# A Study on Service Quality of the Bangladesh Police

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## Abstract

*Providing quality service is the prime objective of the law enforcing agency of a country. It is also important for Bangladesh where a huge number of social problems are present. This paper aims at identifying the service quality factors of the Bangladesh police. It includes the views on service quality of the service receivers of 33 thanas of Dhaka City. To identify service quality factors, standardized SERVQUAL instrument developed by Parasuraman and Ziethmal was used for this survey. Three hundred thirty one service receivers concerned with criminal and civil problems were interviewed with a structured questionnaire. The sample respondents were selected randomly at the 33 thanas of Dhaka City. Multivariate analytical technique like Factor Analysis was used to assess the expected and perceived service quality factors. Multiple Regression Analysis was used to identify the relationship between the overall service quality and the service quality factors in this regard. Results show that the service receivers expect that the police should keep the interest of the clients at their heart. If they promise to do something, they should do it on time. The respondents also expect that the police should use up-to-date equipments and they should have convenient operating hours. The clients perceived that the police should have interest of the clients at their heart, they should use up-to-date equipments in investigating the cases, and their operating hours should be convenient to the clients.*

***Keywords:*** Service quality, police services, Bangladesh

## Background

The present organized police service of Bangladesh has a long history. It history started with the very early days of the history of the Indian Sub-Continent. In about 400-500 AD, there being existed a workable system of police administration in the Indian Sub-Continent. In the Code of Manu, some glimpses of social situation and internal administration in Indian sub-continent were found. Kautilya placed great emphasis on the employment of Goeyndas (secret service) in order to keep the ruler informed of the happenings in the country and for timely preventive action. At the time of Emperor Harsha (700 AD), violent crime was rare, the highways and the river routes were relatively less safe. Information of the police administration of the period of Muslim rulers of the Mughals (15th to 16th century) is also remarkable in this regard. There was a contingent of organized police service under the Mughals which could effectively maintain peace in the larger towns and the countryside. After the Mughals, English rulers gradually introduced modern and regulated policing through many experiments.

In 1861, the Police Act (Act V 0f 1861) was passed which laid down the foundation stone of an organized police service in Bangladesh. As the volume of work increased and the police operation became difficult, the organization had to adjust itself tolerably but the Act governed the organization, recruitment, powers and duties of the police. The Act left a good deal of discretion to the government to develop the police organization. Hence, the process of development and the change in police services are still continuing and are improving day by day. The components of different police work of Bangladesh are (i) range police (ii) special police (iii) criminal investigation police (iv) railway police (v) armed police battalion (vi) metropolitan police (vii) highway police and (viii) rapid action battalion. Among this work, Metropolitan police is to handle the law and order situation of the big cities. There are four Metropolitan Polices namely Dhaka Metropolitan Police

(DMP), Chittagong Metropolitan Police (CMP), Khulna Metropolitan Police (KMP), Rajshahi Metropolitan Police (RMP). DMP is headed by an Additional Inspector General while CMP/KMP/RMP is headed by a Deputy Inspector General. Head of a metropolitan police is designated as Police Commissioner. Other ranks in the metropolitan police are Additional Police Commissioner, Deputy Police Commissioners, Additional Deputy Police Commissioner, Assistant Police Commissioner and other lower ranks. The metropolitan police enjoy much power and authority than that of the Range and District Police in curving crime.

Usually, social and other factors determine the policing strategy in Bangladesh. The factors are (i) The huge population which is more than 140 millions where as number of police is 117855, and the police-people ratio is1:1300 (ii) poverty of the people (iii) a huge number of employed people (iv) huge number of people dwelling in slums in urban areas (v) the women and children being the vulnerable group (vi) the dowry system of the society (vii) early marriage of the girls and boys (viii) addiction to drugs (ix) rise of extremists and religious fundamentalists (x) land and property disputes (xi) influential sections of people being the shelterers to the criminals (xii) political involvement of the criminals (xiii) import of unwanted culture in the society as a result of globalization (xiv) political, ethnic and religious discrimination (xv) social and religious beliefs and (xvi) political decision and influence on police activities. It is well understood that without public support, a modern policing is not possible. Hence, a very high importance has been given on police-community cooperation by the government. Now a days, this cooperation is ensured by adopting a number of steps by the police department. The steps are (i) community policing has been encouraged to be introduced throughout the country especially in the urban areas (ii) a police-community monthly meeting has been made compulsory in every district (iii) local committees have been formed with different sections of people to look after the law and order situation of the particular area (iv) people from transport sectors have been engaged in the traffic system urban areas (v) informal local police has been formed in many areas to protect the life and property of the people of the locality (vi) anti-crime meeting with the local people has been made compulsory for police officers working (vii) reward for success in introduction of community policing on the part of any police officer has been introduced (viii) public reward system for contributing on promotion of the law and order by any person has also been introduced (ix) Village Defense Party (VDP) and Town Defense Party (TDP) has been formed in the rural and urban areas respectively with the active participation of the local people. In some areas, Highway Defense Party (HDP) has also been formed and (x) police officers are being trained on community policing in the country and abroad.

