

**CLIENT PERCEPTION OF SERVICE DELIVERY IN  
THE SOUTH AFRICAN POLICE SERVICE COMMUNITY SERVICE CENTRES  
IN THE GREATER DURBAN AREA**

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## **ABSTRACT**

The purpose of this study is to investigate the perceptions of members of the public towards South African Police Service (SAPS), service delivery in the Community Service Centre (CSC) in the greater Durban area. The focus of the study was based on measurement of service quality dimension and service delivery in order to generate quality models for SAPS CSC. This study focuses on the determination of client perception of quality at the SAPS CSC. The main objective was to develop an understanding of the clients' perception of the service delivery by the SAPS CSC.

The Servqual Model was used to establish the client's perceptions against their expectations of service quality at the SAPS CSC. The person-administered survey was used as the most appropriate technique. Four hundred respondents were surveyed. The data was analysed using Descriptive and Inferential statistics. The five service quality dimensions of the Servqual Model were used to measure client's expectations and perceptions.

The results indicated that in all five service quality dimensions; (tangible, reliability, responsiveness, assurance and empathy) there was a negative quality gap. The significant differences between perception and expectation of clients in all five service quality dimensions were noted. Improvement is needed across all five service quality dimensions to improve service delivery. Furthermore, the result has revealed that client's perception of service quality at the SAPS CSC falls below their expectations, presenting a great challenge to the organisation. In order to improve service quality, it is recommended that SAPS need to regularly assess and monitor employees, as well as clients experiences and provide feedback.

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## **LIST OF ABBREVIATIONS**

CRMD	Cochrane Review Methodology Database
CSC	Community Service Centre
CSIR	Council for Scientific and Industrial Research
DPSA	Department for Public Service and Administration
ERPS	East Rand Police Service
GEAR	Growth, Employment and Redistribution
KZN	KwaZulu- Natal
ICD	Independent Complaints Directorate
ISS	Institute for Security Study
PDP	Public Drivers Permit
SAPS	South African Police Service
SDIP	Service Delivery Improvement Programme

# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

The South African Police Force (SAP) was founded in 1913. The goal of the SAP was to ensure internal security and maintain law and order. The philosophies of 'service' orientation in the SAP station were not in the picture then. The South African Police Service (SAPS) was then regulated according to the constitutional reform that the country experienced since 1990. In terms of Section 214 of the South African Constitution, legislation was applied; resulting in the South African Police Service Act 68 of 1995 being passed to provide for the establishment and regulation of the SAPS (Wolvaard, 2007:23).

The South African Police Service (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 community expects the police service to be flexible and respond to their needs. Police services, throughout the world, are adopting a community-oriented approach. However, for the community oriented policing approach to succeed, the police service is expected to function as a client oriented institution. With autonomy, client-oriented police stations are expected to continuously improve service and satisfy the community needs, instead of waiting for higher authority and logistical support from a centrally operated department. A client-oriented corporate climate could be established within which the police would function more effectively. One way of achieving this is to encourage creativity, innovation and work with the private sector (Reynecke and Fourie, 2001: 20).

## 1.2 FOCUS OF THE STUDY

All police agencies globally have a common purpose, namely, to deliver effective and efficient service to its designated communities (Sonderling, 2003:02). The SAPS also promotes efficient and effective service delivery. The value of SAPS is reflected in the strategic plan (2005-2010) and includes the slogan 'a responsible, effective and high quality service with honesty and integrity'. Furthermore the national strategy of the SAPS emphasizes the importance of providing effective and efficient service to its clients and the South African public. Therefore, the SAPS need to be accessible to every person and continuously striving to improve the service delivery and to provide community service centres with satisfied clients. The operational strategic plan is set to improve the basic service delivery to all members of the public by implementing the Service Delivery Improvement Programme (SDIP) of the SAPS (South African Police Service Journal, 2005: 6-19).

In terms of the public service regulation, the basic idea of the SAPS programme known as the National Order 1/200. Is that analysis must be done at the police station to determine the current situation, to identify the best practice and to strive to the situation where it should be (South African Police Service, 2000: 24). This would include the analysis of the community service centre to identify the service gaps in order to improve service delivery.

According to a study conducted by the Council for Scientific and Industrial research in 29 police stations of the Eastern Cape including King William's Town; it was found that, it took an average complainant 31 to 68 minutes for the client to travel to the police station. The report also indicated that the average time taken to be served at the community service centre (CSC) was 19 to 97 minutes (Council for Scientific and Industrial Research, 2005: 64).

The community members visit the CSC of the SAPS to be served. Each police station has one CSC. In the past, it was referred to as a 'charge office. This is the front-line office for the service delivery provided to the public visiting the police station. The front-line office is sometimes under staffed, as members need to attend to emergencies (Wolvaard, 2007: 06).

### **1.3 PROBLEM STATEMENT**

According to a study conducted by Schwartz (2004: 38), numerous complaints of poor service delivery by the East Rand Police Service (ERPS) have been lodged. As a result managers and commanders are concerned about the quality of service delivery. Furthermore; there has also been considerable speculation with regard to the reasons for this apparent poor service delivery. Most senior officers assume that the lack of discipline and the demilitarisation of the SAPS are responsible for this poor service delivery. They believe that, although police officers are competent, they do not provide a professional service because it demands more effort and input from them. Consequently, police have thus adopted a negative attitude towards service delivery

According to Engelbrecht (2002: 40), in the Western Cape, the location of the Community Service Centre (CSC) was problematic, resulting in people feeling unsafe and insecure. It was also noted that there is a tendency not to trust members of the CSC in the Western Cape. To address this issue is not simple because it entails changing the hearts and minds of people. Interestingly, the 'willingness to help' dimension scored relatively low in the Western Cape and as it is associated with treating people with disrespect. It is therefore, apparent that service delivery by the SAPS was not adequate. Furthermore, research conducted with regard to the perception of the CSC indicated that the respondents were not pleased with the service delivery. However, no further study has been done in KwaZulu-Natal (KZN).

Based on information presented in the preceding paragraphs, it would appear that service delivery by the SAPS in CSC's warrants attention. However, the level of this perceived poor service, the understanding of the concept of service, the reason for poor service, and knowledge of whether different types of communities perceive differences in the service level are not known. Therefore the research problem can be summarised as a lack of understanding of the service delivery process from the clients' point of view, in the greater Durban area.

## **1.4 RESEARCH OBJECTIVES**

### **1.4.1 Aim**

The aim of this study is to develop an understanding of the clients' perception of the service delivery by the CSC in the greater Durban area.

### **1.4.2 Objectives**

The objectives of this study are as follows:

- To determine whether clients get the service they expect in the CSC;
- To determine whether clients' service requests are handled with care and sympathy in the CSC;
- To investigate the clients' understanding of the process of making a service request; and
- To investigate if clients' demographics play a role during service rendering.

## **1.5 RATIONALE FOR THE STUDY**

A survey of clients' perceptions and expectations in the greater Durban area, was not only directed at the efforts of the SAPS to provide a better service to their clients, but also to get more trust and respect from the public. The secondary purpose of this study was to enable the SAPS to better understand the criteria that clients use to identify good service delivery. An understanding of the clients' needs may result in the SAPS strengthening their service delivery to the public. Research of this nature is of a great importance to the SAPS CSC so that the SAPS management can implement an appropriate set of processes to continuously review client service quality. According to Nel (2003: 17), it is the responsibility of the organisation to develop a client satisfaction programme to measure performance over time.

## **1.6 SCOPE FOR THE STUDY**

### **1.6.1 Delimitation**

The study was delimited to three "CSCs" of the SAPS within the greater Durban area. The three police stations were chosen because they are the busiest stations in Durban. Two of them, located at Inanda and Durban Central, represent the Durban North area while Pinetown represents the Durban South area. The respondents needed to be 18 years and above to participate in this study. The findings of this study will be limited to this area and these may not be applicable to other areas.

### **1.6.2 Limitations**

In personally administering a questionnaire, an interviewer can be biased to his or her population group. To overcome this problem, interviewers were trained to conduct interviews in a professional manner.

## **1.7 SUMMARY OF RESEARCH METHODOLOGY**

The research methodology explains how the research is designed. It focuses on the research type, population, sampling, sample size, data collection and validity and reliability.

### **1.7.1 Research type**

This study focused on the existing market situation. Therefore, descriptive research was appropriate for the study. Since the study was looking at perceptions at one point in time it was regarded as a cross-sectional study. The quantitative research emphasis was on formalising standard questions and predetermined response options in questionnaires or surveys administered to a large numbers of respondents. Quantitative research methods are more directly related to descriptive than exploratory designs (Hair, Bush and Ortinau, 2000: 216). This study was quantitative because of the large number of respondents and formalized questions were used.

### **1.7.2 Study population and sample**

#### **1.7.2.1 Population**

The population for this study was people who meet the following requirements:

- They must have visited a CSC of the SAPS in the greater Durban area; and
- They must be 18 years old or older.

#### **1.7.2.2 Sampling**

Convenience sampling was used because it allowed the researcher to survey respondents who were available at that particular time in the CSC.

#### **1.7.2.3 Sample size**

Sample size is the selection of a subset of elements from a large group of the population. With a population which is over a million, a sample size of 400 is adequate. Since this study population is unknown, the sample size for this study is 400 respondents (Churchill and Iacobucci, 2007: 351).

#### **1.7.2.4 Data collection**

The survey method was used to collect data because it can accommodate a large sample and the result can be generalized. It is easily administered by recording questions and answers (Hair, Bush and Ortinau, 2000: 253).

The survey was conducted in the following manner:

- Inanda SAPS: 200 respondents;
- Durban Central SAPS: 100 respondents;
- Pinetown SAPS: 100 respondents.

These busy police stations, which account for large volumes of complaints, provided a representative sample.

#### **1.7.3 Validity**

This was undertaken by a pilot study, checking with a statistician and with the supervisors. This was done to ensure the construct validity.

#### **1.7.4 Reliability**

A Cronbach's Coefficient Alpha statistical test was undertaken. This was done to test the internal consistency of each factor (Kent, 2007: 141).

### **1.8 STRUCTURE OF CHAPTERS**

#### **Chapter 1 Introduction**

Chapter one is an introduction and highlights the motivation of the study. This chapter focuses on the purpose and rationale of the study aim, research objectives, problem statement and delimitation.

#### **Chapter 2 Literature review**

Chapter two focuses on the theoretical perspective of the research and the recent studies that are relevant to the research question. Theories and studies will be discussed within the context of customer satisfaction, perceptions and expectations. This chapter will focus on the Servqual Model, the gap model and service quality.

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

Chapter three present the practical framework of this study. This chapter will discuss the SAPS service delivery in the CSC and the eight principles of Botho Pele.

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

Chapter four focuses on the designing of the research undertaken and includes the service attributes, selection and importance ranking by pilot study. This chapter will discuss the sampling methods used, the questionnaire design, the data collection procedure, the selection of the methods of statistical analysis and the limitation of the study.

#### **Chapter 5 Presentation of Results**

Chapter five constitutes a presentation of the results of the survey. The explanation of the results will start with demographics and SAPS CSC service delivery. The client expectations and perceptions will follow. Lastly, the gap between expectations and perceptions will be presented.

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

Chapter six presents the conclusions and recommendations of the study. Based on the empirical findings, recommendations for future research will also be made.

### **1.9 CONCLUSION**

The chapter focused on a description of the concepts used in this study. This chapter also presented the problem statement, research objectives, and methodology of the research and the chapter structure of this dissertation. The next chapter will present a review of literature, identified by other researchers and experts in the field of client quality service delivery.

In chapter two, the theoretical aspect of service quality and client satisfaction, expectation and perception will also be discussed.

## **CHAPTER 2**

### **CUSTOMER SERVICE**

#### **2.1 INTRODUCTION**

The objective of this chapter is to explain the role of the success-critical factors of clients' service delivery at the South African Police Service Community Service Centre. The aim of this chapter is to develop a theoretical framework of the study. The chapter begins with a description of the four characteristics of a service followed by The Servqual Model. 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 five gaps relevant to this study.

#### **2.2 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 achieve customer satisfaction (Lovelock and Wright, 2002: 10).

