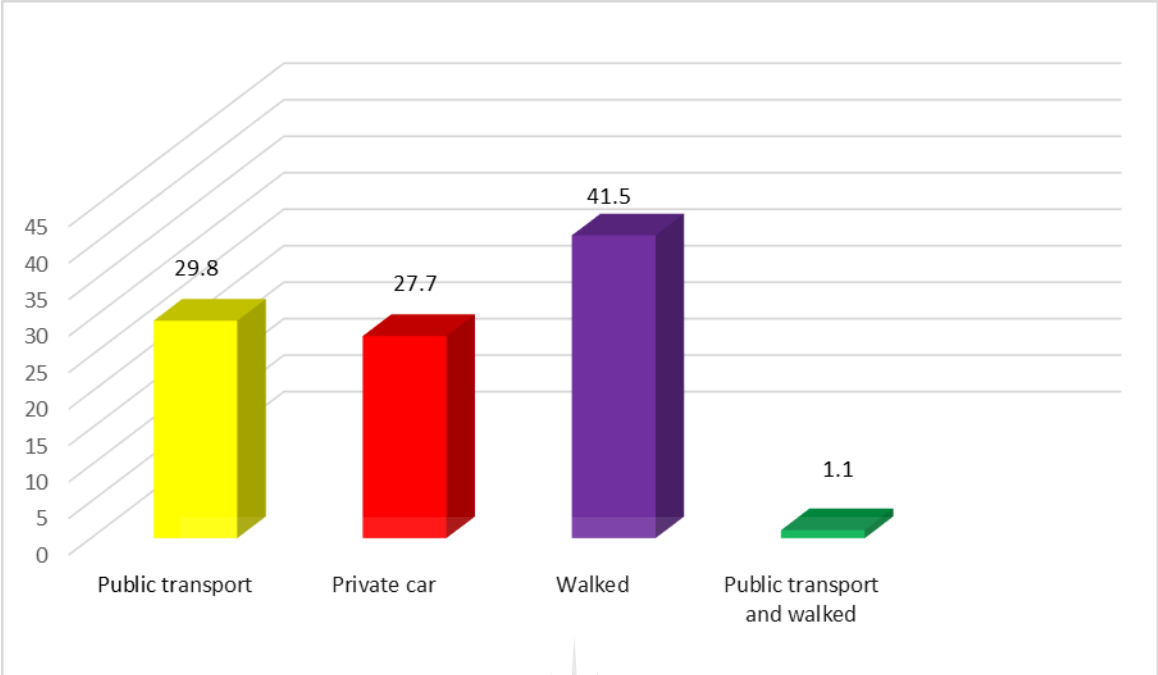


Figure 5.8 reported that the majority of the respondents (41.5%) walked to the FLS service. This implies that the FLS was relatively close to the residences of the respondents. Payment for public or private transport should not have been an issue as most respondents earned more than R2 500 a month and the FLS was only frequented occasionally by most respondents. Next in Figure 5.9 changes suggested to SAPS Frontline services are given.

**Figure 5.9: Changes respondents would like to see.**

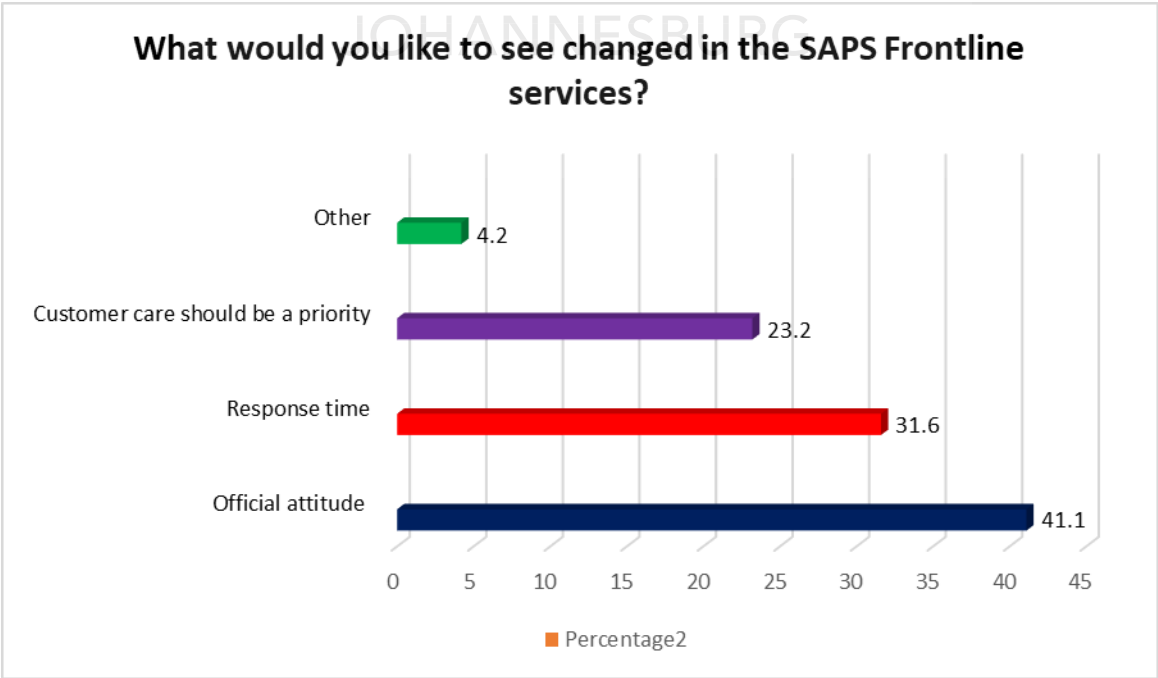


Figure 5.9 illustrates that 23.2% of respondents would like to see changes in customer care priority and 41.1% official attitudes whilst 31.6% of the respondents would like to be attended within 5 minutes. Next in figure 5.10, the satisfaction level with SAPS is described.

**Figure 5.10: Level of Satisfaction with the service**

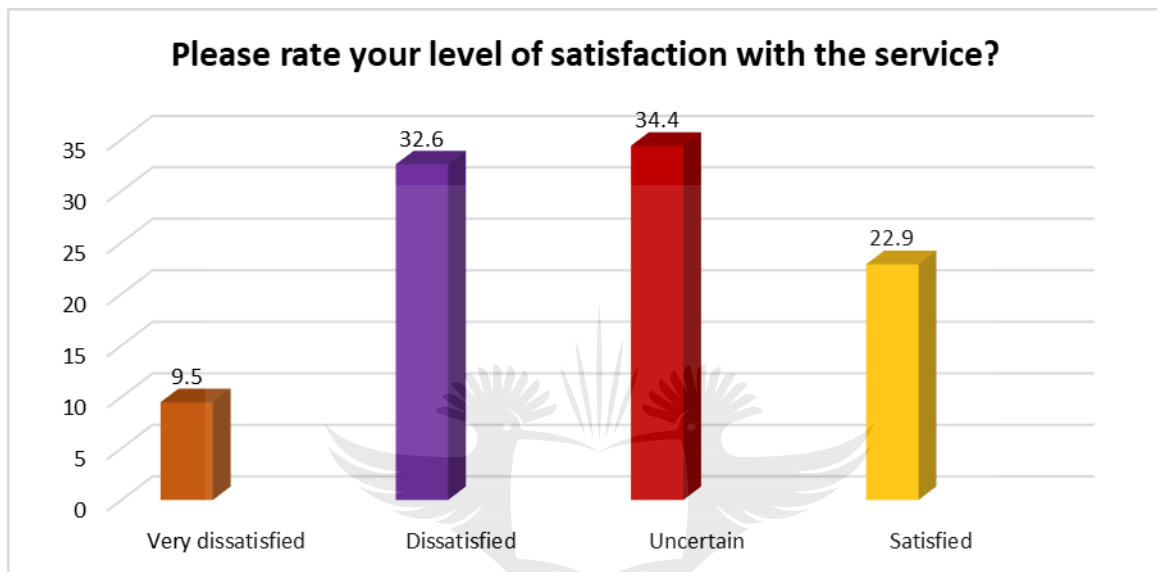


Figure 5.10 indicates that 6 out of every 10 respondents 22, 9% (were satisfied with the service at the FLS whilst 42.1% of the respondents were not happy with the service at the FSL. Large percentage segments (34.4%) of respondents were not sure about the FSL. The next section describes and explores service expectations and perceptions.