As it is mentioned that there are one hundred seventeen thousand eight hundred fifty five police forces in Bangladesh which is simply inadequate to ensure law and order situation of the country. But the expectation of the public is very high to the police. The quality of the services provided by the police is often questioned by the different sections of the country. Therefore, this study will only look into the service quality issue of Bangladesh police. It will only focus on the Dhaka Metropolitan Police of Bangladesh.

## Methodology

This section consists of data source, sample design, sample selection, questionnaire design, data collection, and analysis of data. The details are described below.

### Data Source

To identify the service quality of the Bangladesh Police, data were collected from the clients of 33 thanas of Dhaka City. These clients are the service receivers came or received the services from the 33 thanas of Dhaka City. The number of the sample was identified as population of the number of case of 33 thanas.

### Sample Design

This study is mainly based on questionnaire survey among the clients of 33 thanas located in Dhaka City. A segmentation of the respondents was made based on the different services provided by the thanas. A minimum of 5 and maximum of 35 clients usually go to a thana of DMP everyday. That means about 20,000 (Each day on an average visitors: 20 multiplied by 30 days and multiplied by 33 thanas = 19,800 clients) clients receive services from 33 thanas of Dhaka City and for each day the number is 660. Sample size for the population of 660 (for ±5% Precision Levels where confidence Level is 95% and P=0.5) is closed to 255 (Yamane, 1967). In this study, 331 sample respondents were interviewed by using a structured questionnaire. It was also thought that the clients selected for this study are heterogeneous in terms of their backgrounds, professions, experiences as well.

### Sample Selection

The sample respondents were selected from the 33 thanas located in Dhaka City. Three hundred thirty one clients of the thanas were interviewed. The numbers of clients were selected using the formula mentioned above. In selecting sample, it was assumed that the clients of Dhaka City are more sensitive in getting service compared to other cities of Bangladesh, as they are more conscious and have better education. This was proved by research (Ruyter and Bloemer, 1995 & 1997). The clients were selected randomly from the list of the service receivers of the thanas while interviewing.

### Instrument Design and Data Collection

The survey instrument used by Parasuraman and Zeithaml (1985; 1991; 1994) is used to assess the service quality of the police, where 7 points scale was used ranging from 1 (strongly disagree) to 7 (strongly agree). The questionnaires were translated into Bengali for the better understanding of the respondents and the interviewers. Data were collected with the help of professional data collectors.

### Reliability

Reliability reflects the consistency of a set of scale items in measuring a particular concept. In this study, reliability

*Usually, social and other factors determine the policing strategy in Bangladesh*

measurement is important to check the internal consistency of all variables concerning service quality. Cronbach's Alpha is computed using SPSS reliability program for the service quality variables. Cronbach's Alpha value for 45 items (22 expected, 22 perceived service quality items, and 01 Overall service quality) in the questionnaire is calculated as 0.66. Nunnally (1978) has suggested that Cronbach's Alpha coefficient of approximately 0.70 is sufficient for reliability. This study is first of its kind and the test result is closed to the requirements and thus satisfies the requirement.

### Data Analysis

After collecting data, incomplete and biased data were sorted out from the data set. This study primarily used inferential statistics in the analysis. To test the hypotheses that the quality of services provided by the police located at Dhaka city are not at the desired level of the clients, Factor Analysis was performed in this study to identify the service quality factors. Principal Components Analysis (PCA) method of extracting the factors from the data set was used in the analysis as it seeks a linear combination of variables such that the maximum variance is extracted from the variables. However, confirmatory factor analysis was not done here in this study. In order to explore the relationship of the service quality factors with the overall quality of the police, multiple regression analysis was performed. The overall service quality is defined as the total service quality of the police, which includes service quality, socioeconomic factors, government rules and policies, international developments, etc.