##### **2.2.1 Meaning of service**

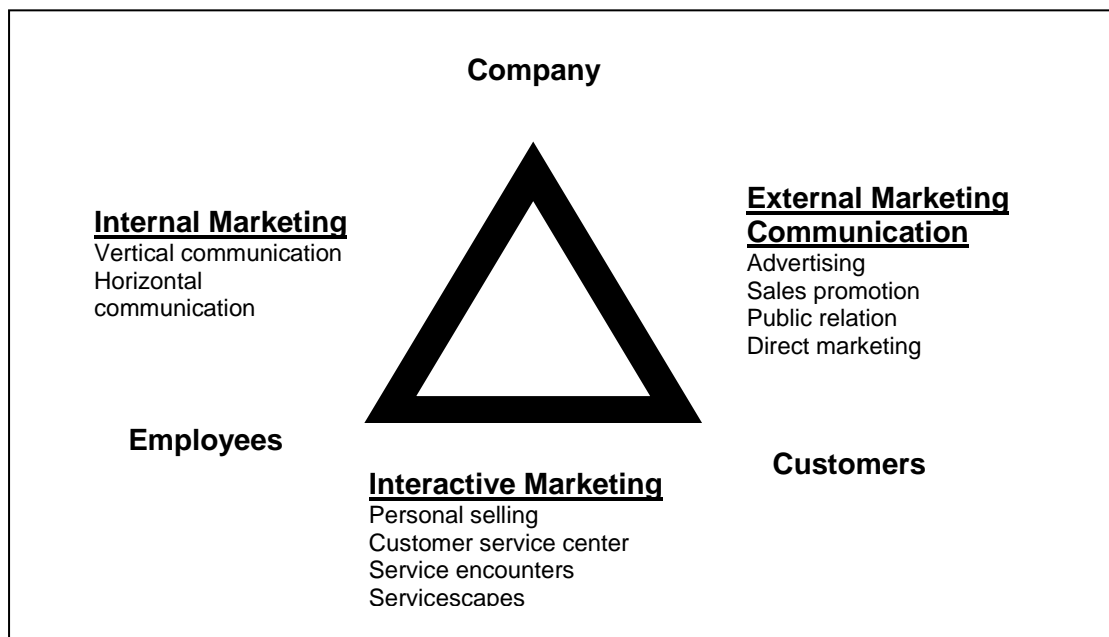
Service is an act or performance offered by one party to another. In other words a service refers to deeds, processes and performances. It includes all economic activities; related to output. It is not a physical product or construction. It is generally consumed at the time it is produced, and provides added value in many forms such as convenience, amusement timeliness, and comfort (Wilson, Zeithaml, Bitner, Gremler., 2008:6). Services create value and provide benefits for customers at specified times and places, as a result of bringing a 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. Some of these services are practised by profit oriented organizations like tour operators, shops and private hospitals, while others are practised by non-profit organizations 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).

### 2.2.2 Service triangle

The service triangle demonstrates the theme of customer service. It emphasizes the role of company, customer and employees in any successful organization. Each of these elements works together and revolves around the customer (Kotler, 2000:419).

**Figure 2.1: Communication and the service market triangle**



Source: Adapted from Wilson et al, 2008: 18

In the service triangle promises made are promises kept to customers. A strategic framework known as the service triangle shows the three interlinked groups that work together to develop, promote and deliver these service promises. These key players are labelled on the point of the triangle: the company, the customer and the organisation employees.

- The external marketing efforts are depicted on the right hand side of the triangle. The external marketing effort strives to firstly identify its customers' expectations and therefore makes promises to customers to deliver.
- The bottom of the triangle refers to interactive marketing. Here is where promises are kept or broken by the firms' employees. If promises are not kept, customers become dissatisfied.

The left-hand side of the triangle highlights the critical role played by internal marketing. Management engages in these activities to aid the providers in their abilities to deliver on the service promise (Wilson et al., 2008:19).

### **2.2.3 Service characteristics**

A consumer cannot hold a service and look at it before purchasing. Therefore, service organisations often use messages and images in their promotional structure to help make the benefits of service experience more tangible. Service customers often seek reviews and clues to help them judge the quality of a service before they buy. As a result, services emphasize the physical evidence of quality (Perreault, 2009:235).

There are four service characteristics in service marketing namely:

- Intangibility;
- Inseparability;
- Perish ability; and
- Heterogeneity (Armstrong and Kotler (2006: 222)).

#### **2.2.3.1 Intangibility**

Fitzsimmons and Fitzsimmons (2006:24) assert that services are not physical. They are intangible. When you provide a customer with a service, the customer can't keep it. A service is experienced, used, or consumed. The services are performance or actions rather than objects; they cannot be seen, felt, tasted or touched in the same manner that you can sense tangible goods (Kotler, 2000:429). Service cannot be patented easily, and new service concepts can, therefore, easily be copied by competitors. Chowdhary and Prakash (2007:496) state that an intangible service may require the customer to be mentally or physically present to receive the service.

#### **2.2.3.2 Heterogeneity**

According to Dhurup, Singh and Surujlal (2006: 40), quality of service performance is inconsistent and unpredictable. The employees delivering the service frequently are the same in the customer's eyes, and people may differ in their performance from day to day or even from hour-to-hour. Ensuring consistent service quality is challenging, because services are heterogeneous across time, organizations and people. Service is some time produced in person where the customer is located, after the customer is committed to buy. It is difficult to achieve economies of scale with personal service. One of the reasons is that service suppliers need similar equipment and staff at places where the service is actually provided and where it is difficult to achieve (Fitzsimmon and Fitzsimmon, 2006: 25).

### **2.2.3.3 Inseparability**

According to Perreault, Cannon and McCarthy (2009:234), service quality often is not consistent; because it is difficult to separate the service experience from the provider. Satisfaction of customers and customer referrals of respective friends is often influenced by interactions with the organisation employees. With regard to tangible goods, they are first produced, sold and then consumed. On the other hand, services are sold and then produced and consumed simultaneously. Sometimes, the customer is present when the service is being produced and may even take part in the production process. Hence, the production of the service is dependent upon the individual employee in charge of it, the individual customer receiving it and the time taken to perform the service (Wilson et al., 2008:17).

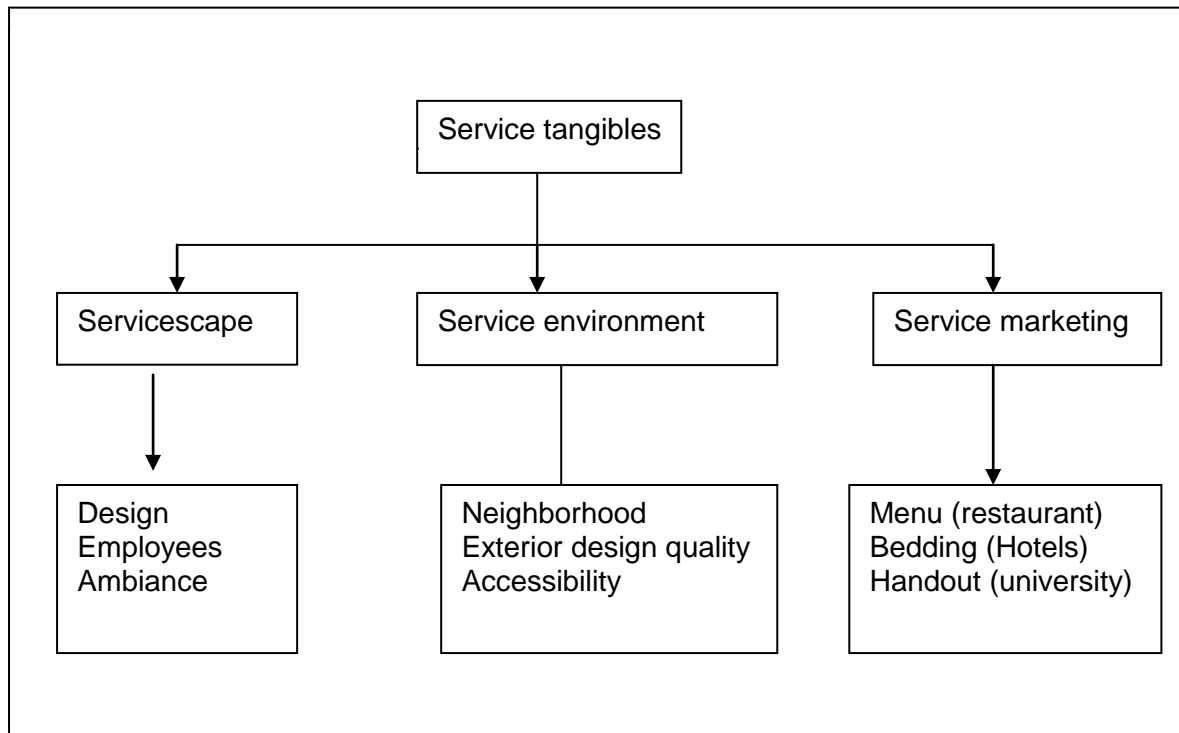
### **2.2.3.4 Perishability**

Zeithaml and Bitner (2003: 21) maintain that services cannot be saved, stored, resold or returned. Furthermore, perishability in contrast to goods that can be stored in inventory or resold another day, or even returned if the consumer is not happy. The fact that services cannot typically be returned or resold also implies a need for strong recovery strategy when things do go wrong (Wilson et al, 2008: 17). Service involves action or performances (Lovelock, 2007:16).

### **2.2.4 Service Tangibles**

There are service tangibles which vary in terms of existence, design, relevance and service types. The following diagram discusses the differences between the three elements, which are servicescape, service environment and service material.

**Figure 2.2: Service tangibles diagram**



Source: Adapted from Bruhn and Georgi, 2006: 321

#### **2.2.4.1 Servicescape**

Servicescape refers to the physical location where the service is delivered. Servicescape consists of three elements:

- The design of servicescape is the most important element of service tangibles, e.g. expansion of the attributes of the furniture or the technical equipment, such as computers, at the perception area;
- Employees in the servicescape refer to the tangible attributes, such as the dress or attire. In many service industries, these factors are taken as a quality indicator by the consumers; and
- Ambience of the servicescape atmospherics consists of visuals elements (colour, brightness) (Bruhn and Georgi, 2006: 321).

#### **2.2.4.2 Service environment**

The service environment has an impact on consumers and employees. To some extent the service environment and its effects can be controlled, although perhaps less easily than physical environment. Managing which customers have access to the servicescape through careful segmentation is one approach to controlling the social environment. The cues in the

environment can also provide indirect guidance to both customers and employees regarding the behaviours expected of them in the Servicescape (Swartz and Iacobucci, 2000:46)

#### **2.2.4.3 Service Materials**

The service materials are used in the service organisation and a pure service cannot be assessed using any of the physical senses. A prospective purchase of most goods is able to examine goods for physical integrity, aesthetic appearance, taste and smell (Palmer, 2008: 10).

#### **2.2.5 Service Culture**

Reyneke (2001: 12) defines culture as the deposit of knowledge, experience, beliefs, values, attitudes, meaning, hierarchies, religion, and notions of time, concept of the universe and material objects. In other words, culture is a system of shared meaning. It represents common perceptions held by members of the organization. This is also referred to as the dominant culture while cultures may also be formed within the organization. The major source of an organization is its founders who determine what they want the organization to be. The founders influence the criteria used in the selection of employees who, in turn, ensure that the culture is sustained. The culture of the SAPS, as a government institution is determined by the governments ruling political party, For instance, previously, the police was serving the government and not the community. This arrangement was an abuse of human rights because the primary client was the government. After a democratic government took over in 1994, the SAPS had to make the necessary changes and start to become customer oriented (Robbins, 2001: 605)

In a service culture, good service is the way of life and it comes naturally because it is an important norm of the organization. An important point is that good service is given to internal as well as external customers. It is not enough to promise excellent service to final customers. All people within the organization deserve the same kind of service. Service culture is a culture where an appreciation for good service exists and where giving good service to internal as well as ultimate, external customers is considered a natural way of life and one of the most important norms by everyone (Zeithaml, Bitner and Gremler, 2008:269).

### **2.3 CUSTOMER SATISFACTION**

Attaining customer satisfaction is the goal of all marketing activities. Customer satisfaction is measured by comparing customer expectations about the product and supporting structure with the performance of the product and support service. Customer satisfaction also depends on the perceived performance of a product and supporting services and the

standards that customers use to evaluate that performance. Clearly customer satisfaction does not have a simple, one-to-one relationship with other processes such as customer complaints (Cravens, 2000: 142).

There is concrete evidence that satisfied employees make for satisfied customers, and satisfied customers can, in turn, reinforce employees' sense of satisfaction in their jobs. Some have even gone so far as to suggest that, unless service employees are happy in their jobs, customer satisfaction will be difficult to achieve (Zeithaml and Bitner, 2003: 320).