### 5.1.3 Analysis of Expectation and Perceptions

The analysis is displayed using tables. All statements are measured on a five-point Likert scale ranging from "1 = strongly disagree to 5 = strongly agree". A discussion of the comprehensive statistics of the original 22 statements from Table 5.4 to Table 5.10 (customer expectations and perceptions) will follow. This part of the analysis answers the research objective in chapter 1 namely: "To determine whether clients get the service they expect at the SAPS FSL"

**Table 5.4 Physical Facilities and Equipment**

Options	Expectations	Perceptions
Strongly Disagree	1.0%	7.4%
Disagree	6.3%	29.5%
Uncertain	9.4%	41.1%
Agree	57.3%	16.8%
Strongly Agree	26.0%	5.3%
Total	100%	100%

Table 5.4 indicates that the majority of respondents 83.3% (57.3%+26%) expected that SAPS FSL should have up-to-date physical facilities and equipment. Table 5.4 shows that 22.1% (16.8%+5.3%) of respondents perceived that SAPS Frontline service has up-to-date physical facilities. It is, therefore, apparent that expectations exceeded perceptions concerning physical facilities and equipment warranting attention.

**Table 5.5: Office Equipment Visually Appealing**

Options	Expectations	Perceptions
Strongly Disagree	0%	6.3%
Disagree	4.1%	27.4%
Uncertain	14.6%	44.2%
Agree	56.3%	16.8%
Strongly Agree	25%	5.3%
Total	100%	100%

Table 5.5 reveals that the majority of respondents 81.3% (56.3%+25%) expected that the office equipment, physical facilities, and communication materials should be visually appealing. On the other hand, 22.1% (16.8%+5.3%) of the respondents perceived that the office and communication material are visually appealing. Next, is a comprehensive table (Table 5.6) that combines Subtable 6 up to Subtable 9.

**Table 5.6: SAPS Employees Neatness; Appealing information resources; Staff Promises and Complaint constructive attendance.**

Subtable 6: SAPS employees are neatly attired			Subtable 7: Visually appealing information resources.		
Options	Expectations	Perceptions	Options	Expectations	Perceptions

Strongly Disagree	0%	2.10%
Disagree	1.10%	6.30%
Uncertain	5.30%	18.90%
Agree	52.60%	44.20%
Strongly Agree	41.10%	28.40%
Total	100%	100%

Strongly Disagree	0%	5.30%
Disagree	6.30%	14.90%
Uncertain	12.50%	52.10%
Agree	40.60%	23.40%
Strongly Agree	40.60%	4.30%
Total	100%	100%

**Subtable 8: Staff Promises**

Options	Expectations	Perceptions
Strongly Disagree	0%	1.10%
Disagree	3.20%	17.90%
Uncertain	11.60%	55.80%
Agree	49.50%	20.00%
Strongly Agree	35.80%	5.30%
Total	100%	100%

**Subtable 9: Complaint attended in a constructive manner**

Options	Expectations	Perceptions
Strongly Disagree	0%	3.20%
Disagree	3.20%	14.70%
Uncertain	13.80%	57.90%
Agree	46.80%	18.90%
Strongly Agree	36.20%	5.30%
Total	100%	100%

Subtable 6 shows that the majority of the respondents 93.7% (52.6%+41.1%) expected that SAPS employees should be neatly attired and 72.6% (44.2%+28.4%) of the respondents perceived that the SAPS employees are neatly attired. The differences between expectations and perceptions exist.

Subtable 7 reflects that many of the respondents 81.2% (40.6%+40.6%) expected that information resources associated with the service should be visually appealing. Table 5.9 also indicates that 27.7% (23.4%+4.3%) perceived that information resources associated with the service are visually appealing. A major segment (52.1%) of respondents disagreed with the statement. A gap between expectations and perceptions is apparent.

Subtable 8 indicates that the majority of respondents 85.3% (49.5%+35.8%) expected that, when staff promises to deliver the appropriate service within a specified time, they should do so. The minority of respondents 25.3% (20%+5.3%) perceived that promise is made to deliver service within a specified time. It is important to note that 55.8% of the respondents are uncertain with a statement. A gap between expectations and perceptions exists. Subtable 9 shows that the majority of respondents 83 % (46.8%+36.2%) expected that SAPS staff should attend to clients' complaint constructively. Concerning perceptions, 24.2% (18.9%+5.3%) of the respondents perceived that the SAPS staff attend to their complaints in a constructive manner. It is important to note that 57.9% are uncertain about the respondent's statement. This dimension warrants attention.

Next, a comprehensive table (Table 5.7) combines Subtable 10 up to Subtable 13.

**Table 5.7: Service based on terms; at the promised time; SAPS maintenance of client's record and SAPS informing when service will be delivered**

Subtable 10: Service delivered according to terms			Subtable 11: SAPS deliver service at the promised time		
Options	Expectations	Perceptions	Options	Expectations	Perceptions
Strongly Disagree	0%	0%	Strongly Disagree	1.10%	1.10%
Disagree	3.20%	21.30%	Disagree	1.10%	14.00%
Uncertain	9.50%	50%	Uncertain	11.80%	58.10%



Agree	49.50%	23.40%	Agree	48.40%	20.40%
Strongly Agree	37.90%	5.30%	Strongly Agree	37.60%	6.50%
Total	100%	100%	Total	100%	100%
<b>Subtable 12: SAPS maintenance of client's record</b>			<b>SubTable 13: SAPS staff inform me when service will be delivered</b>		
Options	Expectations	Perceptions	Options	Expectations	Perceptions
Strongly Disagree	1.00%	1.10%	Strongly Disagree	1.00%	4.30%
Disagree	1.00%	15.20%	Disagree	2.10%	25.80%
Uncertain	16.70%	59.80%	Uncertain	10.40%	46.20%
Agree	49.00%	19.60%	Agree	56.30%	19.40%
Strongly Agree	32.30%	4.30%	Strongly Agree	30.20%	4.30%
Total	100%	100%	Total	100%	100%

Subtable 10 reflects that the expectations of the majority of respondents 87.4% (49.5%+37.9%) expected that the service should be delivered according to SAPS terms and conditions. On the other hand, concerning perceptions, 28.7% (23.4%+5.3%) of the respondents perceived that the service is delivered according to SAPS terms and conditions. An important segment of the respondents 50% are uncertain with the statement.

The gap between respondents the expectations and perceptions warrants attention.

Subtable 11 shows that the majority of respondents 86% (48.4%+37.6%) expected that the SAPS staff should deliver services at the promised time, whilst 26.9% (20.4%+6.5%) of the respondents perceived that the SAPS staff deliver services at the promised time. Interestingly, 58.1% of the respondents are uncertain about the statement. The gap between expectations and perceptions warrants attention from the organisation.

Subtable 12 demonstrates that the majority of respondents 81.3% (49.0%+32.3%) expected that SAPS staff should maintain accurate client records. Concerning perceptions, 23.9% (19.6%+4.3%) of the respondents perceived that the SAPS staff maintain accurate client records. However, a major percentage of respondents (59.8%) are uncertain about the statement.

Subtable 13 shows that the majority of respondents 86.5% (56.3%+30.2%) expected that the SAPS staff should inform clients exactly when the appropriate service will be performed. Table 5.11 also shows that 23.7% (19.4%+4.3%) of the respondents perceived that the SAPS staff inform clients exactly when an appropriate service will be performed. Interestingly 46.2% of the respondents are uncertain with the statement. Greater emphasis should focus on this dimension. This dimension warrants attention. Next, a comprehensive table (Table 5.8) combines Subtable 14 up to Subtable 17.

**Table 5.8: Staff provides service to me; Staff listens to the client's problem; Staff never busy to attend to my problem and Staff behavior can be trusted.**

<b>Subtable 14: Staff provide service to me</b>			<b>Subtable 15: Staff listen to the client's problem</b>		
Options	Expectations	Perceptions	Options	Expectations	Perceptions
Strongly Disagree	0%	6.50%	Strongly Disagree	0%	5.40%
Disagree	1.10%	16.30%	Disagree	3.20%	17.20%
Uncertain	12.80%	50.00%	Uncertain	16.80%	48.40%
Agree	42.60%	21.70%	Agree	45.30%	26.90%
Strongly Agree	43.60%	5.40%	Strongly Agree	34.70%	2.20%
Total	100%	100%	Total	100%	100%
<b>Subtable 16: Staff never busy to attend to my problem</b>			<b>Subtable 17: Staff behavior shows that they can be trusted</b>		

Options	Expectation s	Perception s
Strongly Disagree	0%	3.30%
Disagree	1.00%	8.80%
Uncertain	10.40%	44.00%
Agree	49.00%	28.60%
Strongly Agree	39.60%	15.40%
Total	100%	100%

Options	Expectation s	Perception s
Strongly Disagree	0%	0%
Disagree	1.00%	22.30%
Uncertain	8.30%	46.80%
Agree	46.90%	25.50%
Strongly Agree	43.80%	5.30%
Total	100%	100%

Subtable 14 depicts that the majority of respondents 86.2% (42.6%+43.6%) expected that the SAPS staff should provide prompt service to clients. On the other hand, 27.1% (21.7%+5.4%) of the respondents perceived that the SAPS staff provide prompt service to them. It is important to note that 50% of the respondents are uncertain with a statement. This dimension warrants attention.