## Results and Analysis

The analysis was made for two sets of data separately. The first set is expected and the second is perceived. The expected data set was used to know the expectation of clients regarding the quality of the services provided by Bangladesh Police. The second set of data was used to identify the actual services received by the clients from the police.

### Respondents Profile

The respondents of this study were the clients of the 33 thanas of Dhaka City that includes different types of service receivers concerned with criminal and civil problems. About 83% of the respondents were male and the rests (17%) are female. Most of the respondents were above the age of 40 years old followed by 30-35 years, below 25 years, 35-40 years, and 25-30 years (Table 1). This indicates that all types of people were included in the survey.

Table 1: Age Distribution of the Respondent Clients

| Age | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Below 25 years | 64 | 19.3 | 19.3 |
| 25-30 years | 27 | 8.2 | 27.5 |
| 30-35 years | 92 | 27.8 | 55.3 |
| 35-40 years | 50 | 15.1 | 70.4 |
| Above 40 years | 98 | 29.6 | 100.0 |
| Total | 331 | 100.0 | |

In this study most of the interviewees (24%) are H.S.C followed by bachelors (23%), others (22%), S.S.C holders (21%), and Master degree holders (11%), (Table 2).

Table 2: Educational Background of the Respondent Clients

| Education | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| S.S.C | 68 | 20.5 | 20.5 |
| H.S.C | 80 | 24.2 | 44.7 |
| Bachelor | 76 | 23.0 | 67.7 |
| Masters | 35 | 10.6 | 78.2 |
| Others | 72 | 21.8 | 100.0 |
| Total | 331 | 100.0 | |

About 46% of the respondents are other than the jobholders, retired person, students and housewives (Table 3). This indicates that other than jobholders, retired person, students and housewives often go to the thanas for help.

Table 3: Profession of the Respondent Clients

| Profession | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Jobholder | 107 | 32.3 | 32.3 |
| Retired Person | 19 | 5.7 | 38.1 |
| Student | 34 | 10.3 | 48.3 |
| Housewife | 17 | 5.1 | 53.5 |
| Others | 154 | 46.5 | 100.0 |
| Total | 331 | 100.0 | |

About 28% of the respondents have the highest experience with the police. They were involved with police for getting service for more than 5 years. The second group of the respondents were involved with police has below one year experience followed by 2-3 years, 3-4 years, and 4-5 years (Table 4).

*The quality of the services provided by the police is often questioned by the different sections*

Table 4: Involvement of the Respondent Clients with the Police

| Involvement | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Below 1Years | 114 | 34.4 | 34.7 |
| 2-3 Years | 66 | 19.9 | 54.7 |
| 3-4 Years | 30 | 9.1 | 63.8 |
| 4-5 Years | 27 | 8.2 | 72.0 |
| Above 5 years | 92 | 27.8 | 100.0 |
| Total | 329 | 99.4 | |
| No Ans. | 2 | .6 | |
| Total | 331 | 100.0 | |

## Expected Service Quality Factors

Factor analysis identified 3 expected service quality factors for the police. The factors are (i) clients best interest at heart (ii) operating hours of the police and (iii) up-to-date equipments with the variance of 60% which is acceptable to use (Table 5). The communalities of the variables are also very high indicating that the inter-variables relationships are very good (Appendix I). The most important service quality factor expected by the clients from the police is the clients' best interest at the heart of the police. This factor has the highest variance with and eigenvalue of 10.21 followed by operating hours (1.72) and the use of up-to-date equipments (1.22). This indicates that the clients expect that the police will be prepared all the time for providing the service. They also expect that the police should have up-to-date equipments that can help them to detect and punish the culprits immediately.