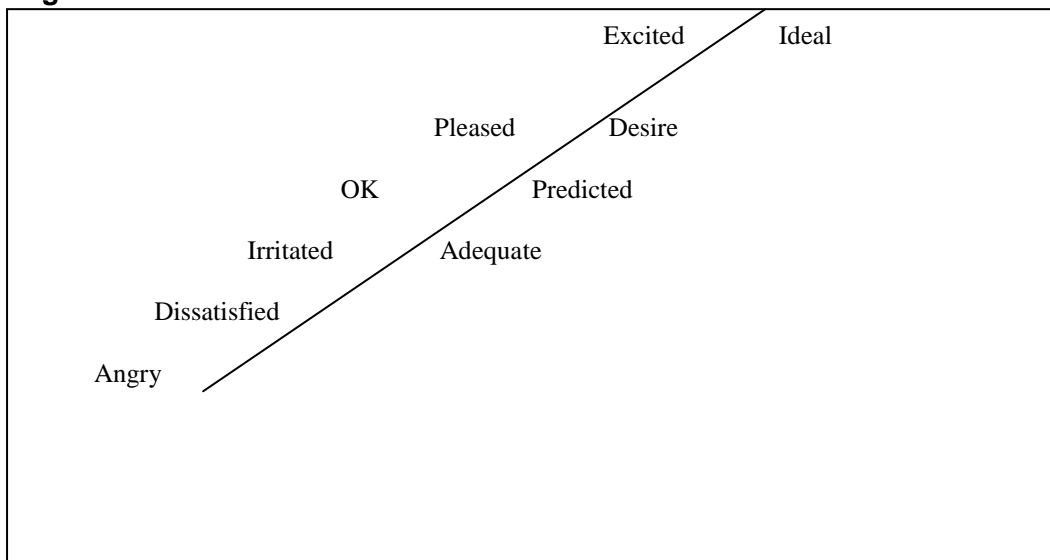
### 2.3.1 States of satisfaction

The original meaning of satisfaction is linked to an adequacy construct. However, as with the word quality, the meaning of satisfaction has evolved to imply gratification and fulfilment. These customer's states of satisfaction are ok, pleased and excited. The state of satisfaction is determined by how consumers perceive the service they received compared to what they had expected before service (Rust, Zahorik, and Keiningham, 2002: 55).

### 2.3.2 Level of satisfaction

Figure 2.3 illustrates the level of satisfaction by customers after they have used a product or service. These customers' satisfaction states are angry, dissatisfied, and irritated, OK, pleased and excited.

**Figure 2.3: Satisfaction illustration**



Source: Adapted from Kurtz and Clow, 2002:381.

If the service performance is below the adequate level of expectations, the customer will be dissatisfied. If the service is extremely below the adequate level, the customer may be dissatisfied. In many cases, the customer may not switch organisations immediately due to

switching costs. However, if the poor level of service occurs again or continues over several service experiences, the customer will switch (Cravens, 2000: 133).

If the service performs at the level that is expected or predicted, the satisfaction is considered to be just 'satisfactory'. For example, when a business expects a commercial carpet cleaning service to remove all the stains from a carpet and they provide that level of service, their expectation is met. The business customer is satisfied. When asked by another business how the carpet cleaning service performed, the answer will be they did well. If the carpet cleaning service personnel rendered extra ordinary service than expected, then the level of satisfaction may be increase. The highest the level of satisfaction would be the excellent level at this level, the perceived level exceeds the desired level of service, namely, the ideal level of service (Kurtz and Clow, 2002:382).

## **2.4 SERVICE QUALITY**

Expectations have a direct effect on perceived quality. The higher the expectations, the higher the level of perceived quality. The perceived level is then compared to expectations, resulting in a gap or disconfirmation that may be either positive or negative. In the following section, customer expectations and perceptions are discussed.

### **2.4.1 Customers' expectations of service quality**

The following aspects of expectations need to be explored and understood for successful service marketing: What types of expectation standard 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 belief a firm will actually deliver.

- Zone of tolerance refers to the extent of a customer's willingness to accept variation in service delivery.

Customer expectations are beliefs about 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).

#### **2.4.2 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. A 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 organization 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 colour of hair, the colour of clothing, the direction in which he or she ran, and other descriptive factors. Although everyone saw the same event, each subject had a different perception of what happened. The work of a public relations organisation may be perceived to be excellent by one business customer but insufficient by another (Kurtz 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).

### **2.4.3 Service quality dimensions**

Customers use these five dimensions to form their judgment of service quality, which are based on a comparison between expected and perceived service. (Fitzsimmons and Fitzsimmons, 2006: 120)

The following are service quality dimensions:

- Reliability;
- Responsiveness;
- Assurance;
- Empathy; and
- Tangibles.

#### **2.4.3.1 Reliability:** Delivery on promises

The reliability is the ability to perform the promised service dependably and accurately (Wilson et al., 2008: 84). All organisations need to be aware of customer expectations of reliability (Bebko, 2000: 12). If this is done in a proper manner, it will enhance the perceived quality of the customer (Brink and Berndt, 2005: 61). The most important aspect of a service is reliability, meaning that the customer knows what to expect and when they can expect to receive it. Service performance is a customer expectation and means that the service is accomplished on time, in the same manner, and without errors every time (Schneider and White, 2004:144).

#### **2.4.3.2 Responsiveness:** Being willing to help

Responsiveness is the willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customers, requests, questions, complaints, and problems. In many businesses customers look to customer service representatives for advice or assistance and are frustrated if they cannot get someone to help them. Keeping a customer waiting for particularly no apparent reason creates unnecessary negative perceptions of quality (Perreault et al. 2009: 190).

#### **2.4.3.3 Assurance:** Inspiring trust and confidence

According to Gronroos (2000:74), staff behaviour will give customers confidence in the company and the company needs to make the customer feel safe in their transactions. The assurance, dimensions includes the following features: competence to perform the service, politeness and respect for customers, effective communication with the customer, and the

general attitude that had the customers' best interest at heart. Furthermore, Arasli, Mehtap-Smadi and Katircioglu (2005: 46) define assurance as the employees' knowledge, courtesy and ability to inspire trust and confidence in the customer. The company tries to build trust between key people in the organisation, such as the customer service representative and the customer. Furthermore trust and confidence can be enhanced by the person who links the customer to the company.

#### **2.4.3.4 Empathy:** treating customers as individuals

Wilson et al. (2008: 86) describes empathy as caring and paying individual attention to its customers. He further states that the essence of empathy is conveying, through personalized or customer service, that customers are unique and special and that their needs should be understood. The company understands the clients' problems, performs in their best interests as well as provides customers with individual personal attention and convenient operating hours; it also includes the following features: approachability, sensitivity, and efforts to understand the customer (Gronroos, 2000: 76).

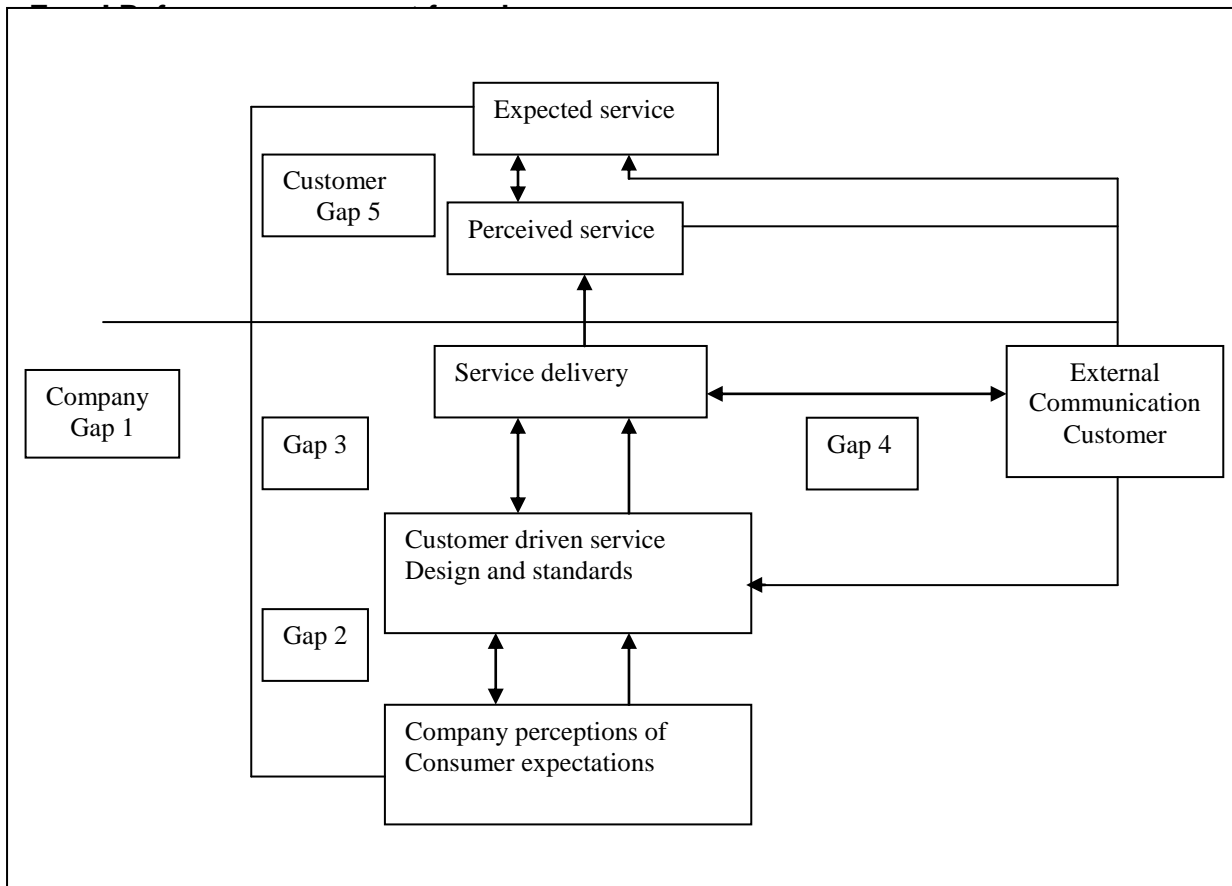
#### **2.4.3.5 Tangibles:** Represent the service physical

Wilson et al. (2008: 86) refer to tangibility as the appearance of physical facilities, equipment, personnel and communication material. Tangibles provide physical representations or images of the service that customers, particularly new customers' will use to evaluate quality. The condition of the physical surrounding is tangible evidence of the care and attention of detail that are exhibited by the service provider (Fitzsimmons and Fitzsimmons, 2006:129).

#### **2.4.4 Service quality model**

The gaps model of service quality enables a firm to focus on service excellence in a structured, practical way. The model focuses on strategies and processes that a firm can employ to drive service excellence while maintaining a focus on customers. It is the model that can drive strategy as well as implementation decisions. The central focus of the gap' s model is the customer gap, the difference between customer expectations and perceptions. Organisations need to close this gap between what customer expects and receives, in order to satisfy their customers and build long- term relationships with them (Zeithaml and Bitner, 2003: 533).

**Figure 2.4:** The gaps model of service quality



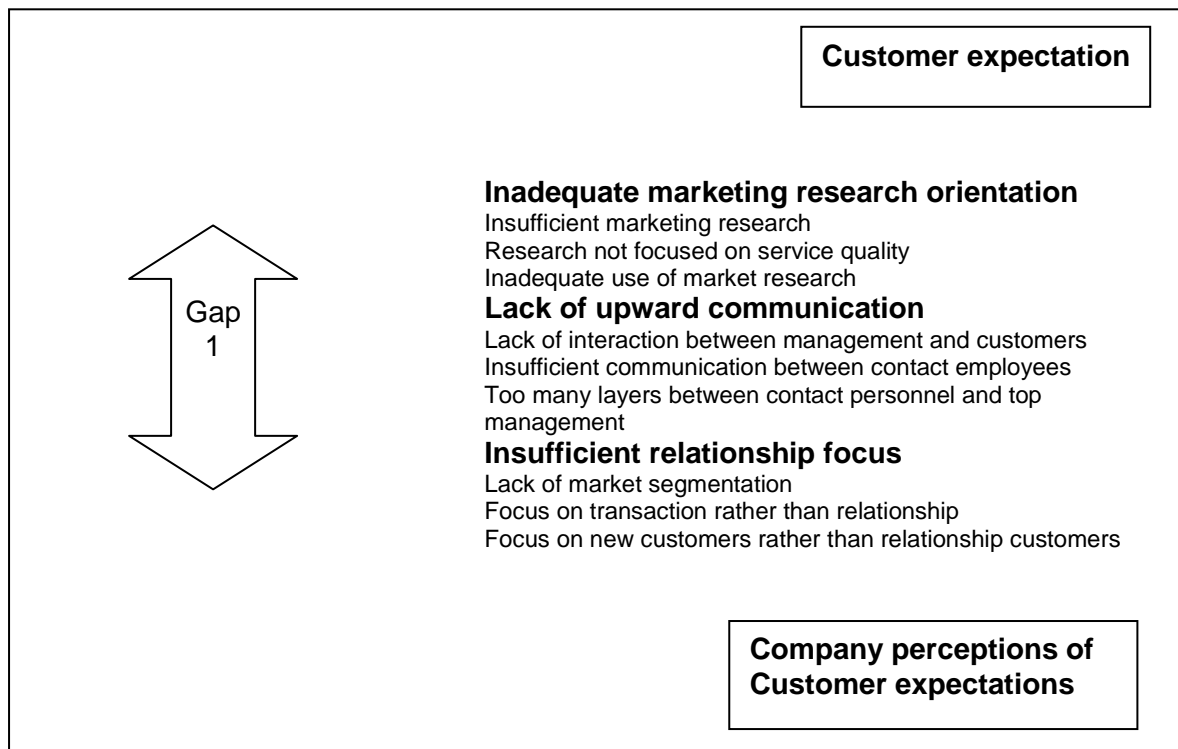
Source: Adapted from Zeithaml and Bitner, 2003: 532.