Subtable 15 reflects that the majority of respondents 80% (45.3%+34.7%) expected that the SAPS staff should listen to the client's problems. Concerning perceptions, 29.1% (26.9%+2.2%) of the respondents perceived that the SAPS staff listen to clients' problems. A major segment of the respondents (48.4%) are uncertain about the statement. A discrepancy exists.

Subtable 16 shows that the majority of respondents 88.6% (49.0%+39.6%) expected that the staff should never be too busy to respond to clients, problems. About perceptions, 44% (28.6%+15.4%) of the respondents perceived that staff has never been too busy to respond to their problems. A major segment of the respondents (44%) are uncertain with a statement.

Subtable 17 shows that the majority of respondents 90.7% (46.9%+43.8%) expected that staff behavior should make clients feel that staff can be trusted. A minor percentage of 5% of respondents disagreed with a statement. About perceptions, 30.8% (25.5%+5.3%) of the respondents perceived that the behavior of staff makes clients feel that they can be trusted. An important segment of the respondents (46.8%)

are uncertain about the statements. The gap between respondent expectations and perceptions warrants attention.

Next, a comprehensive table (Table 5.9) combines Subtable 18 up to Subtable 21.

**Table 5.9: Staff Politeness, reassurance; ability and sympathetic to client's needs**

<b>Subtable 18: Politeness of staff</b>			<b>Subtable 19: Staff reassured me about my concerns</b>		
Options	Expectations	Perceptions	Options	Expectations	Perceptions
Strongly Disagree	1.00%	0%	Strongly Disagree	0%	2.10%
Disagree	0%	17%	Disagree	2.10%	30.90%
Uncertain	12.50%	38.30%	Uncertain	8.40%	40.40%
Agree	53.10%	30.90%	Agree	53.70%	19.10%
Strongly Agree	33.30%	13.80%	Strongly Agree	35.80%	7.40%
Total	100%	100%	Total	100%	100%
<b>Subtable 20: Staff can do their job</b>			<b>Subtable 21: Staff is sympathetic to my needs</b>		
Options	Expectations	Perceptions	Options	Expectations	Perceptions
Strongly Disagree	0%	4.30%	Strongly Disagree	0%	5.30%
Disagree	1.10%	24.50%	Disagree	1.00%	2.34%
Uncertain	14.70%	48.90%	Uncertain	13.50%	48.90%
Agree	53.70%	17.00%	Agree	50.00%	16.00%
Strongly Agree	30.50%	5.30%	Strongly Agree	35.40%	6.40%
Total	100%	100%	Total	100%	100%

Subtable 18 depicts that the majority of respondents 86.4% (53.1%+33.3%) expected that staff should be polite and courteous to clients. On the other hand, perceptions indicate that 44.7% (30.9%+13.8%) of the respondents perceived that the staff is polite and courteous to clients. Table 5.16 also shows that 38.3% of the respondents are uncertain about the statement.

Subtable 19 shows that the majority of respondents 89.5% (53.7%+35.8%) expected that staff should have reassured clients about their anxieties, concerns, and problems. About perceptions, 26.5% (19.1%+7.4%) of the respondents perceived that staff has reassured clients about their anxieties, concerns, and problems.

Interestingly 40.4% of the respondents are uncertain with the statement.

Subtable 20 reveals that the majority of respondents 84.2% (53.7%+30.5%) expected that the staff should have the ability to do their respective jobs. Concerning perceptions, 22.3% (17.0%+5.3%) of the respondents perceived that the staff can do their respective jobs and 48.9% of the respondents are uncertain with the statement.

Subtable 21 depicts that the majority of respondents 85.4% (50%+35.4%) expected that staff should be sympathetic to clients' individual needs and respect clients' privacy. On the other hand, 22.4% (16.0%+6.4%) of the respondents perceived that staffs are sympathetic to the client's individual needs and privacy. An important segment of respondents (48.9%) are uncertain about the statement. The gap between respondents' expectations and perceptions warrants attention.

Next, a comprehensive table (Table 5.10) combines Subtable 22 up to Subtable 25.

**Table 5.10: Operating hours convenient for all client; SAPS meet my needs; Staff have the best interest at heart Staff understands the client's needs**

<b>Subtable 22: Operating hours are convenient for all client</b>			<b>Subtable 23: SAPS service to meet my needs</b>		
Options	Expectations	Perceptions	Options	Expectations	Perceptions

Strongly Disagree	1.00%	10%
Disagree	4.20%	20.50%
Uncertain	13.50%	5%
Agree	46.90%	35%
Strongly Agree	34.40%	29.5
Total	100%	100%

Strongly Disagree	0%	7.50%
Disagree	1.00%	15.00%
Uncertain	12.50%	1.10%
Agree	52.10%	38.50%
Strongly Agree	34.40%	37.90%
Total	100%	100%

**Subtable 24: Staff have the best interest at heart**

Options	Expectations	Perceptions
Strongly Disagree	0%	17.60%
Disagree	1.10%	17.20%
Uncertain	12.80%	2%
Agree	52.10%	29.9
Strongly Agree	34.00%	33.3
Total	100%	100%

**Subtable 25: Staff understands the client's needs**

Options	Expectations	Perceptions
Strongly Disagree	0%	5.50%
Disagree	1.10%	20.50%
Uncertain	2%	2%
Agree	40%	36%
Strongly Agree	56.9	31.5
Total	100%	100%

Subtable 22 reveals that the majority of respondents 81.3% (46.9%+34.4%) expected that the operating hours should be convenient for all clients. About perceptions, 64.5% (35%+29.5%) of the respondents perceived that the operating hours are convenient for all clients. A gap between expectations and perceptions is apparent.

Subtable 23 shows that the majority of respondents 86.5% (52.1%+34.4%) expected that SAPS should always provide flexible personalized service to meet clients' individual needs. On the other hand, 76.4% (38.5%+37.9%) of the respondents perceived that SAPS has always provided flexible personalized service to meet clients' individual needs. A small segment of the respondents (22.5%) disagreed with the statement. The gap between respondent expectations and perceptions warrants attention.

Subtable 24 indicates that the majority of respondents 86.1% (52.1%+34%) expected that staff should always have their best interests at heart. Concerning perceptions, 63.2% (29.9%+33.3%) of the respondents perceived that staffs always have the best interest at heart. However, a major percentage of respondents (34.8%) disagreed with a statement. The gap between the respondents' expectations and perceptions warrants attention by the organisation

Subtable 25 expectations, the majority of respondents 96.9% (40%+56.9%) expected that staff should always understand the specific need of their clients. About perceptions, 67.5% (36%+31.5%) of the respondents perceived that staff always understand the specific need of their clients. Interestingly 26% of the respondents disagreed with a statement. The gap between the respondent's expectations and perceptions warrants attention from the organisation.

## **5.2 Inferential Analysis**

### **5.2.1 The result of reliability and validity tests**

The Cronbach alpha test was computed to measure the internal consistency of the factors used in the questionnaire. According to Ghauri and Gronhaug (2002:68), the various questions about a factor should correlate positively but they should not be perfectly correlated, as they would imply that they are capturing identical data.

Table 5.11 presents a summary of the Cronbach alpha scores for the expected and perceived service level for the SAPS FLS. The reliability scores for the questionnaire were determined and are presented below. A reliability coefficient of 0.70 or higher is considered "acceptable" (UCLA Academic Technology Services, 2002).

**Table 5.11: Cronbach's Alpha Reliability Test**

Dimensions	Expectations	Perceptions
Tangibles	0.840	0.769
Reliability	0.948	0.927
Responsiveness	0.853	0.889
Assurance	0.842	0.898
Empathy	0.890	0.872
Overall	0.948	0.927

The overall Cronbach alpha of the score (0,948) indicates that the research instrument was statistically reliable with a high degree of consistency for the scoring on each dimension of the expectations and perceptions in different categories in this research.

### **5.2.2 Confirmatory Factor Analysis (CFA)**

Factor analysis is a statistical technique whose main goal is data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent several questions with a small number of hypothetical factors.

There are 2 models (see Annexure D summaries of the models in 'reliability converge discrimination validity'). The first model is 5 factors with all items included. The second model is 5 factors with q3.17emp (empathy item) removed. The second model gives an acceptable model fit. The factors elicit good composite reliability and discriminant and convergent validity. Annexure D shows 31.2% of the variation in the dependent variable (R-Square = 0.312).