### Table 5: Expected Service Quality Factors of the Bangladesh Police

| Factors | Initial Eigenvalues | | |
|---|---|---|---|
| | Total | % of Variance | Cumulative % |
| Clients best interest | 10.217 | 46.441 | 46.441 |
| Operating hours | 1.729 | 7.857 | 54.298 |
| Use of up-to-date equipments | 1.227 | 5.575 | 59.874 |

The first service quality factor expected by the clients from the police is the clients' best interest. This has the highest variance (46.44%) with an eigenvalue of 10.21 (Table 6). This factor is constituted with a number of variables such as, police will have the client's best

*The most important service quality factor expected by the clients from the police is the clients' best interest at the heart of the police*

interests at heart, police will insist on error-free records, police will tell clients exactly when services will be performed, police will give prompt service to clients, police will always be willing to help clients, when clients have problem police will show a sincere interest in solving it, police will have the knowledge to do their job well, the behavior of police will instill confidence in clients, clients will feel safe in dealing with police, the police will understand specific needs of their clients, the appearance of the physical facilities of police will be in keeping with the kind of services provided, police will be well dressed and neat in appearance, police will be consistently courteous with clients, when police promises to do something by a certain time, they will do so, and police will give clients individual attentions. All the variables have the higher level of factor loadings which indicates that the variables are highly correlated to the factor.

### Table 6: Addressing the Clients' Best Interest

| Variable Name | Factor loadings |
|---|---|
| Police will have the client's best interests at heart | .821 |
| Police will insist on error-free records | .819 |
| Police will tell clients exactly when services will be performed | .818 |
| Police will give prompt service to clients | .817 |
| Police will always be willing to help clients | .801 |
| When clients have problem, police will show a sincere interest in solving it | .781 |
| Police will have the knowledge to do their job well | .772 |
| The behavior of police will instill confidence in clients | .775 |
| Clients will feel safe in dealing with the police | .721 |
| The police will understand specific needs of their clients | .679 |
| The appearance of the physical facilities of police will be in keeping with the kind of services provided | .678 |
| Police will be well dressed and neat in appearance | .677 |
| Police will be consistently courteous with clients | .651 |
| When police promises to do something by a certain time, they will do so | .639 |
| Police will give clients individual attention | .538 |

The second important expected service quality factor for the clients to the Bangladesh police is the operating hour of the police. This factor has 7.85% of variance with an eigenvalue of 1.72 (Table 7). This factor is constituted by the four service quality variables such as, police will have operating hours convenient to all their clients, police will provide their service at the time they promise to do so, police will give clients personal attention and police will never be too busy to respond to client's requests. The variables constituted this factor are well correlated to the factor.

### Table 7: Convenient Operating Hours of the Police

| Variable Name | Factor loadings |
|---|---|
| Police will have operating hours convenient to all their clients | .866 |
| Police will provide their service at the time they promise to do so | .810 |
| Police will give personal attention to the clients | .583 |
| Police will be never be too busy to respond to client's requests | .512 |

The third important expected service quality factor for the Bangladesh police is the use of up-to-date equipments. This factor contains 5.57% of variance with an eigenvalue of 1.22 (Table 8). This factor is formed with the variables like police will have up-to-date equipments (Hardware and Software), police is dependable, and police department's physical facilities will be visually appealing. The variables constituted this factor are well correlated to the factor.

### Table 8: Use of Up-to-date Equipments

| Variable Name | Factor loadings |
|---|---|
| Police will have up to date equipments (hardware and Software) | .673 |
| Police is dependable | .638 |
| Police department's physical facilities will be visually appealing | .521 |

### Perceived Service Quality Factors

Factor analysis results also show that the perceived data set calculated 4 perceived service quality factors for the Bangladesh Police. The factors are (i) clients best interest (ii) if promised to do something on time do it on-time (iii) up-to-date equipments and (iv) convenient operating hours with the variance of 60% which is at the acceptable limit (Table 9). The communalities of the perceived variables are also very high (Appendix II). The most dominant factor is the clients' best interest with the highest variance with an eigenvalue of 9.32 followed by promise to do something on time (1.70), up-to-date equipments (1.07) and convenient operating hours (0.98). Eigenvalue 1.00 (one) is used as rule of thumb. However, this analysis used less than one eigenvalue to get more insight of the analysis. These factors together indicate that the clients received service quality from the police which are not always highly satisfactory for them.