The following is a brief discussion of five gaps model by Zeithaml and Bitner, (2003: 532-538).

#### **2.4.4.1 Gap 1**

Gap 1 is the difference between customer expectations of service and the companies' understanding of those expectations. Many reasons exist for managers not being aware of what customers expect: they may not interact directly with customers, be unwilling to ask about expectations, or be unprepared to address them. When people with authority and responsibility for setting priorities do not fully understand customers' service expectations, they may trigger a chain of bad decisions and suboptimal resource allocations that result in perceptions of poor service quality. Many organizations do not meet customer expectations because they fail to understand what those expectations are (Silvestro, 2005: 215).

**Figure 2.5:** Gap 1: Not knowing what customer expects

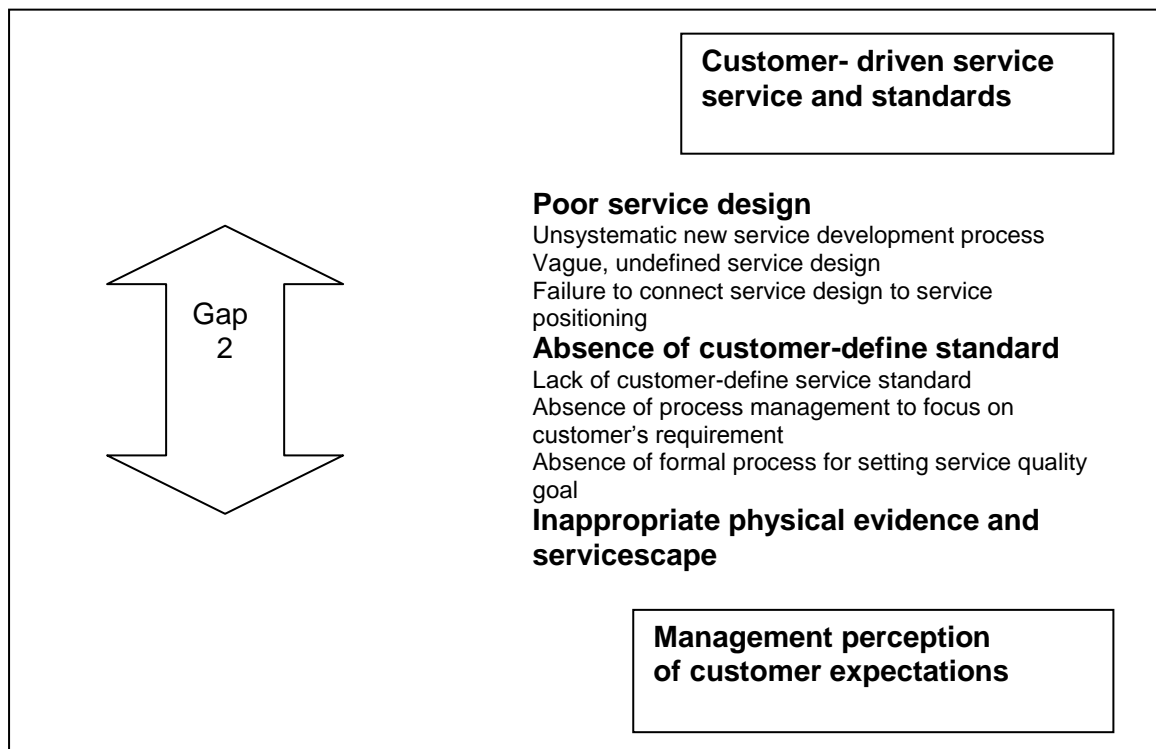


Source: Adapted from Zeithaml and Bitner, 2003: 533.

#### **2.4.4.2 Gap 2**

Service quality specifications are not consistent with management's perception of quality expectations. Gap 2 is the difference between the companies' understanding of customer expectations and the development of customer driven service designs and standards. Customer-driven standards are different from the conventional performance standards in most service companies in that they are based on customers' requirements that are visible to and measured by customers. Since services are intangible, they are difficult to describe and communicate. This is particularly true when new services are being developed. It is critical that all people involved should be working with the same concepts of the new service, based on customer needs and expectations (Lovelock and Wirz, 2007: 425).

**Figure 2.6:** Gap 2: Not having the right service quality designs and standards

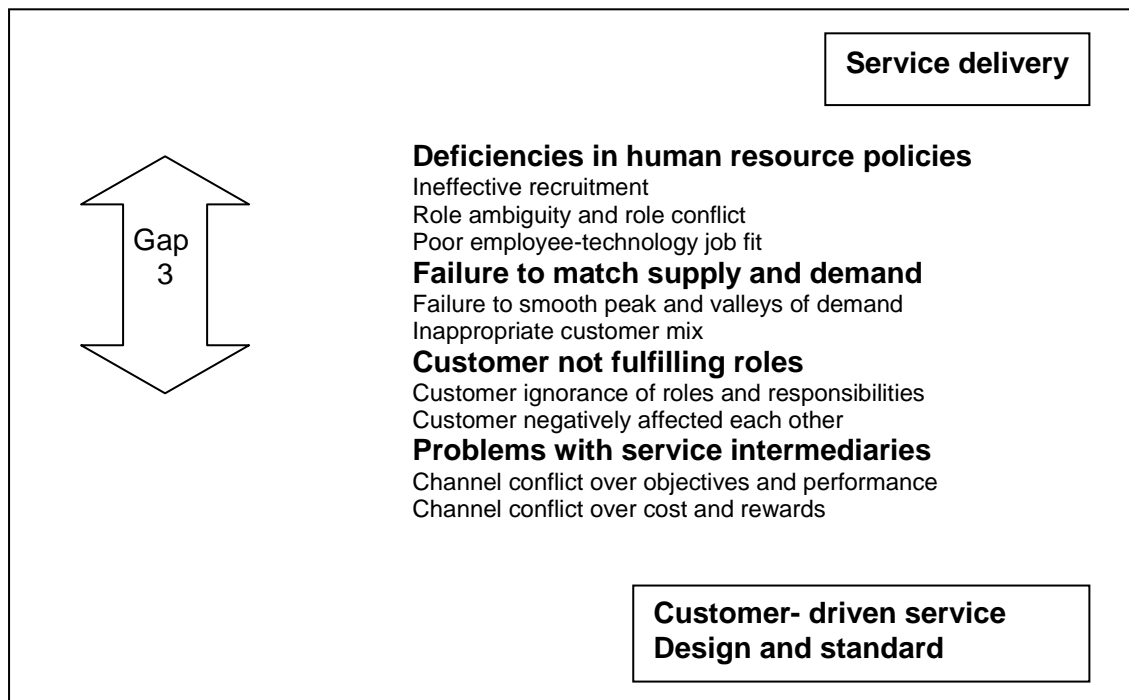


Source: Adapted from Zeithaml and Bitner, 2003: 534.

#### **2.4.4.3 Gap 3**

It is the discrepancy between the development of customer-driven service standards and actual service performance by company employees. Even when guidelines exist for performing service well and treating customers correctly, high quality service performance is not a certainty. The service delivery gap will occur when employees cannot correctly translate service standard into action (Rosene, 2003: 53). Customers not only play an important role, but impact on each other in the whole service-delivery process. The other possible factor is that service organisations cannot present enough resources and capacity when service organisations face a situation of over-demand and under demand (Mettters, Metters, Pullman and Walton, 2006:188). The gap arises from a shortage of resources in key areas, such as lack of commitment and motivation, inadequate quality control procedures and inadequate staff training (McDaniel, Lamb and Hair, 2008: 339).

**Figure 2.7:** Gap 3: Not delivering to service standards

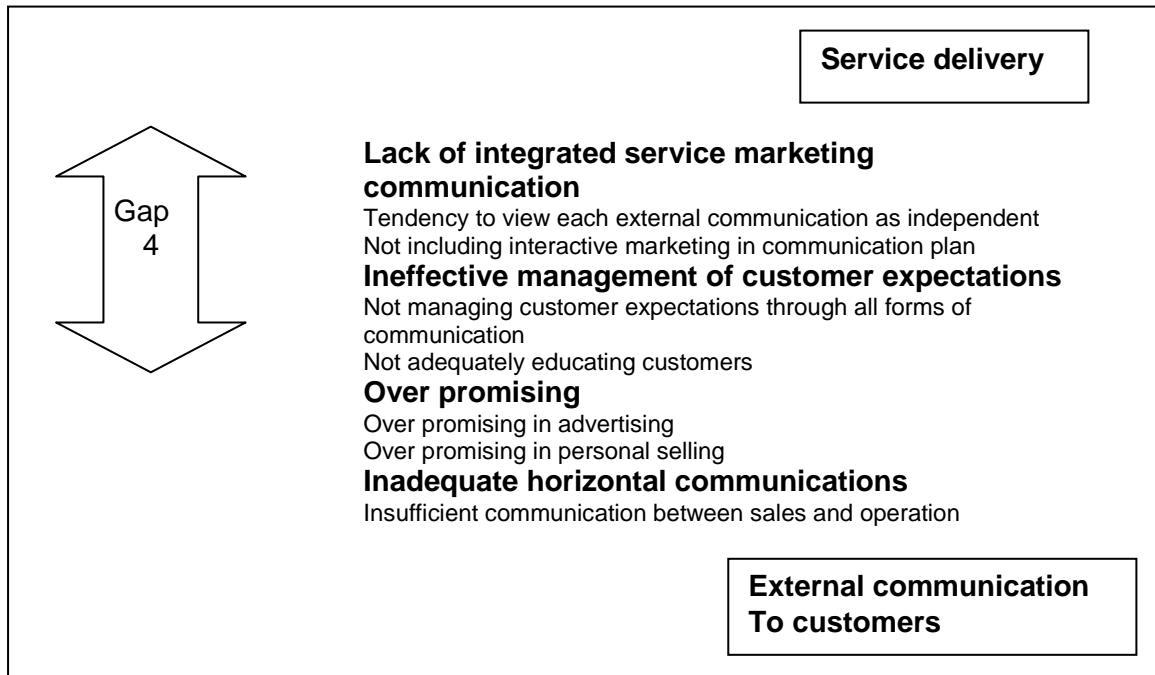


Source: Adapted from Zeithaml and Bitner, 2003: 535.

#### 2.4.4.4 Gap 4

It illustrates the difference between service delivery and the service provider's external communications. Promises made by a service company through its media advertising, sales force, and other communications may raise customer expectations that serve as a standard against which the customer assesses service quality. The discrepancy between actual and promised service has an adverse effect on the customer gap. Broken promises can occur for many reasons: over promising in advertising or personal selling and marketing, and differences in policies and procedures across service outlets (Zeithaml and Bitner, 2003: 540).

**Figure 2.8:** Gap 4: When promises do not match.

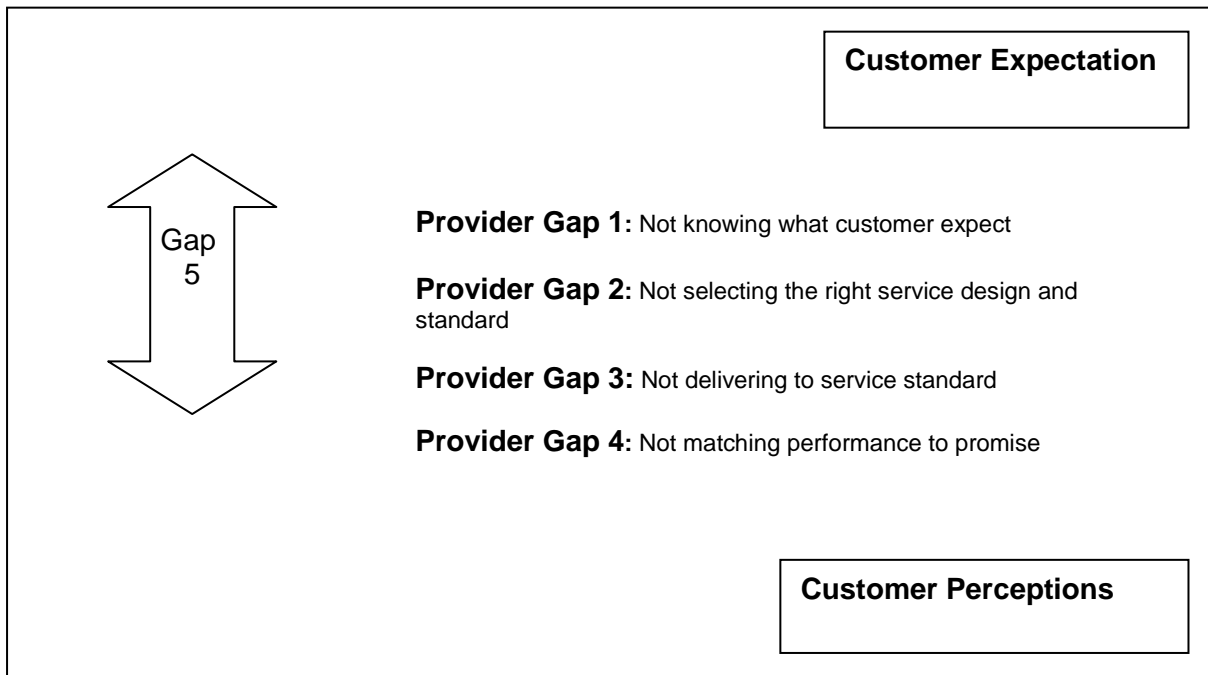


Source: Adapted from Zeithaml and Bitner, 2003: 536.