## 5.2.3 Communalities

**Table 5.12: The Table of commonalities is given below.**

Communalities		
	Initial	Extraction
Q4.1tan SAPS FLS has up-to-date physical facilities and equipment.	0.787	0.805
Q4.2tan The offices, equipment, physical facilities, and communication materials are visually appealing.	0.761	0.887
Q4.3tan SAPS employees are neatly attired	0.473	0.327
Q4.4tan Information resources associated with the service (signage, pamphlet, direction are visually appealing.	0.597	0.489
Q4.5rel When staffs promise to deliver the appropriate service within a specified time frame, they do so.	0.805	0.783
Q4.6rel When I have a complaint, SAPS staff attends to it constructively.	0.761	0.734
Q4.7rel The service is delivered according to SAPS terms and conditions.	0.825	0.837
Q4.8rel SAPS staff deliver service at the promised time.	0.773	0.750
Q4.9rel Accurate and secure client records are maintained at the SAPS offices.	0.750	0.721
Q4.10res SAPS staff inform me exactly when the service will be performed.	0.766	0.776
Q4.11res Staffs provide prompt and timely service to me.	0.669	0.682
Q4.12res Staff is always willing to listen to the client's problems.	0.832	0.770
Q4.13res The staff never too busy to respond to problems.	0.744	0.695
Q4.14ass The staff makes me feel that they can be trusted.	0.773	0.738
Q4.15ass Staff is polite and courteous to me.	0.862	0.963
Q4.16ass Staff reassures me in terms of personal anxieties, concerns, and problems.	0.775	0.691
Q4.17emp The staff should have the ability to do their respective jobs.	0.466	0.418
Q4.18emp Staff is sympathetic to my individual needs whilst respecting my privacy.	0.722	0.704
Q4.19emp The operating hours are convenient for all clients.	0.527	0.366
Q4.20emp SAPS provides flexible personalized service to meet my individual needs.	0.765	0.756

Q4.21emp Staff has my best interest at heart.	0.833	0.861
Q4.22emp Staff understands the specific needs of their clients.	0.832	0.797

The communality for a given variable can be interpreted as the amount of variation in that variable explained by the factors that constitute the variable. In this instance, for example, 5 variables make up the last component (as indicated in the component matrix Table 5.13 below). The analysis is analysed similarly to that for multiple regression: signage against the 2 common factors yields an  $R^2 = 0.832$  (for the last variable on staff understanding the needs of their clients), indicating that about 83% of the variation in terms of staff understanding client needs is explained by the factor model. This argument can then be extended to the rest of the model as the communality values are high and within acceptable norms. An assessment of how well this model is doing can be obtained from the commonalities. The ideal is to obtain values that are close to one. This would indicate that the model explains most of the variation for those variables. In this case, the model is highly acceptable as it explains approximately 83% of the variation for the 22 variables. The average scores of the components are as follows:

**Table 5.13: Average Communalities Score of the Dimensions**

Dimensions	Expectations	Perceptions
Tangibles	0.836	0.768
Reliability	0.947	0.926
Responsiveness	0.854	0.889
Assurance	0.840	0.898
Empathy	0.888	0.869
Overall	0.947	0.926

Table 5.13 gives the percentage of variation explained in the model. This might be looked at as an overall assessment of the performance of the model. The individual communalities tell how well the model is working for the individual variables, and the total commonality gives an overall assessment of performance.

## 5.2.4 Dimension analysis for gap scores

The section analysis presents the overall result for each component with mean scores in addition to the gap for each question for each component. The mean scores are independent of all variables.

### 5.2.4.1 Tangibles

The overall mean scores and gaps for the questions representing tangibles are illustrated in Table 5.14.

**Table 5.14: Overall mean score and gaps for tangibles**

		E	P	Gap
SAPS FSL has up-to-date physical facilities and equipment.	T1	4.01	2.83	-1.18
The offices, equipment, physical facilities, and communication materials are visually appealing	T2	4.02	2.87	-1.15
SAPS employees are neatly attired	T3	4.34	3.91	-0.43
Information resources associated with the service (signage, pamphlet, direction are visually appealing	T4	4.22	3.06	-1.16

Table 5.14 demonstrates that the expected scores are larger than perceived scores, resulting in gaps. The 3 statements have the largest gap according to the respondents. The one statement indicates the least gap tangible 3 (T3) SAPS employees are neatly attired. However, the significance of the gap will be tested later in the section on hypothesis testing.

### 5.2.4.2 Reliability

The mean score and gaps for the questions representing reliability are illustrated in Table 5.15.

**Table 5.15: overall mean scores and gaps on reliability**

		E	P	Gap

When staff promise to deliver the appropriate service within a specified time frame, they do so	R1	4.16	3.08	- 1.08
When I have a complaint, the SAPS staff attends to it constructively.	Rel2	4.18	3.15	- 1.03
The service is delivered according to SAPS terms and conditions	Rel3	4.16	3.20	- 0.96
SAPS staff deliver service at the promised time.	Rel4	4.18	3.11	- 1.07
Accurate and secure client records are maintained at the SAPS	Rel5	4.16	3.08	- 1.08

Table 5.15 shows that the gaps in this category are large. The perceptions are that the FLS provides a service that could be improved overall in terms of reliability. Four statements have almost similar gap scores. The one statement indicates the least gap reliability (R3). The service is delivered according to SAPS terms and conditions. This finding presents the scenario that the respondents believe that attention should be paid to each statement. The reliability dimension should be reviewed to develop an action plan to address the 5 dimensions in the category.

### 5.2.4.3 Responsiveness

The mean scores and gaps for the questions representing responsiveness are illustrated in Table 5.16

**Table 5.16: Mean scores and gaps for responsiveness**

		E	P	Gap
SAPS staffs inform me exactly when service will be performed.	Res1	4.22	3.12	-1.1
The staff provides prompt and timely service to me.	Res2	4.20	3.13	-1.07

Staff are always willing to listen to the client's problems	Res3	4.10	3.17	-0.93
The staff never too busy to respond to problems.	Res4	4.13	3.11	-1.02

The gaps for the statements about responsiveness that constitute this component are also large. This means that the FLS is not responsive enough to the needs of the respondents. It shows that only R3 has a small gap (the significance of which will be tested in the next section). The remaining statements indicate that there are large gaps. Since the dimensions for responsiveness deal with personnel at SAPS FLS, greater emphasis should be directed to creating a customer-oriented corporate culture.

#### 5.2.4.4 Assurance

The mean scores and gaps for the questions representing assurance are illustrated in Table 5.17.

**Table 5.17: mean scores and gaps for the questions representing an assurance**

		E	P	Gap
The staff makes me feel that they can be trusted.	A1	4.29	2.94	-1.35
The staff is polite and courteous to me.	A2	4.12	3.03	-1.09
Staff reassures me in terms of personal anxieties, concerns, and problems.	A3	4.27	3.03	-1.24
The staff should have the ability to do their respective jobs.	A4	4.33	3.44	-0.89

Table 5.17 demonstrates that the gaps in the category are also large implying that the expectations are not meeting the perceived values. The average score is an indication of the direction of the respondents' scores, it shows that only A4 has a small gap (the significance of which will be tested in the next section). The remaining statements indicate that there are large gaps.

### 5.2.4.5 Empathy

The mean scores and gaps for the questions representing empathy are illustrated in Table 5.18

**Table 5.18: mean scores and gaps for the questions representing empathy**

		E	P	Gap
Staff are sympathetic to my individual needs whilst respecting my privacy.	E1	4.18	3.14	-1.04
The operating hours are convenient for all clients.	E2	4.23	3.41	-0.82
SAPS provides flexible personalized service to meet my individual needs	E3	4.14	2.99	-1.15
The staff has my best interest at heart.	E4	4.20	2.95	-1.25
The staff understands the specific needs of their clients.	E5	4.09	2.95	-1.14

Table 5.18 shows that only E2 has a small gap (the significance of which will be tested in the next section). The remaining statements indicate that there are large gaps. There are some degrees of differences in the mean values for the questions. Some of these may be significant, others not. The significance of these differences is tested under hypothesis testing.

### 5.2.5 Hypothesis Testing

The traditional approach to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with " $p < 0.05$ ". These values are highlighted in Annexure C.

The correlation test was performed between factors and paired comparisons between expected and perceived ratings for the 5 dimensions of service quality. There are significant correlations between expectation factors, between perception factors, and

fewer and less strong correlations between expectation and perception factors. All 5 dimensions differ significantly between expectation and perception rating, with the former being significantly higher in each case.

The results are presented in Annexure D.

To test the relationships between the expected and perceived values, paired t-tests were performed and the results are presented in Annexure C.

All of the p-values are less than 0.05 (the level of significance). This finding means that the differences between the expected and perceived scores are significant. This also implies that even though the gap scores are small, in some instances, they are still significant.

Since all of the gaps are negative, it implies that the FLS is falling short in terms of the levels of service provided to their clients.