### Table 9: Perceived Service Quality Factors of Bangladesh Police

| Factors | Initial Eigenvalues | | |
|---|---|---|---|
| | Total | % of Variance | Cumulative % |
| Addressing clients best interest | 9.329 | 42.404 | 42.404 |
| Promise to do something in time | 1.707 | 7.760 | 50.164 |
| The use of up-to-date equipments | 1.073 | 4.877 | 55.040 |
| Convenient operating hours | 0.987 | 4.488 | 59.528 |

### Addressing Clients' Best Interest

The first and most important perceived service quality factor of Bangladesh police is the clients' best interest which is to be kept at their heart. This factor has the highest variance (42.40%) with an eigenvalue of 9.32 (Table 10). This indicates that the police must be able to enter into the mind of the public so that they will feel a kind of satisfaction all the time. This factor is constituted with a number of variables such as, police department has the client's best

interests, police gives prompt service to clients, police understands the specific needs of their clients, police insists on error-free records, police has police gives clients personal attention, police gives individual attention, police are always willing to help clients, the behavior of police instills confidence in clients, police are consistently courteous with clients, when clients have problem, police shows sincere interest to solve it, police are always willing to help clients, police is dependable, police have the knowledge to do their job well, clients will feel safe dealings with police, police. All the variables constituted this factor have very high factor loadings with the factor.

### Table 10: Clients Best Interest

| Variables | Factor loadings |
|---|---|
| Police has the client's best interests at heart | .799 |
| Police gives prompt service to clients | .742 |
| The police understands the specific needs of their Clients | .716 |
| Police insists on error-free records | .710 |
| Police gives clients personal attention | .707 |
| Police gives individual attentions | .706 |
| Police is always willing to help clients | .697 |
| The behavior of police instills confidence in clients | .690 |
| Police is consistently courteous with clients | .677 |
| When clients have problem, police shows sincerity interest to solve it | .668 |
| Police is always willing to help clients | .665 |
| Police is dependable | .647 |
| Police has the knowledge to do their job well | .644 |
| Clients will feel safe in dealing with police | .613 |
| Police insists on error-free records | .500 |

### Promise to Do Something on Time

The second important perceived service quality factor for the police is the promise to do the something on time. This means, if police promises to do something to the clients they must perform it on time. This factor has 7.76% of variance with an eigenvalue of 1.70 (Table 3.11). This factor is formed by the three perceived service quality variables such as, when police promises to do something by a certain time, it does so, police are well dressed and neat in appearance, and the appearance of the physical facilities of police is in keeping the kind of services provided. These variables are well correlated to this factor that indicates that the variables appropriately formed the factor.

### Table 11: Promise to Do Something on Time

| Variables | Factor loadings |
|---|---|
| When police promises to do something by a certain time, it does so | .695 |
| Police is well dressed and neat in appearance | .678 |
| The appearance of the physical facilities of police is appealing | .620 |

### The Use of Up-to-date Equipments

The third important perceived service quality factor for the police is up-to-date equipments. This factor contains 4.87% of variance with an eigenvalue of 1.07 (Table 12). This factor is formed with the variables such as, police has up to date equipments (hardware and software) and police department's physical facilities are visually appealing to the clients. The variables constituted this factor are well correlated to the factor.

#### Table 12: Use of Up-to-date Equipments

| Variables | Factor loadings |
|---|---|
| Police department has up to date equipments (hardware and software) | .849 |
| Police department's physical facilities are visually appealing | .759 |

### Convenient Operating Hours of the Police

The fourth perceived service quality factor is convenient working hours of the police. This factor contains 4.48% of variance with an eigenvalue of 0.98 (Table 13). This factor is formed with the variables such as, police has operating hours convenient to all their clients and police provides services at the time it promises to do so. The variables constituted this factor are well correlated and the factor loadings are very high.

#### Table 13: Convenient Operating Hours

| Variables | Factor loadings |
|---|---|
| Police has operating hours convenient to all their clients | .536 |
| Police provides it services at the time it promises to do so | .527 |

### Relationship between the SQ Factors and the Overall SQ

This study analyzed and explained the results of multiple regression analysis. It shows that the correlation of the service quality model is 66% and the R square is about 44% (Table 14). This indicates that the model moderately fits with the service quality variables. The other variables might be concerned with the government intention, rules and policies, politics of the country, the nature of the problem and its specialty, etc.