#### **2.4.4.5 Gap 5**

Gronroos (2000: 105) states that if gap 5 is negative, it could indicate a quality problem, which would lead to bad word-of-mouth recommendation. A positive gap leads to either a positively confirmed quality or over quality. It is the difference between perceived service and expected service. This gap occurs when the customer misperceives the service quality. If management wants to close the gap between performance and expectations, it becomes important to design procedures for measuring service performance against expectations. According to Metters et al. (2006: 188) the process of gaining an understanding of the nature and extent of Gap 5 may be undertaken by administering the Servqual questionnaire to the organization's customers.

**Figure 2.9:** Gap 5the customer gap



Source: Adapted from Zeithaml and Bitner, 2003: 537.

## **2.5 SERVICE DELIVERY PROCESS**

The customers' preference for some element within the service delivery system can influence their decision to service providers. It is known that the service quality is an important indicator about the service operator (Zeithaml et al., 2006:349).

### **2.5.1 The role of service employees in service delivery**

The role of service employees in any service delivery process is very important to service operators, because the following five dimensions of service quality can be influenced by service employees:

- The appearance and dress code of the employees display the tangible dimension of service quality.
- Services employees can totally control the reliability dimension of service quality.
- Frontline employees directly show the reliability service quality by offering their personal willingness to help customers.
- The assurance dimension of service quality is due to the behaviours of the employees in communicating their credibility and instils trust in the customers.
- Treating customers as individuals (Lovelock and Wright, 2006:325).

Zeithaml et al (2006:354) indicates that service employees, are a part of service delivery system, that may influence the image of the whole service organization. The following paragraphs outline the critical importance of the image of the organization.

Frontline service employees play a role between the external customers and the internal operations of the organization. Customers also expect frontline staff to know about their organisations products and services and give customers professional help. Service employees can directly influence customer satisfaction when they frequently deliver the service to clients. They interpret information and standards of the organization for external customers (Silvestro, 2005:220).

Since internal service quality affects external service quality, measuring internal service quality is essential. Frontline employees see more than customers see and they see the service delivery system from a different angle. Frontline service employees, as internal customers of a service operator, are the only people who can access internal service quality (Lai, 2006:926).

Since sophisticated employees have more experience to the service delivery system, they often predict the failure before it takes place. If the best employees leave the organization, it can be detrimental to customer satisfaction, employee morale and overall service quality (Metters et al., 2006:129).

### **2.5.2 The role of customers in service delivery**

According to Perez et al. (2007:135), customers cannot only impact on the organization's productive capacity and both quality and quantity of service, but also control and contribute these outcomes to their own satisfaction. The role of customer in service delivery is a contributor to his/her own satisfaction in terms of the service and the ultimate quality of service he/she received.

The role of service customers is also viewed as a potential competitor because some self-service customers could perform the entire or part-service by themselves and not depend on the service operations at all (Zeithaml et al, 2006:398)

### **2.5.3 Factors in service delivery process**

Two additional factors of importance in service delivery are location and timing.

- **Service delivery location**

The service delivery location, as a type of physical evidence, can have an impact on the customer's behaviour (Zeithaml et al., 2006:327). The service place splitting allows the customer to decide on the place of service delivery and offers a more convenient and attractive place (Metters, King Metters, Pullman and Walton, 2006:97). According to Lee, Lee and Yoo (2000: 219), service location is a place in which the service is produced, delivered and consumed.

- **Service Timing**

The time flexibility of service delivery means that the timing of service providers can meet the requirements of some customers at a certain time (Lee et al., 2000: 220). The length of service delivery is a crucial standard of service providers (Ma, Pearson, and Tadisina, 2005:107). The permanence of service availability means the actual operating time of service providers (Bruhn and Georgi, 2006:243).

## **2.6 SERVQUAL MODEL**

According to Llosa and Orginsher (2007: 475) Servqual measures both expectation and performance perception. It is based on rigorous scale development procedures and has been widely used by researcher. Fitzsimmons and Fitzsimmons (2006: 128) confirm that Servqual is a survey instrument that measures service quality, and is based on implementing the service quality gap concept.

Servqual is a useful starting point; it is not a final answer for assessing and improving service quality. It does, however, enable an organization to compare customer expectation and perceptions over time. The organization can also compare the Servqual score with competitors. It can be also used to categorize a company's customers into perceived quality segments on the basis of their individual Servqual score (Baron and Harris 2003: 142).

The timing of expectation measurement is of crucial importance. To use Servqual implies that respondents must rate their expectations (on a scale of 1 equal to strongly disagree to 7 equal to strongly agree) and also their perceptions of a particular service, on the same scale, for each of 22 statements (Bruhn and Georgi, 2006: 251). Servqual consists of 22 items measuring customer expectations and another 22 items measuring their perceptions of five dimensions of service performance. Specifically, they have suggested that when consumers make their judgment of service quality, they would generally consider the service provider's:

- Physical facilities and equipment (Tangibles);
- Ability to perform promised service dependably and accurately (Reliability);
- Willingness to help customers and provide prompt service (Responsiveness);
- Knowledge, courtesy and ability to inspire trust and confidence (Assurance); and
- Caring and individualized attention to its customers (Empathy) (Lee and Ulgado, 1997: 41).

## **2.7 CONCLUSION**

In this chapter, various literature sources on service characteristics, service-mix dimension and other aspects of service quality were reviewed and discussed. The potential causes of service quality gaps have been addressed. These gaps are important in assessing the customers' overall perceptions of what is expected against what is received.

Organizations need to create an internal culture that is conducive to meet client's needs. Clients do not evaluate service solely on the outcome of service itself, but on almost all activities supporting the service and indirect support systems are conceded as part of the process of the service delivery. The next chapter focuses on the SAPS service context.

**CHAPTER 3**  
**SOUTH AFRICAN POLICE SERVICE**  
**SERVICE CONTEXT**

**3.1 INTRODUCTION**

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

Improving service delivery also calls for a shift away from inward looking, bureaucratic systems, processes and attitudes and a search for a new way of working which put the needs of the public first, is better, faster and more responsive 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 introduction of a service delivery improvement programme cannot be achieved in isolation from other fundamental management changes within the public service. It must be part of a fundamental shift in culture whereby public servants see themselves first and foremost as servants of the citizens of South Africa and where public service is managed with service to the public as its primary goal.

**3.2 NON- PROFIT ORGANIZATIONS**

Non-profit organizations attempt to achieve some other objective than profit. This does not mean that they are uninterested in income as they have to generate cash to survive. However, their primary goal is non-economic, for example, to provide cultural enrichment, (orchestra) protect birds and animals (royal security for protection of birds and animals), to provide education (schools and university), to provide safety and security (police) and to supply healthcare (hospital) (Jobber, 2007: 928).

**3.2.1 Characteristics of the public service**

The public service is currently perceived as being characterized by namely:

- Inequitable distribution of public service, especial in rural areas;
- Lack of access services;

- Lack of transparency and openness and consultation on the requested service standard; and
- Lack of accurate and simple information on service and standards for which they are rendered (Department for Public Service and Administration, 2002: 13).

### **3.2.2 Meaning of “Client” in public service**

The concept of the citizen as the “client” may, therefore, seem inappropriate at first sight. “Client” is nevertheless a useful term in the context of improving service delivery because it embraces certain principles which are fundamental to public services for commercial gain (Jobber, 2007: 920).

### **3.2.3 Treatment of citizens**

To treat citizens as clients implies:

- Listening to their views and taking account of them in making decisions about what service should be provided;
- Treating them with consideration and respect;
- Making sure that the promises’ are kept and quality of service is always of the highest standard; and
- Responding swiftly and sympathetically when the standard of service falls below the promised standard (South African Police Service Work Committee, 2006: 17).

## **3.3 SOUTH AFRICAN GOVERNMENT ON SERVICE DELIVERY**

The Batho Pele principles are used by the South African Government to ensure that quality service is given to members of the public (Phillips, 2002:12).

### **3.3.1 Batho Pele service delivery principles**

Eight principles for transforming public service delivery (the Batho Pele principles) have been identified. These are expressed in broad terms in order to enable national and provincial departments to apply them in accordance with their own needs and circumstances (South African Police Service Work Committee, 2006: 20).

- **Consultation**

Citizens should be consulted about the level and quality of the public service they receive and, where possible, should be given a choice about services that are offered.

- **Service standard**

Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

- **Access**

All citizens should have equal access to the services to which they are entitled.

- **Courtesy**

Citizens should be treated with courtesy and consideration.

- **Information**

Citizens should be given full, accurate information about the public service they are entitled to receive.

- **Openness and transparency**

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

- **Redress**

If the promised standards of service are not delivered citizens should be offered an apology, a full explanation and a speedy and effective remedy and when complaints are made, citizens should receive a sympathetic positive response.

- **Value for money**

Public service should be provided economically and efficiently in order to give citizens the best possible value for money (Campbell, 2009: 08).

### **3.3.2 Applying Batho Pele principles**

The following applications of the Batho Pele Principles are implemented.

- **Applying the principle of consultation**

All national and provincial departments must regularly and systematically consult not only about service currently provided but also about the provisions of new basic services to those who lack them. There are many ways to consult users' services, including conducting customer surveys, interviews with individual users, consultation with groups and hold meeting with consumers' representative bodies. More than one method of consultation will be necessary in order to ensure comprehensiveness and representativeness (Henriques, 2001: 24).

According to Phillips (2002:11) citizens are regarded as the customers of service and the reason why the public service exists. Thus, citizens, or any other recipient of the public

service should be consulted about the level and quality of service they receive. Room should also be offered to them to generate adequate satisfaction levels.

- **Applying the principle of service standard**

National and provincial departments must publish standards for the level and quality of service they will provide, including the introduction of new service to those who have been previously denied access to them. In the case of certain services', such as health and education, national department, in consultation with the provincial department, may set standards which will serve as national baseline standards. It plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards (Van Hensbroek, 2001: 16).

Recipients of public services should be told about the level and quality of public service to be received so that department can be held accountable for promises they make (Van Der Waldt, 2004: 90).

- **Applying the principle of increasing access**

While some South Africans enjoy public service of first world quality, many others live in third world conditions. One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who were and still are denied access to them, within the parameters of the government Growth Employment and Redistribution (GEAR) strategy. All citizens should have equal access to the service to which they are entitled (Campbell, 2009: 03).

According to Schacter (2002: 19), one of the prime aims of Batho Pele, is to provide a framework for making decisions about delivering public service to many South Africans who don't have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services (Cockcroft, Anderson, Omer, Ansari, Khan and Chaudhry, 2002:13).

- **Applying the principle of courtesy**

The code of conduct for public servants, issued by the public service commission, makes it clear that courtesy and regard for the public is one of the fundamental duties of the public servants, by specifying that public servants treat members of the public 'as clients who are entitled to receive the highest standard of service. This goes beyond a polite smile, please, and thank you, it requires service providers to empathize with the citizens and treat them

with as much consideration and respect, as they would like for themselves (Owen and Swift, 2001: 38).

According to Kroukamp, (1999:06) public servants should treat their customers as employers. This principle requires public servant to behave courteously with a polite smile and to be humble. The code of conduct for public servants indicates that public servants should treat their customers with courtesy and that customers is entitled to receive the highest standards of service.

- **Applying the principle of providing more and better information.**

Information is one of the powerful tools at the client's disposal in exercising his or her right to good service. National and provincial departments must provide full, accurate and up-to-date information about the service they provide and who is entitled to them. This must be done actively, in order to ensure that information is received by all those who need it, especially those who have been previously excluded from the provision of public service (Cochrane Review Methodology Database, 2008: 08).

In line with the definition of a customer, managers and employees should regularly seek to make information about the organisation, and all other service delivery related issues, available to customers and members of the organisation (Hamdock and Kifle, 2000: 46).

- **Applying the principle of openness and transparency**

Openness and transparency are the hallmark of a democratic government and are fundamental to the public service transformation process. It is anticipated, that the public will take advantage of the principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them (Charlton and Andras, 2002: 33).