### 5.2.6 Correlation Test.

**Table 5.19: Correlation of expectation tangibles and expectation reliability**

		Expectation: tangibles	Expectation: reliability
Expectation: tangibles	Pearson Correlation	1	0.626
	Sig. (2-tailed)		0.000
	N	96	96
Expectation: reliability	Pearson Correlation	0.626	1
	Sig. (2-tailed)	0.000	
	N	96	96

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The associations among factors were investigated using the Pearson Product Moment Correlation Co-efficient and the results were:  $r = .626$ ;  $p = .000$  as shown in Table 5.20. This shows that there was a significantly positive correlation.626 between expectation tangibles and expectation reliability. We, therefore, reject the null hypothesis and accept the alternative hypothesis.

**Table 5.20: Correlation of expectation responsiveness and expectation assurance**

		Expectation: responsiveness	Expectation: assurance
Expectation: responsiveness	Pearson Correlation	1	0.613
	Sig. (2-tailed)		0.000
	N	96	96
Expectation: assurance	Pearson Correlation	0.613	1
	Sig. (2-tailed)	0.000	
	N	96	96

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The associations among factors were investigated using the Pearson Product Moment Correlation Co-efficient and the results were:  $r = .613$ ;  $p = .000$  as shown in Table 5.21. This shows that there was a significantly positive correlation.613 between expectation responsiveness and expectation assurance. We, therefore, reject the null hypothesis and accept the alternative hypothesis.

**Table 5.21: Correlation of expectation empathy and perception tangibles**

		Expectation: empathy	Perception: tangibles
Expectation: empathy	Pearson Correlation	1	0.105
	Sig. (2-tailed)		0.000
	N	96	95
Perception: tangibles	Pearson Correlation	0.105	1
	Sig. (2-tailed)	0.311	
	N	95	95

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The associations among factors were investigated using the Pearson Product Moment Correlation Co-efficient and the results were:  $r = .105$ ;  $p = .000$  as shown in Table 5.22. This shows that there was a significantly positive correlation.105 between expectation empathy and perception tangibles. We, therefore, reject the null hypothesis and accept the alternative hypothesis.



**Table 5.22: Correlation of perception reliability and perception responsiveness**

		Perception: reliability	Perception: responsiveness
Perception: reliability	Pearson Correlation	1	0.686
	Sig. (2-tailed)		0.000
	N	95	95
Perception: responsiveness	Pearson Correlation	0.686	1
	Sig. (2-tailed)	0.000	
	N	95	95

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The associations among factors were investigated using the Pearson Product Moment Correlation Co-efficient and the results were:  $r = .686$ ;  $p = .000$  as shown in Table 5.23. This shows that there was a significantly positive correlation.686 between perception reliability and perception responsiveness. We, therefore, reject the null hypothesis and accept the alternative hypothesis.

**Table 5.23: Correlation of perception Assurance and perception empathy**

		Perception: assurance	Perception: empathy
Perception: assurance	Pearson Correlation	1	0.637
	Sig. (2-tailed)		0.000
	N	93	93
Perception: empathy	Pearson Correlation	0.637	1
	Sig. (2-tailed)	0.000	
	N	93	94

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The associations among factors were investigated using the Pearson Product Moment Correlation Co-efficient and the results were:  $r = .637$ ;  $p = .000$  as shown in Table 5.24. This shows that there was a significantly positive correlation.637 between perception

Assurance and perception empathy. We, therefore, reject the null hypothesis and accept the alternative hypothesis.

### 5.2.7 Discussion on Pair Sample T-Tests

**Hypothesis 1:** There is a significant relationship between gender and qualification and the client's perceptions of the tangibles dimension (physical facilities and communication materials, employees attire, and information resources) respectively. Annexure C reveals that there is a significant relationship between expectation tangible and perception of tangible dimensions (physical facilities and communication materials and information resource) at a 5% level of significance. Since the majority of the subjects are females with a Matriculation qualification it is apparent that these respondents attach a higher level of importance to the selected tangible dimension of the service quality. Hence, Hypothesis 1 is partially accepted in terms of gender and qualification and the tangible dimension.

**Hypothesis 2:** There is a significant relationship between gender and client expectations of the reliability dimension (a promise to deliver, complaint handling, SAPS terms, and conditions, promised time, and accurate records) respectively.

Annexure C reveals that there is a significant relationship between gender and client expectations of the reliability dimension at the 1% level of significance, respectively. It was also noted that the majority of the subjects were female (59.3%). Hence, Hypothesis 2 may be partially accepted in terms of gender and expectations of the reliability dimension.

**Hypothesis 3:** There is a significant relationship between marital status and client perception of responsiveness dimensions (when service will be performed, prompt and timely service, listen to clients problems, response to problems) respectively.

Annexure C reveals that there is a significant relationship between expectation responsiveness and perception responsiveness dimensions (when service will be performed, prompt and timely service, listen to client's problems, and response to problems) at a 1% level of significance respectively. Furthermore, since the majority

of the subject is single (65.6%). It was also noted that the single-subject attach a higher level of importance to the responsiveness dimension than the other marital group. Hence, Hypothesis 3 is partially accepted in terms of marital status and the perceptions of the responsiveness dimension.

**Hypothesis 4:** There is a significant relationship between qualification and client perceptions of assurance dimension (assuring clients and SAPS's staff's ability to do their respective jobs) respectively.

Annexure C indicates that there is a significant relationship between expectation assurance and perception assurance dimension assuring clients concerns at the 5% level of significance and SAPS's staff's ability to do their respective jobs at a 1% level of significance respectively. Furthermore, the majority of clients (36, 5%) have degree/diploma subjects attach a higher level of importance to the selected assurance dimensions. Hence, Hypothesis 4 is partially accepted in terms of qualification and perceptions of the assurance dimension of service quality.

**Hypothesis 5:** There is a significant relationship between age and gender and client perceptions of staff sympathy.

Annexure C shows that the majority of the subjects in the single subject in the 18-30 age group attach a higher level of importance to staff sympathy to clients than the other age groups. Furthermore, results show a significant relationship between 18-30 age group (%) gender and client perceptions of staff sympathy at the 1% level of significance. Hence, Hypothesis 5 is partially accepted in terms of age and gender and staff sympathy

**Hypothesis 6:** there is a significant difference between client expectations and perception of all the service quality dimensions of tangibles, reliability, responsiveness, assurance, and empathy.

Annexure C indicates that the subjects reflect significant differences for service expectations and perceptions (gaps) for all the service dimensions of tangibles, reliability, responsiveness, assurance, and empathy at the 1% level of significance.

### 5.3 Conclusion

This chapter provides the data analysis results from descriptive and inferential statistics. Cronbach's alpha coefficient for service dimensions, expectations, and perception was established and all the scales were reliable. The main objective of the study was to determine the gaps identified by respondents. The associations among variables were investigated using the Pearson Product-moment Correlation coefficient. All null hypotheses were rejected in favor of the alternative hypothesis which supported the significant effect or relationship among the study variable.



## CHAPTER SIX

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.0 Introduction

The previous chapter presented the results of the study. In this chapter, prominent findings of this research will be discussed through the analysis obtained in the previous chapter. Also, research limitations, recommendations, and conclusions to the study will be explained as well.

#### 6.1 Descriptive Statistics Summary

From the results in chapter 5, the respondents' profile shows that there are 59.3% of female respondents and 40.7% of male respondents. There are 40.6% of 18 to 30 years old, 18.8% of 31 to 40 years old, 24% of 41 to 55 years old, and 16.7% of 56 and above years old. 36, 5% of the respondents had a degree/diploma as their highest education. The majority of respondents 47.3% were earning above R7500 per month. In marital status the majority of respondents 65, 6% were single.

Findings in the SAPS FLS delivery were as follows: it was interesting to see that the majority of respondents (51%) indicated that they were happy with the service received from the FLS and only (49%) respondents were not happy. The result of all questions indicated that the majority of respondents expected the SAPS FSL to deliver service that will exceed their expectations. According to gap analysis on service dimension, the gaps between expectations and perceptions in every question were larger than perceived scores. The analysis indicated that the results were statistically significant and did not happen by chance. The findings indicate that, in every question, the expectations exceeded the perceptions.

## 6.2 Inferences and Discussion of Findings

Several hypotheses were proposed for this study to explore the relationship that is assumed to exist between service dimensions for expectation and perception.

The following hypotheses were investigated:

**Hypothesis 1:** There is a significant relationship between gender and qualification and the client's perceptions of the tangibles dimension (physical facilities and communication materials, employees attire, and information resources) respectively.

Annexure C reveals that there is a significant relationship between expectation tangible and perception of tangible dimensions (physical facilities and communication materials and information resource) at a 5% level of significance. Since the majority of the subjects are females with a Matriculation qualification it is apparent that these respondents attach a higher level of importance to the selected tangible dimension of the service quality. Hence, Hypothesis 1 is partially accepted in terms of gender and qualification and the tangible dimension.