#### Table 14: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.661[a] | 0.437 | .430 | .64213 |

[a] predictors (constant) , REGR factor score 4 for analysis 1. REGR factor score 3 for analysis 1, REGR factor score 1 for analysis 1, REGR factor score 2 for analysis 1

Analysis of variance (ANOVA) shows that all the perceived service quality factors are together significantly related to the overall service quality of the Bangladesh police (Table 15).

#### Table 15: Analysis of Variance, ANOVA[b]

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| 1  Regression | 99.472 | 4 | 24.868 | 60.310 | .000 [a] |
| Residual | 128.236 | 311 | .412 | | |
| Total | 227.709 | 315 | | | |

[a] predictors (constant) , REGR factor score 4 for analysis 1. REGR factor score 3 for analysis 1, REGR factor score 1 for analysis 1, REGR factor score 2 for analysis 1; [b] Dependent Variable : Overall

Table 16 shows the relationship of the perceived service quality factors and the overall service quality of variables of Bangladesh police. It depicts that the perceived service quality factors such as, clients best interest (0.54), use of up-to-date equipments (0.075), and convenient operating hours (0.12) are significantly related to the overall service quality of Bangladesh police. This means that if there is a positive change in the perceived service quality factors there will be a positive change in the overall service quality of Bangladesh police. However, promise to do something in time is not significantly related to the overall service quality of Bangladesh police. The reason could be attributed by the clients' perception on promise of the police. Clients perceived that it is the duty of the police to do something in time and thus if they do anything on time clients do not perceive it as an additional job done by them.

> *If there is a positive change in the perceived service quality factors there will be a positive change in the overall service*

#### Table 16: Coefficients[a] : Relationship Between SQ Factors and the Overall SSQ of Bangladesh Police

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1  (Constant) | 4.353 | .055 | | 120.487 | .000 |
| Clients best interest at heart | .545 | .036 | .637 | 14.965 | .000** |
| Promise to do something in time | .050 | .037 | .057 | 1.342 | .181 |
| Up-to-date equipments | .075 | .036 | .088 | 2.075 | .039** |
| Convenient operating hours | .119 | .036 | .139 | 3.257 | .001** |

** Indicates significance at the 5% level of significance; [a] Dependent Variable: Overall

### Conclusions and Recommendations

This study shows that there are three expected service quality factors of general public to Bangladesh police such as, addressing the clients' best interest, operating hours, and the use of up-to-date equipments. The most important

expected service quality factor is the clients' best interest to be kept at the heart of the police followed by operating hours, and up-to-date equipments. In order to ensure peace in the society, police forces should have such arrangements.

The analysis also shows that there are four service quality factors perceived by the clients for Bangladesh police such as, addressing clients' best interest, promise to do something on time, use of up-to-date equipments, and convenient operating hours. All the perceived service quality factors are together significantly related to the overall service quality of Bangladesh police. It indicates that the perceived service quality factors identified by this study are significant for Bangladesh police. The analysis also indicates that the perceived service quality factors such as, clients interest, the use of up-to-date equipments, and operating hours are significantly related to the overall service quality of Bangladesh police.

The first and most important perceived service quality factor for Bangladesh police is addressing the clients' best interest by the police. Clients perceived that police should keep the interest of the public at their hearts. This indicates that Bangladesh police is hardly at the heart of the public. The reasons could be attributed by the undue influence of the ruling party on the police. Experience shows that the police were openly used by the ruling parties at different times after the independence of the country. This has created a kind of notion among the public that the police is to see the interest of the government or the ruler. They are not the friends of the public. This factor is concerned with a number of variables such as, client's interests, prompt service, understanding the needs of the clients, error-free records, individual attention, willingness to help, instill the confidence, consistently courteous, show sincere interest to solve the problem, always willing to help, dependable, work knowledge, and clients safe feeling in dealings with police. All these variables are related to the confidence of the public.

The second important factor perceived by the clients is doing the job on time as it is promised. In Bangladesh, the promise of the police is rarely maintained because of the presence of bribe at different levels in different degrees. Police becomes and remains active only if they are given inducement by the clients. Hence, the present practice discourages police to maintain their promises on time. However, this situation is substantially improved in last one year after the caretaker government taken over power and the active initiatives of the Anti Corruption Commission.