- **Applying the principle of redress**

The Batho Pele principle of redress requires a completely new approach in dealing with complaints which are seen by many public servants as a time-consuming irritation. The capacity and willingness to take action when things go wrong is the necessary counterpart of the standard-setting process. It is also an important constitutional principle. Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen (Henriques, 2001:63).

- **Applying the principle of value for money**

Improving the service delivery and extending access to public service to all South Africans must be achieved alongside the government GEAR strategy for reducing public expenditure and creating a more cost-effective public service. The Batho Pele initiative must be delivered within the departmental resource allocations and the rate at which service is improved will be significantly affected by the speed with which national and provincial departments achieve efficiency savings which can be ploughed back into improved service (Department for Public Service and Administration, 2002:35).

### **3.4 INTRODUCTION TO SAPS**

The SAPS, as an organization, must be fully dedicated to service delivery as prescribed in the democratic constitution. Every person working for SAPS plays an important role. Creating total client satisfaction must become a driving force for all the employees of the SAPS. The organization, as a whole, should be committed to quality client service with the aim to provide all clients with the best possible service. There is always room for improvement. The relationship between SAPS and the public is very delicate one and just one individual can tarnish the image of the entire organization. Commitment to quality client service must become an ongoing challenge to every individual. This part of the study will cover the following section, client service, and the general principles of how the member should behave in the CSC, the general duties of the CSC and service delivery in the CSC (South African Police Service Training Division, 2006:10-12).

#### **3.4.1 Client service**

Client service refers to service to everyone in or outside the SAPS who needs assistance. Quality client service is directly related to satisfying the client's expectations and needs. Quality is defined by the client in relation to his or her expectations. In this instance, quality client service means "meeting or exceeding client expectations (South African Police Service Work Committee, 2006: 03).

#### **3.4.2 SAPS clients**

According to South African Police Service Journal (2005, 09-10) SAPS clients:

- are persons who come to the SAPS for assistance
- are the most important people in the police station
- should not be regarded as someone interrupting police work
- expect police officials to have knowledge and expertise

### **3.4.3 Two types of SAPS clients**

The following are two types of SAPS clients to whom the service is rendered. They can be internal or external clients

#### **3.4.3.1 Internal client**

Internal clients are those people to whom work is handed over. Such client relies on one another before they can proceed with their work.

- All SAPS officials considered to be internal clients
- Management at all level is regarded as internal client
- Staffs at all levels are internal clients (South African Police Service Work Committee, 2006:7).

#### **3.4.3.2 External clients**

External clients are 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 a service on whatever level. The following are examples of external clients:

- housewife;
- husband;
- thin or fat people;
- rich or poor people;
- children;
- businessman and businesswoman; and
- males or females (South African Police Service Work Committee, 2006: 4).

### **3.4.4 Service delivery improvement programme (SDIP)**

The purpose of the Service Delivery Improvement Programme (SDIP) is to provide excellent service to all members of the community of South Africa. Further, the SDIP focuses on satisfying customers' needs and to improve functioning of the service (SAPS, 2000: 4-5). The SDIP seeks to improve service delivery to the community at local level. The SDIP provide police station managers with practical tools to improve service delivery whilst seeking to inculcate a culture of participative management and increase community involvement (Sonderling, 2003: 2).

The programme is based on the principle that the person to whom the services are rendered must be consulted on the level of service delivery that can be expected and must have equal access to these services. The focus of the SDIP is to ensure compliance with the principle of

SA. Government's Batho Pele initiative, as stipulated in regulation 14 of the police service regulation, is to improve service delivery by enabling members to approach policing-needed issues from a client centred problem solving perspective (Council for Scientific and Industrial Research, 2005: 35).

The CSIR found that clients reported that the SAPS took very long "before doing something very easy" and that, in general, the SAPS were "too slow" and took too long to deal with simple matters (Council for Scientific and Industrial Research, 2005: 91). Clients visiting community service centres still have to wait in long queues (Hendrikz, 2003: 2). Improving service delivery is one the government's eight priorities, as set out in the white paper on the transformation of the public service (Department for Public Service and Administration, 2009: 4). It is also one of the values of the SAPS that is reflected in their strategic plan (South African Police Service Journal, 2005: 8-9).

### **3.5 SAPS Community service centre (CSC)**

#### **3.5.1 CSC Service principles**

The following are general principles of the Community Service Centre in the SAPS organization:

- telephone will be answered within 5 rings;
- clients at the CSC will be attended to within 5 minutes;
- complaints and requests for assistance in station precincts will be attended to within 20 minutes;
- service will be provided 24 hours a day; and
- to improve victim support (South African Police Service Learning programme, 2006: 72).

#### **3.5.2 Service delivery in the CSC**

Any member of the public who goes to a CSC is entitled to receive a service from the officials who are on duty at the centre. Not all members of the public who visit a CSC require police specific service. In many instances, members of the public do not know where else to go for help. In certain cases, they require advice, and guidance on assistance in matters not dealt with by the police. In other words SAPS offers additional services which are not directly linked to its core function, namely, crime prevention and investigation (South African Police Service Training Division, 2006: 9).

### **3.5.3 Additional services provided by the CSC**

The following are duties performed by SAPS members in the CSC:

- receiving a report (e.g. house on fire);
- receiving a report of water and electricity disruption;
- receiving medical reports (e.g. Heart attacks);
- receiving a report of a lost child;
- giving directions to motorists;
- certifying documents as true copies of the original;
- completing documents as a commission of oath;
- completing affidavits;
- completing collision report forms;
- dealing with application for firearm licenses; and
- taking fingerprints for PDP and security clearance (South African Police Service Training Division, 2006: 13)

### **3.5.4 Service standard and improvement gaps**

Each employee of the SAPS has a responsibility to uphold the standards of client service. No one can think that a client's problem will disappear if it is ignored; every person has to deal with client problem as far as possible. Employees should not call the manager every time there is a client problem. They should be able to iron out the problem themselves (South African Police Service Work Committee, 2006:10).

To deal effectively with client problems, the following service standard questions are suggested:

- are staff members properly trained to deal with client problems?
- do staff members accept responsibility?
- are experienced people available to deal with serious problems?
- are procedures properly maintained?
- is the client given a benefit of the doubt? (South African Police Service Learning Programme, 2006: 70)

### **3.5.5 Receiving and attending to complaints**

Complainants arrive at a police station in a different state of mind. Some complainant will be very upset and angry, while some will be heartbroken. The golden rule to members is that when a complainant arrives at the CSC to lay a complaint, he or she has probably been the victim of some form of crime. The SAPS member assisting the complainant

should try to put him or herself in the shoes of the complainant. The following are the steps to be followed when attending to members of the public in the CSC:

- when a member of the public arrives at the CSC, every police official present at the CSC must immediately cease any conversation among them and give immediate attention to the individual;
- members of the public must not be ignored and made to wait unnecessarily for long periods of time in the CSC;
- greet members of the public when they enter the CSC and inform them that they will be attended to shortly;
- never allow members of the public to think that their complaints are unimportant, no matter how trivial they may seem; and
- be observant when the member of the public enters the CSC. This will influence the manner in which the police official approaches the situation. Bear in mind the Batho Pele principle (South African Police Service Training Division, 2006: 62).

### **3.5.6 Example of why members of community may visit the CSC**

A member of the public enters the CSC crying. She appears to be traumatized. Her clothing is dirty and her top is torn. She approaches the CSC counter, requesting to speak to a female police official. The police official present must do the following:

- Remove the complainant from the CSC and not question the complainant in the CSC;
- Take the complainant to a trauma centre if one is available;
- Comfort and reassure the complainant;
- Be sensitive and show empathy;
- Once the complainant is calm, get help from someone who can deal with the specific type of complaint. In this case, a female official can be contacted to obtain statement;
- Remain unbiased and non-judgmental to the public requesting police reaction(South African Police Service Training Division, 2006: 63)

## **3.6 CONCLUSION**

In this chapter the focus was on Batho Pele, the South African government's approach to service delivery, SAPS in general and SAPS CSC. This section is about how public services are provided and specifically about improving the efficiency and effectiveness of the way in which service is delivered. The next chapter will explain the methodology used to implement the empirical study component of this dissertation.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

Chapter four describes the research methodology used in this study. The researcher discusses the research design (target population, questionnaire design, and data collection methods and data analysis). This section of the study outlines the types of research used in the data collection and the analysis of the data. The success of the South African Police Services, service delivery is largely dependent on the perceptions of clients. An objective input from clients visiting the SAPS CSC is essential. As will be highlighted in this chapter, a strategic focus on managing service delivery is the key to long-term development, empirical investigations are therefore necessary to establish the quality of service delivery. Accordingly, the objective of this chapter is to describe the steps followed in the execution of the study.

Therefore this chapter also describes the manner in which this study was conducted.

#### **4.2 RESEARCH DESIGN TYPES**

The research design is the plan to be followed to achieve the research objectives or hypotheses. It represents the master plan that specifies the methods and procedures for collecting and analyzing the required information (Tustin, Lightelm, Martin and Van Wyk, 2005: 82). Terre Blanche and Durrheim (2000:89) maintain 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.

#### **4.3 RESPONDENT SELECTION**

When designing the research project the researcher has to decide on the type and number of people participating in the study. Respondent selection involves four dimensions namely: target population, sampling, sampling methods and sample size.

#### **4.3.1 Target population**

The population refers to the study of objects and includes people, stores and homes (Proctor, 2000:88). The population is the entire group of people about whom the researcher needs to obtain information (Gates, 2002:396). The target population refers to sub-groups of the total that is made up from units from various subgroups in which the researcher might be interested (Wegner, 2001:169). 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 in order to prevent a biased result. The respondents of this study are people visiting South African Police Service Community Service Centre in selected areas.

#### **4.3.2 Sampling**

Fridah, (2000: 47) asserts that sampling is the process or technique of selection a suitable sample or representative part of the population for the purpose of determining parameters or characteristics of the whole population. There are number of reasons to make use of a sample, for example, lower cost, greater accuracy of result, speed of data collection and availability of population elements (Cooper and Schindler, 2001:163).

##### **4.3.2.1 Sampling Method**

Non- Probability sampling is the sampling process where the probability of selection of each sampling is unknown. Non- probability sampling was used due to lack of both time and cost, but mainly because the sampling frame is impossible to get. Anon-probability sample involves choosing elements by convenience or judgment (Sudman and Blair, 2002: 340). In other words convenience sampling is a non- probability method in which samples are drawn at the convenience of the researcher or interviewer, often as the study is being conducted (Hair, Bush, and Ortinau, 2000: 354). Furthermore, Leedy and Ormrod (2005: 206) also described non-probability sampling as a subjective method that can produce acceptable results more quickly and at a lower cost than probability sampling. Judgmental sampling was also used to choose the place where interviews were conducted. In this study three police station community service centre were chosen, namely: Inanda, Pinetown and Durban central. These stations receive extra-ordinary volumes of complaints. Therefore, such centres provide a representative sample.

##### **4.3.2.2 Sample size**

The sample size is the number of elements chosen from the large group of the population (Churchill and Brown, 2007:351). For a population size of over 1 000 000, a sample size of

384 should be sufficient (Sekaran, 2003:294). In this study, a sample size of 400 was chosen to allow for spoiled questionnaires.

#### 4.4 DATA COLLECTION

Data collection consists of five aspects, namely, data collection methods, questionnaire design, questionnaire advantage, questionnaire format and pilot study.

##### 4.4.1 Data collection methods

Data collection is an important part of the problem-solving process to clarify the purpose of any research (Churchill and Iacobucci, 2005:167). According to Dale, Van der Wiele, Van Iwaarden, (2007: 449) the objective of data collection is to get a good overall picture of how a process performs. Data collected should accurately reflect the performance of the process. Permission was requested from the respective Station Commissioners to conduct a research survey at the SAPS premises. The study used a person-administered survey as it is the most appropriate data collection technique (Hair, Bush and Ortinau, 2000:256). The face-to-face questionnaire was administered by the researcher and two students from the University of South Africa who were trained by the researcher.

The survey was conducted on a geographical basis with:

- 200 respondents from Inanda SAPS;
- 100 respondents from Durban Central SAPS; and
- 100 respondents from Pinetown SAPS.

A scheduled time table was used. It is important to note that questionnaire administration was undertaken during week days. The times chosen were convenient to clients who completed the questionnaires.

**Table 4.1: The schedule timetable for weekdays.**

	6 to 9 hr	12 to 15 hr	18 to 20 hr	Total
<b>Monday</b>	10		10	20
<b>Tuesday</b>	10	10		20
<b>Wednesday</b>		5	5	10
<b>Thursday</b>	5		5	10
<b>Friday</b>	10		10	20
<b>Saturday</b>		5	5	10
<b>Sunday</b>		5	5	10
<b>Total</b>	35	25	40	100

In the above schedule 10 and 5 represent the number of respondents who were surveyed in the morning, evening and at night. All surveys at Inanda, Durban central and Pinetown were conducted over two weeks. Surveys were conducted during week-days and week-ends between 06:00 to 20:00 in order to obtain the representative sample. The surveys were conducted outside the CSC, but within the premises of the SAPS. The researcher and two assistants administered the questionnaires.