**Hypothesis 2:** There is a significant relationship between gender and client expectations of the reliability dimension (a promise to deliver, complaint handling, SAPS terms, and conditions, promised time, and accurate records) respectively.

Annexure C reveals that there is a significant relationship between gender and client expectations of the reliability dimension at the 1% level of significance, respectively. It was also noted that the majority of the subject were female (59, 3%). Hence, Hypothesis 2 may be partially accepted in terms of gender and expectations of the reliability dimension.

**Hypothesis 3:** There is a significant relationship between marital status and client perception of responsiveness dimensions (when service will be performed, prompt and timely service, listen to clients problems, response to problems) respectively.

Annexure C reveals that there is a significant relationship between expectation responsiveness and perception responsiveness dimensions (when service will be performed, prompt and timely service, listen to client's problems, and response to problems) at a 1% level of significance respectively. Furthermore, since the majority

of the subject is single (65.6%). It was also noted that the single-subject attach a higher level of importance to the responsiveness dimension than the other marital group. Hence, Hypothesis 3 is partially accepted in terms of marital status and the perceptions of the responsiveness dimension.

**Hypothesis 4:** There is a significant relationship between qualification and client perceptions of assurance dimension (assuring clients and SAPS"s staff"s ability to do their respective jobs) respectively.

Annexure C indicates that there is a significant relationship between expectation assurance and perception assurance dimension assuring clients concerns at the 5% level of significance and SAPS"s staff"s ability to do their respective jobs at a 1% level of significance respectively. Furthermore, the majority of clients (36, 5%) have degree/diploma subjects attach a higher level of importance to the selected assurance dimensions. Hence, Hypothesis 4 is partially accepted in terms of qualification and perceptions of the assurance dimension of service quality.

**Hypothesis 5:** There is a significant relationship between age and gender and client perceptions of staff sympathy.

Annexure C shows that the majority of the subjects in the single subject in the 18-30 age group attach a higher level of importance to staff sympathy to clients than the other age groups. Furthermore, results show a significant relationship between 18-30 age group (%) gender and client perceptions of staff sympathy at the 1% level of significance. Hence, Hypothesis 5 is partially accepted in terms of age and gender and staff sympathy

**Hypothesis 6:** there is a significant difference between client expectations and perception of all the service quality dimensions of tangibles, reliability, responsiveness, assurance, and empathy.

Annexure C indicates that the subjects reflect significant differences for service expectations and perceptions (gaps) for all the service dimensions of tangibles, reliability, responsiveness, assurance, and empathy at the 1% level of significance.

### **6.3 Limitations**

In this research, there were lots of limitations that have been acknowledged during the process of finishing the study.

- The first problem that can never be eliminated is the respondents' bias. This is whereby respondents may not be willing to participate in the study because they assume that questionnaires will be time-consuming and that the exercise does not help them anyway. That respondents' behavior, may affect them to give inaccurate answers in the questionnaire. This behavior had limited this study from obtaining reliable results for the study and minimized or decreased the sample size of the study.
- The study employed the Likert scale questionnaire hence restraining participants from expressing their ideas differently from that of the researcher.
  - And lastly, the research was limited to Sunnyside Police Station in Pretoria CBD. Other Police Station within the province were not surveyed due to financial and time constraints. This factor may then limit the extent to which the findings of this study can be generalized.

### **6.4 Recommendations for future study**

This study can be a guideline for future research purposes and can help other prospective researchers in the future. The focus was based on the Impact of Front Line Service delivery on Customers of SAPS Pretoria CBD Sunnyside Gauteng.

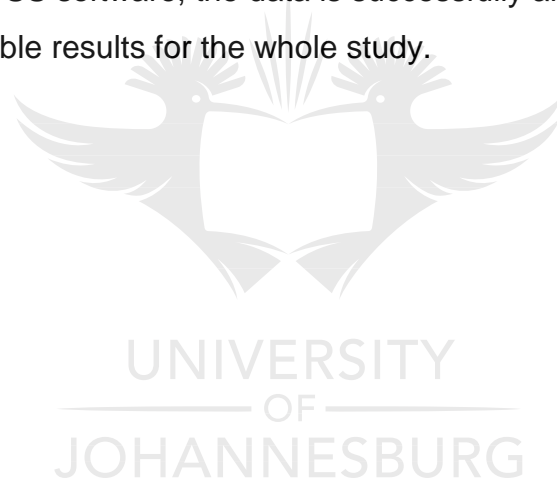
- A study to determine specific service quality dimensions that would be pertinent to customers.
- A study to develop a specific model for measuring perceived service quality that customers receive from the police station.
- A comparative study between the perceived service quality that customers in other cities and provinces of South Africa receive from their Police Station.



## 6.5 Conclusion

This chapter aimed at concluding the entire research. The chapter also outlined some factors that limited the scope of the study. Recommendations were made based on the findings obtained through the study, and suggestions for future researchers were also provided.

Based on the results illustrated, the overall relationship between service dimensions for expectation and perception is significant in most ways. The objectives of the research are fulfilled with results acceptance. The research problem is also examined through the literature that was provided, hypotheses were formulated and recommendations were provided, hence the research problem is achieved. The methodology in carrying out this project was of importance as it framed out how this study is supposed to be done to give valid and reliable results. Last but not least, through the help of SPSS software, the data is successfully analyzed and interpreted, which yielded acceptable results for the whole study.



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## ANNEXURES

### Annexure A: Introductory letter

My name is Kwena Rebina Mokgehle. I am a registered M Tech degree student at the University of Johannesburg. I am presently researching my Master's Degree in Operations Management. My research project title is **Impact of front line service delivery on customers of South African Police Service's (SAPS) Pretoria CBD Sunnyside**. It would be appreciated if you will complete this questionnaire. Completion of the questionnaire will facilitate and lead to an improvement of service delivery at **South African Police Service Front line Services**. The information will be kept confidential and anonymity is assured. Only 10 minutes of your time is required to complete this questionnaire. I thank you in advance.

Yours faithfully

Kwena Mokgehle

#### Contact details:

E-mail: [Kwenamokgehle@yahoo.com](mailto:Kwenamokgehle@yahoo.com)

Cell no: 0715915048



## Annexure B: Structured Questionnaire

<b>Section A</b>	
<b>1. Personal Demographic information</b>	
<b>Please tick or cross one block for each question.</b>	
<b>1.1 Please indicate your age category</b>	
18-30	1
31-40	2
41-55	3
56 and above	4
<b>1.2 Gender</b>	
Male	1
Female	2
<b>1.3 Highest education qualification</b>	
Up to grade 9	1
Matriculation	2
Degree/Diploma	3
Post graduate	4
Other: specify	5
<b>1.4 Level monthly household income</b>	
Below R2500	1
R2500-R4500	2
R4501-R6500	3
R6501-R7500	4
R7501 and above	5
<b>1.5 Marital status</b>	
Single (never married)	1
Married	2
Widowed	3



Divorced	4
<b>1.6 Describe the area in which you are residing.</b>	
Urban	1
Rural	2
<b>Section B</b>	
<b>2. Specific FLS information on service delivery.</b>	
<b>2.1 Who informed you about this SAPS FLS office?</b>	
Friend	1
SAPS official	2
Media (Newspaper, Radio and Billboard)	3
Lawyer	4
Other: specify	5
<b>2.2 Why did you visit the FLS?</b>	
To report a crime	1
Certifying photocopies	2
Reporting an accident	3
To get information	4
Other: specify	5
<b>2.3 How long did wait to be served by an official?</b>	
Less than 2 minutes	1
3 to 5 minutes	2
6 to 10 minutes	3
More than 10 minutes	4
<b>2.4 How many times have you visited FLS in the 12 months?</b>	
Once	1
Twice	2
Three times	3
More than three times	4
<b>2.5 If I have a complaint about SAPS poor service delivery, I would complaint to?</b>	

Station Commander	1	
Minister of Police	2	
Independent Complaint Directorate (ICD)	3	
Other: specify	4	
<b>2.6 What means of transport did you use to get to the police station?</b>		
Public transport	1	
Driving in a private car	2	
Walked	3	
Other: specify	4	
<b>2.7 What would you like to see changed in the SAPS FLS?</b>		
Official attitude (from old force to new SAPS)	1	
Response time (be attended within 5 minutes)	2	
Customer care should be priority	3	
Other: specify	4	
<b>2.8 Please rate your level of satisfaction with the service?</b>		
Very dissatisfied	1	
Dissatisfied	2	
Uncertain	3	
Satisfied	4	
Very satisfied	5	
<b>2.9 Please indicate which one of the following SAPS FLS you use the most and which one you prefer most? Mark only one option in the column</b>		
Names of Police Station	<b>Used most</b>	<b>Pr efe rre d</b>
Sunnyside	1	1
Pretoria central	2	2
Pretoria west	3	3
Brooklyn	4	4