The third important service quality factor in this regard is the use of up-to-date equipments by the police. Study shows

*Perceived service quality factors such as, clients interest, the use of up-to-date equipments, and operating hours are significantly related to the overall service quality of Bangladesh police*

that the equipments used by Bangladesh police are quite old and outdated which are inappropriate to detect, catch, and punish the criminals. However, for Rapid Action Battalion (RAB), sophisticated equipments and machines were imported recently. Hence, RAB is doing better in order to maintain peace in Bangladesh society.

Convenient operating hour is another service quality factor for Bangladesh police. It is found that the police have office hours which are similar to the normal office hour of the country i.e., 9:00a.m. to 5:00 p.m. But the public demand is to have their office hours not only at the normal office hour but also after the normal office hour like night or midnight or early in the morning, etc.

In fine, it can be concluded that Bangladesh police should keep the best interest of the public at their hearts and they should have 24-hour duty which is expected by the public. They should use up-to-date equipments in performing their duties. This study identified only the factors that are concerned with service quality of Bangladesh Police. If these issues or factors are addressed properly by the policymakers, the present performance level of the police is expected to be improved. However, there is an ample scope to study on Bangladesh police and identify new quality factors which might be related to non-service issues of the police.

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## Appendix I Communalities of the Expected Service Quality Variables

| Sl. # | Statement | Extraction |
|-------|-----------|------------|
| e1 | Police will have up to date equipments (hardware and Software) | 0.596 |
| e2 | Police department's physical facilities will be visually appealing | 0.611 |
| e3 | Police will be well dressed and neat in appearance | 0.527 |
| e4 | The appearance of the physical facilities of police department of Bangladesh will be in keeping with the kind of services provided | 0.572 |
| e5 | When police promise to do something by a certain time, they will do so | 0.574 |
| e6 | When clients have problem, police will show a sincere interest in solving it | 0.734 |
| e7 | Police is dependable | 0.434 |
| e8 | Police will provide their service at the time they promise to do so | 0.671 |
| e9 | Police will insist on error-free records | 0.708 |
| e10 | Police will tell clients exactly when services will be performed | 0.729 |
| e11 | Police will give prompt service to clients | 0.720 |
| e12 | Police will always be willing to help clients | 0.696 |
| e13 | Police will be never be too busy to respond to client's requests | 0.408 |
| e14 | The behavior of police will instill confidence in clients | 0.640 |
| e15 | Clients will feel safe in dealings with Police department's police | 0.542 |
| e16 | Police will be consistently courteous with clients | 0.442 |
| e17 | Police will have the knowledge to do their job well | 0.609 |
| e18 | Police will give clients individual attentions | 0.380 |
| e19 | Police will have operating hours convenient to all their clients | 0.784 |
| e20 | Police will have police who give clients personal attention | 0.566 |
| e21 | Police will have the client's best interests at heart | 0.699 |
| e22 | The police will understand specific needs of their clients | 0.528 |

## Appendix II Communalities of the Service Quality Variables of Police Department of Bangladesh

| Sl. # | Statement | Extraction |
|-------|-----------|------------|
| p1 | Police has up to date equipments (hardware and software) | .731 |
| p2 | Police department's physical facilities are visually appealing1 | .631 |
| p3 | Police is well dressed and neat in appearance | .631 |
| p4 | The appearance of the physical facilities of Police department of Bangladesh is in keeping with the kind of services provided | .641 |
| p5 | When police promises to do something by a certain time, it does so | .722 |
| p6 | When clients have problem, police shows sincerity interest in solving it | .683 |
| p7 | Police is dependable | .545 |
| p8 | Police provides services at the time it promises to do so | .375 |
| p9 | Police insists on error-free records | .487 |
| p10 | Police department insists on error-free records | .573 |
| p11 | Police give prompt service to clients | .627 |
| p12 | Police is always willing to help clients | .586 |
| p13 | Police is always willing to help clients | .640 |
| p14 | The behavior of police instills confidence in clients | .670 |
| p15 | Clients will feel safe in dealings with police | .603 |
| p16 | Police are consistently courteous with clients | .619 |
| p17 | Police has the knowledge to do their job well | .586 |
| p18 | Police gives individual attentions | .604 |
| p19 | Police has operating hours convenient to all their clients | .337 |
| p20 | Police has police who give clients personal attention | .582 |
| p21 | Police has the client's best interests at heart | .684 |
| p22 | The police understand the specific needs of their clients | .540 |