#### **4.4.2 Questionnaire design**

The design of a questionnaire is critical to ensure that appropriate research questions are addressed and that accurate data for statistical analysis is collected (Wegner, 2001:19).

##### **4.4.2.1 Choice of questionnaire**

The questionnaire, based on this study, was a standard 22 item questionnaire for expectations and perceptions sections. The 5 point Likert scale, where 1= strongly disagree and 5 = strongly agree, was used. The questionnaire was an adoption of the Servqual instrument developed by Parasuraman, Zeithaml and Berry (1993:23).

In most cases, Servqual has been found to be relatively simple and inexpensive and provides valuable information on an organizations service quality. Researchers have applied the Servqual model to measure service quality (Bebko, 2000: 14).

##### **4.4.2.2 Advantages of questionnaires**

Questionnaires have the following advantages:

- this approach is less expensive in terms 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, may be chosen; and
- a greater amount of data over a broad range of topics may be collected (Cargan, 2007: 117)

##### **4.4.2.3 Questionnaire Format**

The questionnaire consists of four pages. The first section was a cover letter direct instruction to the respondent followed by the demographics questions. The second page covered the specific CSC information on service delivery. The third page was designed to measure the respondents' expectations regarding service quality in the SAPS CSC, and the

fourth page of the questionnaire was designed to examine the respondents' perceptions of service quality in the SAPS CSC. All questions were closed questions. The data obtained by researcher means of the expectations and perceptions questionnaire.

#### **4.4.2.4 Pilot study**

A pilot study involves a process of testing the measuring instrument on a small number of subjects who have similar characteristics to those subjects that are used in the main study itself (Breakwell, Hammond and Fife-Schaw, 2001: 234). This also establishes not only whether the question or instructions are clearly understood but also the relevance of the various questions (Babbie, 2000: 154). In this study, the questionnaire was checked and evaluated by the supervisor of this study and a statistician. The questionnaire was also tested on 20 respondents who visited the Durban Central SAPS CSC. The test deliberately focused on the various ages, gender and races of respondents in order to comprehensively include the target population. The result of the pilot study indicated that some respondents did not understand questions 2 and 8 in the questionnaire. These two questions were reconstructed after the pilot study.

### **4.5 DATA ANALYSIS**

In this study, the collected data was analysed using a computerized statistical analysis programme, namely, "SPSS Version 17.0". The appropriate descriptive and inferential analysis techniques to determine the perceptions of clients about the SAPS CSC service delivery were also used. The following steps were undertaken:

#### **4.5.1 Data preparation**

The data must be inspected, coded, edited, entered into a computer, cleaned, transformed and documented (Sudman and Blair, 2002: 414). According to Tustin et al. (2005: 414), data preparation is often regarded as a tedious administration task, but its importance can hardly be overemphasized, since the quality of the analytical result depends on the accuracy of the raw data.

Steps in data preparation that were followed are:

- **Editing**

Editing detects errors and omissions, corrects them where possible, and certifies that the minimum data quality standards have been achieved (Grover and Vriens, 2006:196). In this study, the data was checked to ensure that the data was usable.

- **Coding**

Coding of nominal data allow for easier analysing using specialized software. Software analysis is done using comparisons between the numbers (Cooper and Schindler, 2006: 492). The variables in this study were coded according to the numbers chosen in the five-point Likert scale.

- **Data entry**

After the questionnaire has been coded, the typist entered the code to the medium for viewing and manipulation (Cooper and Schindler, 2006: 505). The data was captured in a data file of a statistical software package SPSS Version 17.0.

- **Data cleaning**

Data cleaning includes consistency checks and treatment of missing responses (Malhotra and Birks, 2003: 430). Even though preliminary consistency checks were made during editing stage, the checks at this stage are more thorough and extensive, because they are made by a computer. In this study, the data was edited by the researcher.

- **Documenting the data**

The final step in preparing for analysis is documenting the data set. Documentation allows the researcher to remember next week what you did today (Sudman and Blair, 2002: 434). In this study documentation (hard copy) was been stored separately for security purposes. Descriptive and inferential statistics were used in analysing the data

#### **4.5.2 Descriptive statistics**

Market and social research is about description as well as exploration finding and the answers to the questions who, what, where? When? How? And how many? The purpose of descriptive statistics is to answer more clearly defined research questions. The descriptive

research aims to build a picture of the market (McGivern, 2006:54). To do this; the following statistical tools were used.

- **Frequency**

The starting point in descriptive analysis is the construction of a frequency distribution. This entails the construction of a table that shows, in absolute and relative terms, how often the different values of the variable are encountered in the sample. It is a report of the numbers of responses that a question has received (Tustin et al., 2005: 523).

- **Bar charts**

McGivern (2006:466) describes a bar chart as depicting magnitudes of the data by the length of the various bars that have been laid out with reference to a horizontal or vertical scale. The vertical bars are more appropriate for data that are classified quantitatively or chronologically.

- **Percentages**

When data from survey are cross tabulated, percentages help the researcher understand the nature of the relationship by making relative comparisons simpler. It is also a proportion of respondents who answer a question a certain way (Zikmund and Babin, 2007:506).

- **Pie charts**

According to McGivern (2006:508), a pie chart consists of a circle divided up into slices, each of which represents a portion of a total. Churchill and Iacobucci (2007: 790) believes that the pie chart is particularly effective for depicting relative size or emphasizing static comparisons since the sections are represented as part of the whole.

#### **4.5.3 Inferential statistics**

These are used to gain knowledge about the structural relationships among the variables. It also utilizes sample data to make estimates, decisions, predictions or other generalization about a larger set of data (McClave, Benson and Sincich, 2008: 03). Techniques used in this study were Chi square and t test to test hypotheses (section 5.36, 5.37 and 5.38) and cronbach's alpha to test reliability. There are discussed in more details in the following page.

- **Chi square test**

Chi square distribution is the most commonly used method of comparing proportions and to establish whether the relationships mentioned above are dependent or independent of each other (Mendenhall, Reinmuth and Beaver, 1989: 698).

- **t-test**

This test is used to determine whether the mean of the sample differ significantly from the mean of the population (McGivern, 2006: 481).

- **Cronbach's Alpha**

It was used to test reliability. The Cronbach's alpha test was computed to measure the consistency of the factors used in the questionnaire. It is also a multivariate, interdependence technique (Zikmund and Babin, 2007: 608).

#### **4.6 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.

##### **4.6.1 Validity**

Validity is concerned with whether a customer satisfaction measurement programme, or a particular item, really measured what it was supposed to measure. The four 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 two types of validity: internal and external validity (McGivern, 2006: 79).

- **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, 2001:68).

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 and Harris, 2003:141).
- 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 two supervisors and a statistician.

#### **4.6.2 Reliability**

The reliability of a customer satisfaction measurement programme 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 and Higson-Smith, 2000:47).

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.

#### **4.7 ETHICAL ISSUES**

Various researchers emphasize the importance of conducting ethically sound research. There are three broad principles on which many ethical guidelines are based. The principle of autonomy refers to the research respecting the autonomy of the research participants. This covers issues such as voluntary and informed consent of the participants, the freedom

to withdraw from the interview process at any time and the right of the participants to anonymity in any publication (Newman, 2000:87). In this studies questionnaire introduction, the respondent was told that his or her participation in the study was voluntary and he/she is free to withdraw from the study at any time.

The third principle is that of beneficence. This principle entails that the researcher must design the research in such a way that it is beneficial to the participants and, more broadly, to society (Terre Blanche and Durrheim, 2000:141). With regard to the third principle, the study was developed to understand the client's perceptions of the service delivery by community service centres in the greater Durban area. The result for this study will benefit the participants.

The second principle of non-maleficence entails that the researcher should do no harm to participants. This requires the researcher to identify the potential risk of the study and ensure that no physical, psychological or emotional harm occurs to the participants (Newman, 2000:87). The respondents were informed that the information they give is used for research purpose only and their identity and individual answers were kept totally confidential.

#### **4.8 CONCLUSION**

In this chapter, the methodology used in this study has been discussed. This chapter covered the research methodology in terms of the appropriate and relevant application of the various techniques in accordance with the fundamental principles and practices of research methodology.

Chapter five will present the research findings and the interpretation of the results from the survey.

# **CHAPTER 5**

## **FINDINGS AND ANALYSIS**

### **5.1 INTRODUCTION**

The responses obtained from the questionnaires were computed using the software SPSS version 17.0 for Windows. This chapter focuses on the presentation of results generated using descriptive and inferential statistics on responses obtained through the questionnaire targeted at clients visiting SAPS CSC in the greater Durban area (N=400). The questionnaire was divided into three sections namely, demographics, service delivery and service quality (expectations and perceptions). Respondents were asked to rank their perceptions and expectations in relationship to service quality using the five-point Likert scale. Gaps were identified between expectations and perceptions. The research intended to find out what respondents perceived about the SAPS CSC.

The analysis of results entails the use of descriptive analysis in the form of correlation matrix and inferential analysis. The objectives of the descriptive statistics (frequencies and percentages), was to provide a general overview of the results.

### **5.2 DESCRIPTIVE STATISTICS**

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

#### **5.2.1 Personal Demographics (section 1)**

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

**Table 5.1:Age category and Gender**

		Gender		Total	
		Male	Female		
Age category	18 - 30 years	Count	69	86	155
		% within Age category	44.5%	55.5%	100.0%
		% within Gender	42.3%	36.3%	38.8%
		% of Total	17.3%	21.5%	38.8%
	31 - 40 years	Count	51	67	118
		% within Age category	43.2%	56.8%	100.0%
		% within Gender	31.3%	28.3%	29.5%
		% of Total	12.8%	16.8%	29.5%
	41 - 55 years	Count	34	64	98
		% within Age category	34.7%	65.3%	100.0%
		% within Gender	20.9%	27.0%	24.5%
		% of Total	8.5%	16.0%	24.5%
	>= 56 years	Count	9	20	29
		% within Age category	31.0%	69.0%	100.0%
		% within Gender	5.5%	8.4%	7.3%
		% of Total	2.3%	5.0%	7.3%
Total	Count	163	237	400	
	% within Age category	40.8%	59.3%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	40.8%	59.3%	100.0%	

Table 5.1 describes the gender and age category of the respondents, indicating that 41% male respondents and 59% female respondents visited the SAPS CSC. 42.3% of the male respondents were in the 18 - 30 years age group.

The age 18 – 30 years category represented, 38.8% of the sample. Table 5.1 also depicts that female respondents constituted 59.3% of the sample.

**Figure 5.1: Educational Qualification**

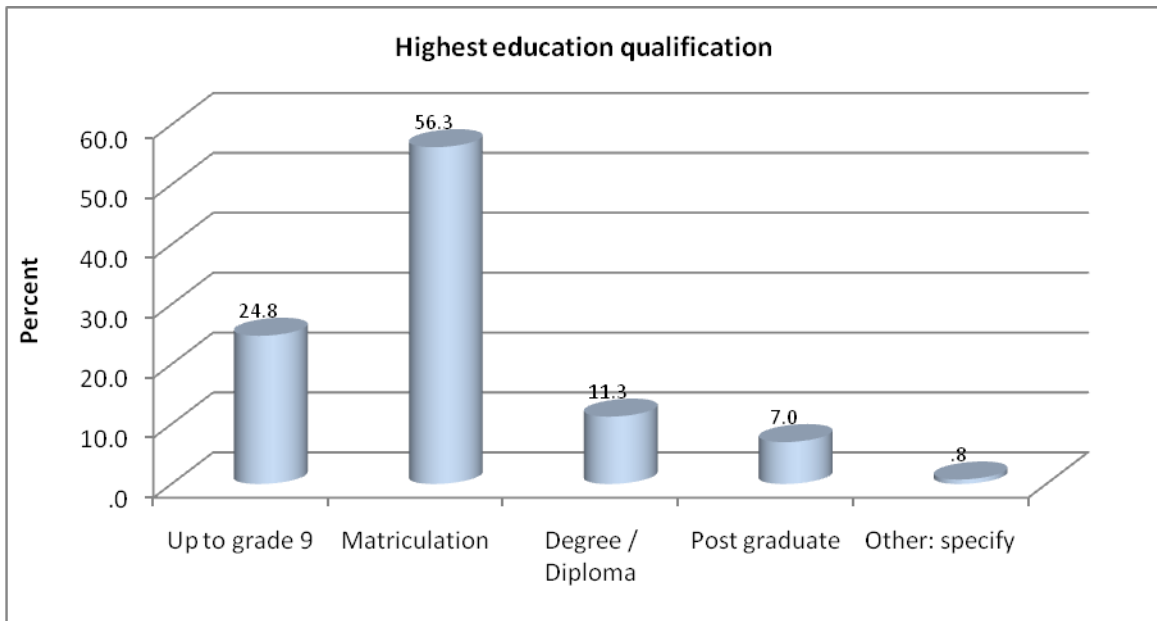


Figure 5.1 shows that the majority of the respondents (56,3%) were matriculated and approximately 18,3% have a post-school tertiary qualification. A minor percentage of respondents (24,8%) had up to Grade 9 education secondary school.