<b>Section C</b>						
<b>3. Expectations Questionnaire</b>						
How do you rate the service level you expect from the Saps FLS?						
No	Dimension	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree

<b>Tangibles</b>						
3.1	SAPS FLS should have modern physical facilities and equipment.	1	2	3	4	5
3.2	The offices, equipment, physical facilities, and communication materials should be visually appealing.	1	2	3	4	5
3.3	SAPS employees should be neatly in their appearance.	1	2	3	4	5
3.4	Material associated with the service (signage, pamphlet, direction) should be visually appealing.	1	2	3	4	5
<b>Reliability</b>						
3.5	When staff promises to deliver the appropriate service within a specified time frame, they should do so.	1	2	3	4	5
3.6	When I have a complaint, SAPS staff should show a sincere interest in solving it.	1	2	3	4	5
3.7	The service should be delivered right the first time.	1	2	3	4	5
3.8	SAPS staff should deliver service at the time promise to do so.	1	2	3	4	5

3.9	SAPS should maintain accurate client record	1	2	3	4	5
<b>Responsiveness</b>						
3.10	SAPS staff should inform me exactly when the appropriate service will be performed.	1	2	3	4	5
3.11	Staff should provide prompt service to me.	1	2	3	4	5
3.12	Staff will be willing to listen to clients' problems.	1	2	3	4	5
3.13	The staff should never be too busy to respond to my problems.	1	2	3	4	5
<b>Assurance</b>						
3.14	The behaviour of the staff should make me feel that they can be trusted.	1	2	3	4	5
3.15	Staff should be polite and courteous to me.	1	2	3	4	5
3.16	Staff should reassure me about my anxieties, concerns, and problems.	1	2	3	4	5
3.17	The staff should have the ability to do their respective jobs.	1	2	3	4	5
<b>Empathy</b>						
3.18	Staff should be sympathetic to my individual needs and respect my privacy.	1	2	3	4	5
3.19	The operating hours should be convenient for all client	1	2	3	4	5
3.20	SAPS should always provide flexible personalized service to meet my individual needs.	1	2	3	4	5

3.21	Staff should always have the best interest at heart.	1	2	3	4	5
3.22	Staff should always understand the specific need of their client.	1	2	3	4	5

<b>Section D</b>						
<b>4. Perception Questionnaire</b>						
How do you rate the service level you received from the Saps FLS?						
No	Dimension	Strongl	Disagree	Uncertai	Agre	Strongly

		y disagre e		n	e	agree
--	--	-------------------	--	---	---	-------

<b>Tangibles</b>						
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4.1	SAPS FLS has up to date physical facilities and equipment.	1	2	3	4	5
4.2	The offices, equipment, physical facilities, and communication materials are visually appealing.	1	2	3	4	5
4.3	SAPS employees are neatly attired	1	2	3	4	5
4.4	Information resources associated with the service (signage, pamphlet, direction are visually appealing.	1	2	3	4	5

<b>Reliability</b>						
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4.5	When staffs promise to deliver the appropriate service within a specified time frame, they do so.	1	2	3	4	5
4.6	When I have a complaint, the SAPS staff attends to it constructively.	1	2	3	4	5

4.7	The service is delivered according to SAPS terms and conditions.	1	2	3	4	5
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4.8	SAPS staffs deliver service at the promised time.	1	2	3	4	5
-----	---	---	---	---	---	---

4.9	Accurate and secure client records are maintained at the SAPS offices.	1	2	3	4	5
-----	--	---	---	---	---	---

### **Responsiveness**

4.10	SAPS staffs inform me exactly when service will be performed.	1	2	3	4	5
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4.11	Staffs provide prompt and timely service to me.	1	2	3	4	5
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4.12	The staff is always willing to listen to the client's problems.	1	2	3	4	5
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4.13	The staff never too busy to respond to problems.	1	2	3	4	5
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### **Assurance**

4.14	The staff makes me feel that they can be trusted.	1	2	3	4	5
------	---	---	---	---	---	---

4.15	The staff is polite and courteous to me.	1	2	3	4	5
------	--	---	---	---	---	---

4.16	Staff reassures me in terms of personal anxieties, concerns, and problems.	1	2	3	4	5
------	--	---	---	---	---	---

4.17	The staff should have the ability to do their respective jobs.	1	2	3	4	5
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### **Empathy**

4.18	Staff is sympathetic to my individual needs while respecting my privacy.	1	2	3	4	5
------	--	---	---	---	---	---

4.19	The operating hours are convenient for all clients.	1	2	3	4	5
------	---	---	---	---	---	---

4.20	SAPS provides flexible personalized service to meet my individual needs.	1	2	3	4	5
4.21	The staff has my best interest at heart.	1	2	3	4	5
4.22	The staff understands the specific needs of their clients.	1	2	3	4	5

Please enter your perception regarding service delivery received in the space provided

.....

.....

.....

.....

.....

.....

Thank you for your time and effort.

### Annexure C (Pair Sample T-Test)

T-Test		Mean	N	Std. Deviation	Std. Error Mean
<b>Paired Samples Statistics</b>					
Pair 1	expect_tang Expectation: tangibles	4.1412	95	0.59002	0.06053
	perc_tang Perception: tangibles	3.1684	95	0.72056	0.07393
Pair 2	expect_reliab Expectation: reliability	4.1874	95	0.71011	0.07286
	perc_reliab Perception: reliability	3.1258	95	0.76922	0.07892
Pair 3	Expectation: responsiveness expect_responsivness	4.1588	95	0.63872	0.06553
	Perception: responsiveness perc_responsivness	3.1360	95	0.68309	0.07008
Pair 4	Expectation: assurance expect_assurance	4.2545	93	0.61069	0.06333
	assurance perc_assurance Perception:	3.0018	93	0.81594	0.08461
Pair 5	Expectation: empathy expect_empathy	4.1621	94	0.61498	0.06343
	perc_empathy Perception: empathy	3.0872	94	0.74404	0.07674

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	expect_tang Expectation: Perception: tangibles tangibles & perc_tang	95	0.143	0.166
Pair 2	expect_reliab Expectation: Perception: reliability & perc_reliab	95	0.251	0.014
Pair 3	expect_responsivness Expectation: responsiveness & Perception: responsiveness perc_responsivness	95	0.221	0.032
Pair 4	expect_assurance Expectation: assurance & Perception: assurance perc_assurance	93	0.027	0.798
Pair 5	expect_empathy Expectation: empathy & perc_empathy Perception: empathy	94	0.307	0.003

Paired Samples Test									
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	expect_tang Expectation: Perception: tangibles tangibles - perc_tang	0.97281	0.86350	0.08859	0.79690	1.14871	10.981	94	0.000
Pair 2	expect_reliab Expectation: Perception: reliability reliability - perc_reliab	1.06158	0.90658	0.09301	0.87690	1.24626	11.413	94	0.000
Pair 3	expect_responsivness Expectation: responsiveness - Perception: responsiveness perc_responsivness	1.02281	0.82580	0.08473	0.85458	1.19103	12.072	94	0.000
Pair 4	expect_assurance Expectation: assurance - Perception: assurance perc_assurance	1.25269	1.00590	0.10431	1.04552	1.45985	12.010	92	0.000
Pair 5	expect_empathy Expectation: empathy - perc_empathy Perception: empathy	1.07482	0.80684	0.08322	0.90957	1.24008	12.916	93	0.000

## Annexure D: Correlation Test

		expect_tan g Expectation: tangibles	expect_reliab Expectation: reliability	expect_respo n s ivness Expectation: responsiveness	expect_assur a n Expectation: assurance	expect_empat h y Expectation: empathy	perc_tan g Perceptio n: tangibles	perc_reli a b Perceptio n: reliability	perc_responsi v ness Perception: responsivness	perc_assuran c e Perception: assurance	perc_empat h y Perception: empathy
expect_tang Expectation: tangibles	Pearson Correlati on	1	0.626	0.524	0.361	0.299	0.143	0.013	0.054	0.089	0.089
	Sig. (2tailed)		0.000	0.000	0.000	0.003	0.166	0.902	0.602	0.394	0.392



	N	96	96	96	96	96	95	95	95	93	94
expect_reliab Expectation: reliability	Pearson Correlati o n	0.626	1	0.691	0.469	0.332	0.241	0.251	0.201	0.086	0.204
	Sig. (2tailed)	0.000		0.000	0.000	0.001	0.019	0.014	0.051	0.411	0.049
	N	96	96	96	96	96	95	95	95	93	94
expect_responsivn e ss Expectation: responsiveness	Pearson Correlati o n	0.524	0.691	1	0.613	0.433	0.162	0.133	0.221	0.167	0.220
	Sig. (2tailed)	0.000	0.000		0.000	0.000	0.116	0.199	0.032	0.110	0.033
	N	96	96	96	96	96	95	95	95	93	94
expect_assurance Expectation: assurance	Pearson Correlati o n	0.361	0.469	0.613	1	0.556	0.080	0.104	0.136	0.027	0.185
	Sig. (2tailed)	0.000	0.000	0.000		0.000	0.439	0.318	0.188	0.798	0.074
	N	96	96	96	96	96	95	95	95	93	94
expect_empathy Expectation: empathy	Pearson Correlati o n	0.299	0.332	0.433	0.556	1	0.105	0.114	0.103	0.046	0.307
	Sig. (2tailed)	0.003	0.001	0.000	0.000		0.311	0.272	0.321	0.662	0.003
	N	96	96	96	96	96	95	95	95	93	94
perc_tang Perception: tangibles	Pearson Correlati o n	0.143	0.241	0.162	0.080	0.105	1	0.617	0.556	0.633	0.593
	Sig. (2tailed)	0.166	0.019	0.116	0.439	0.311		0.000	0.000	0.000	0.000
	N	95	95	95	95	95	95	95	95	93	94
perc_reliab Perception: reliability	Pearson Correlati o n	0.013	0.251	0.133	0.104	0.114	0.617	1	0.686	0.541	0.592
	Sig. (2tailed)	0.902	0.014	0.199	0.318	0.272	0.000		0.000	0.000	0.000
	N	95	95	95	95	95	95	95	95	93	94
perc_responsivnes s Perception: responsiveness	Pearson Correlati o n	0.054	0.201	0.221	0.136	0.103	0.556	0.686	1	0.680	0.621
	Sig. (2tailed)	0.602	0.051	0.032	0.188	0.321	0.000	0.000		0.000	0.000
	N	95	95	95	95	95	95	95	95	93	94
perc_assurance Perception: assurance	Pearson Correlati o n	0.089	0.086	0.167	0.027	0.046	0.633	0.541	0.680	1	0.637
	Sig. (2tailed)	0.394	0.411	0.110	0.798	0.662	0.000	0.000	0.000		0.000
	N	93	93	93	93	93	93	93	93	93	93
perc_empathy Perception: empathy	Pearson Correlati o n	0.089	0.204	0.220	0.185	0.307	0.593	0.592	0.621	0.637	1
	Sig. (2-tailed)	0.392	0.049	0.033	0.074	0.003	0.000	0.000	0.000	0.000	
	N	94	94	94	94	94	94	94	94	94	93

## APPENDICES

### Appendix A: Plagiarism Report

Dissertation Kwena			
ORIGINALITY REPORT			
<b>16%</b>	<b>3%</b>	<b>1%</b>	<b>16%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
<b>1</b>	Submitted to University of Johannesburg Student Paper		<b>12%</b>
<b>2</b>	Submitted to CVC Nigeria Consortium Student Paper		<b>1%</b>
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<b>9</b>	Submitted to Waiariki Institute of Technology Student Paper		<b>&lt;1%</b>

## Appendix B: Permission Letter

SUID-AFRIKAANSE POLISIEDIENS  SOUTH AFRICAN POLICE SERVICE

**Privaatsak/Private Bag X 94**

Verwysing/Reference:	3/34/2
Navrae/Enquiries:	Lt Col Joubert AC Thenga
Telefoon/Telephone:	(012) 393 3118

**THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001**

The Provincial Commissioner  
**GAUTENG**

**PERMISSION TO CONDUCT RESEARCH IN SAPS: IMPACT OF FRONT LINE SERVICE DELIVERY ON CUSTOMERS OF SOUTH AFRICAN POLICE SERVICE'S (SAPS) PRETORIA CBD SUNNYSIDE: UNIVERSITY OF JOHANNESBURG: MASTERS DEGREE: RESEARCHER: KR MOKGEHLE**

1. The above subject matter refers.
2. The researcher, Mr KR Mokgehle, is conducting a study with the aim to *research and analyse about the role of service quality for creating customer satisfaction at SAPS.*
3. The researcher is requesting permission to administer face-to-face questionnaires amongst members of the public visiting the Sunnyside Police Station (200 respondents) and Pretoria Central (50 respondents). The survey will be conducted at the SAPS premises and will not involve any police members.
4. The proposal was perused according to National Instruction 1 of 2006. This office recommends that permission be granted for the research study, subject to the final approval and further arrangements by the office of the Provincial Commissioner: Gauteng.
5. We hereby request the final approval by your office if you concur with our recommendation. Your office is also at liberty to set terms and conditions to the researcher to ensure that compliance standards are adhered to during the research process and that research has impact to the organisation.
6. If approval granted by your office, this office will obtain a signed undertaking from researcher prior to the commencement of the research which will include your terms and conditions if there are any and the following:
  - 6.1. The research will be conducted at his/her exclusive cost.

**PERMISSION TO CONDUCT RESEARCH IN SAPS: IMPACT OF FRONT LINE SERVICE DELIVERY ON CUSTOMERS OF SOUTH AFRICAN POLICE SERVICE'S (SAPS) PRETORIA CBD SUNNYSIDE: UNIVERSITY OF JOHANNESBURG: MASTERS DEGREE: RESEARCHER: KR MOKGEHLE**

- 6.2 The researcher will conduct the research without the disruption of the duties of members of the Service and where it is necessary for the research goals, research procedures or research instruments to disrupt the duties of a member, prior arrangements must be made with the commander of such member.
- 6.3 The researcher should bear in mind that participation in the interviews must be on a voluntary basis.
- 6.4 The information will at all times be treated as strictly confidential.
- 6.5 The researcher will provide an annotated copy of the research work to the Service.
- 6.6 The researcher will ensure that research report / publication complies with all conditions for the approval of research.
7. If approval granted by your office, for smooth coordination of research process between your office and the researcher, the following information is kindly requested to be forwarded to our office:
  - **Contact person:** Rank, Initials and Surname.
  - **Contact details:** Office telephone number and email address.
8. A copy of the approval (if granted) and signed undertaking as per paragraph 6 supra to be provided to this office within 21 days after receipt of this letter.
9. Your cooperation will be highly appreciated.

UNIVERSITY  
OF  
JOHANNESBURG



THE HEAD, RESEARCH  
DR PR VUMA

MAJOR GENERAL

DATE: 2019-02-12

## Appendix C: Editors Report



### Genius Empirical and Applied Researchers (Pty, Ltd)

For Evidence Based Decision Making.

512 Willie Theron Building, Corner Bossman and Jeff Masemola St, Pretoria

Contact: +27 677 702 154 / +27 651 170 627

Email: [gearresearchers@gmail.com](mailto:gearresearchers@gmail.com) Website: [www.gearresearchers.com](http://www.gearresearchers.com)

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08 January 2020

To whom it may concern

I, the undersigned on behalf of and representing Genius Empirical and Applied Researchers (GEAR), in my capacity as a Research Associate hereby confirm editing the thesis entitled "Employee motivation and level of job satisfaction of low management Service members." The author of the research is Ms. Kwena Rebina Mokgehle. Edits done to the thesis are not limited to the following:

- Checking & correcting grammar, spellings and other embarrassing mistakes;
- Consistency of Table/Figure and Table of contents;
- Flow of narratives;
- Merging tables in Analysis chapter;
- Brackets and Quotes Left Open;
- Aligning Summary of Chapters;
- Hyphenation of Phrases and Words;
- En Dash or Space;
- Abbreviations Used Before Definition and Abbreviations Not Used;
- Capitalization of Phrases and Headings and
- Naming, renaming and Inserting necessary headings

Yours sincerely,

Mr. G.G. Musvovi

Research Associate

Genius Empirical and Applied Researchers (GEAR).

## Appendix D: Originality Declaration



### FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT DECLARATION: MASTER'S AND DOCTORAL STUDENTS TO WHOM IT MAY CONCERN

This serves to confirm that I KWENA REBINA MOKGEHLE  
(Full Name(s) and Surname)

ID Number 9006261037087

Student number 200938994 enrolled for the

Qualification MTECH OPERATIONS MANAGEMENT

Faculty OF ENGINEERING AND BUILT ENVIRONMENT

I hereby declare that the thesis/dissertation/minor dissertation submitted for the MTECH degree to the University of Johannesburg, apart from the help recognized, is my own work and has not previously been submitted to another university or institution of higher education for a degree.

Signed at POLOKWANE on this 08 day of JANUARY 2020.

Signature [Handwritten Signature] Print name KWENA MOKGEHLE

UNIVERSITY  
OF  
JOHANNESBURG