**Figure 5.2: Monthly Household Income**

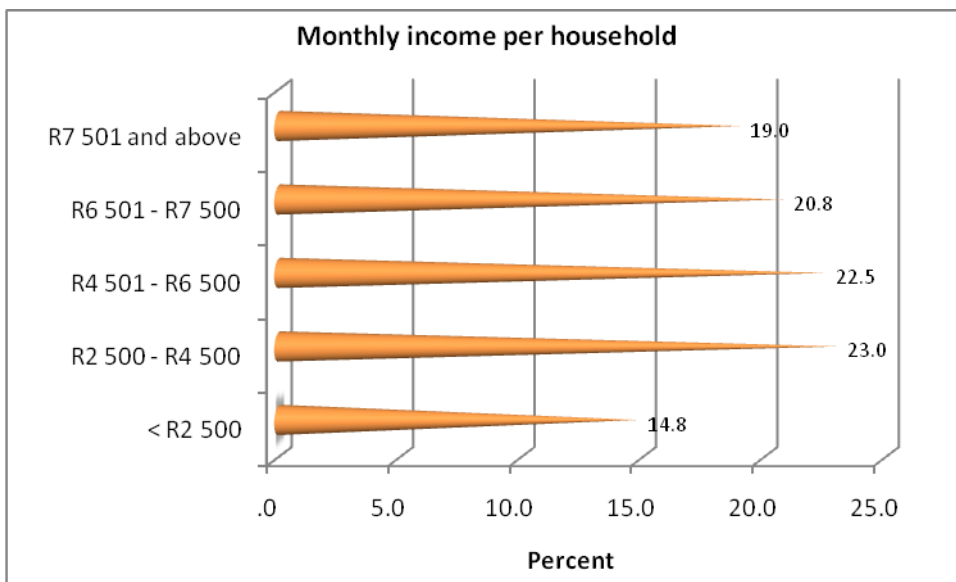


Figure 5.2 illustrates that the largest proportion of respondents (23%) earn between R2500 and R4500 per month. Less than 15% earn R2500 or less. The monthly incomes of respondents vary in each category.

**Figure 5.3 Marital Status**

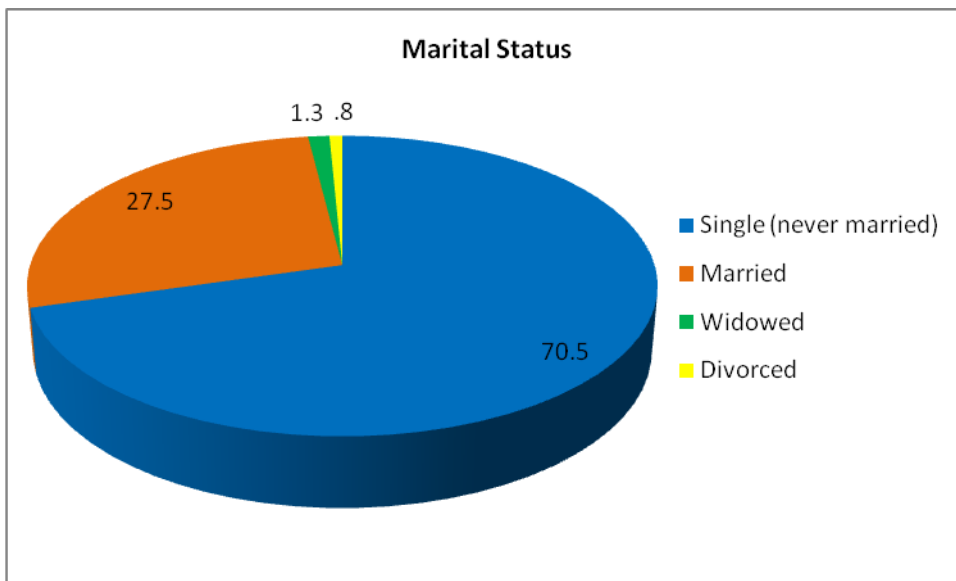


Figure 5.3 depicts that the majority of the respondents (70.5%) were single. A minor segment of the respondents was married (27.5%).

**5.2.2 SAPS CSC information analysis on Service Delivery (section 2)**

The objective of eliciting information from the respondents was to gain an understanding about the overall service delivery at SAPS CSC. The results are presented in Figures 5.4 - 5.11

**Figure 5.4: Who informed you about SAPS CSC office?**

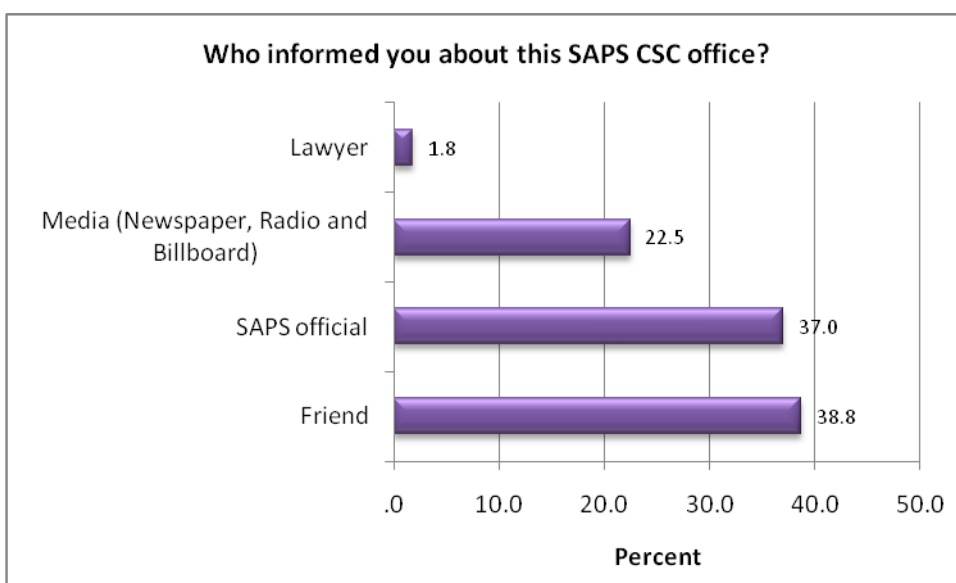


Figure 5.4 shows that the largest proportion of respondents (38%) indicated that they had been informed about the CSC office by a friend and 37% of respondents were informed by an SAPS official. A minor segment of the respondents 24.3% confirmed that they were informed by either a lawyer or the media.

**Figure 5.5: Reason for visiting CSC**

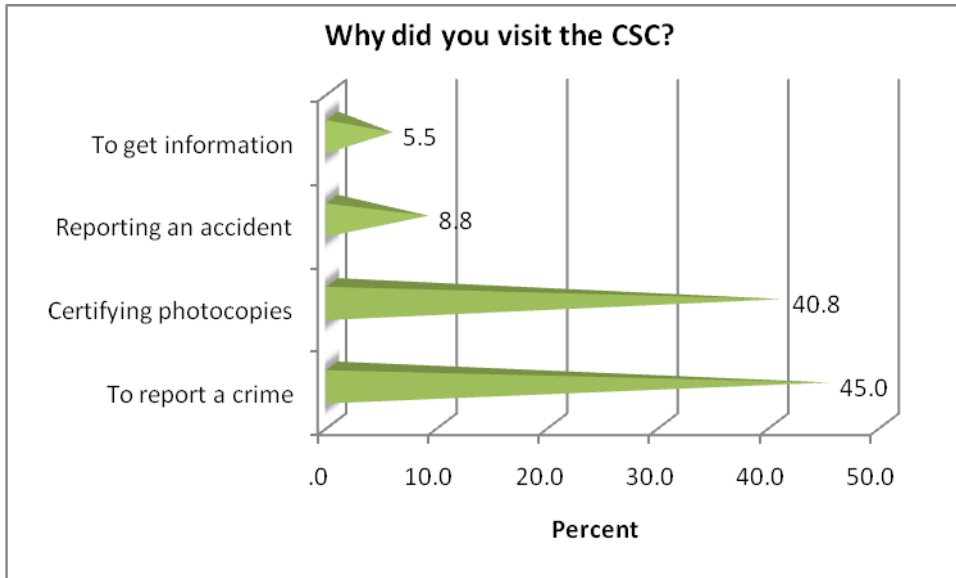


Figure 5.5 indicates that the main reasons for visiting the CSC were either to report a crime (45%) or certify copied documents (41%).

**Figure 5.6: Waiting time**

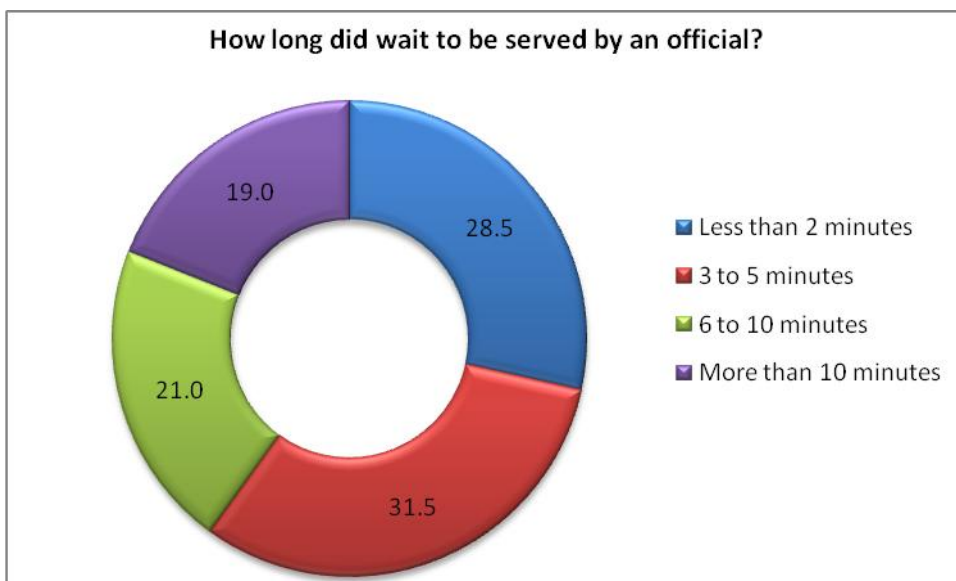


Figure 5.6 indicates that of all the respondents, 52,5% had to wait between 3 and 10 minutes to be served and 28,5% of the respondents indicated that they had to wait for less than 2 minutes to be served at the CSC.

**Figure 5.7: Frequency of CSC visits during the year**

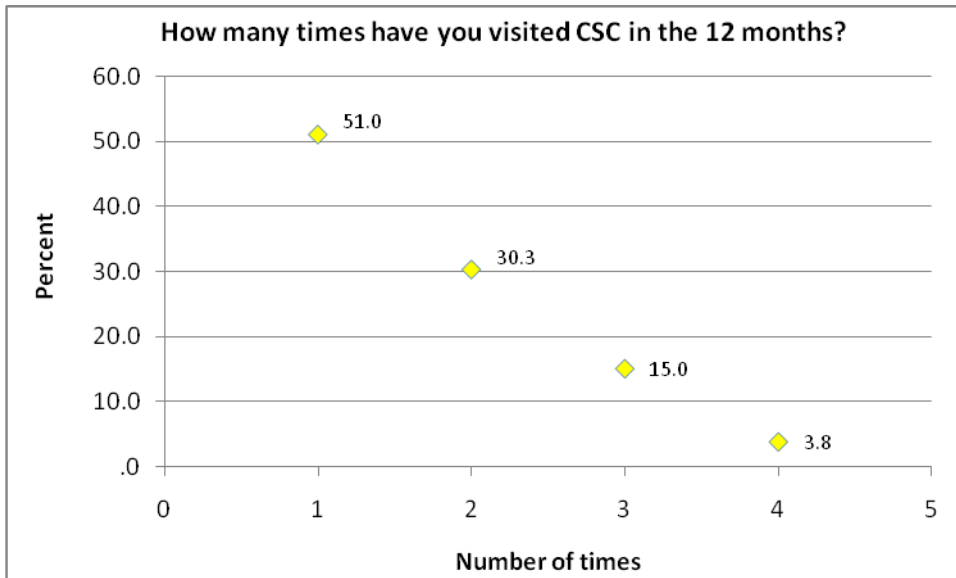


Figure 5.7 shows that 51% of the respondents visited the CSC once during the year. A large proportion of respondents (45,3%) visited the CSC two or three times a year and 3,8% of the respondents visited the CSC four or five times in 12 months.

**Figure 5.8: Complaint about poor service delivery**

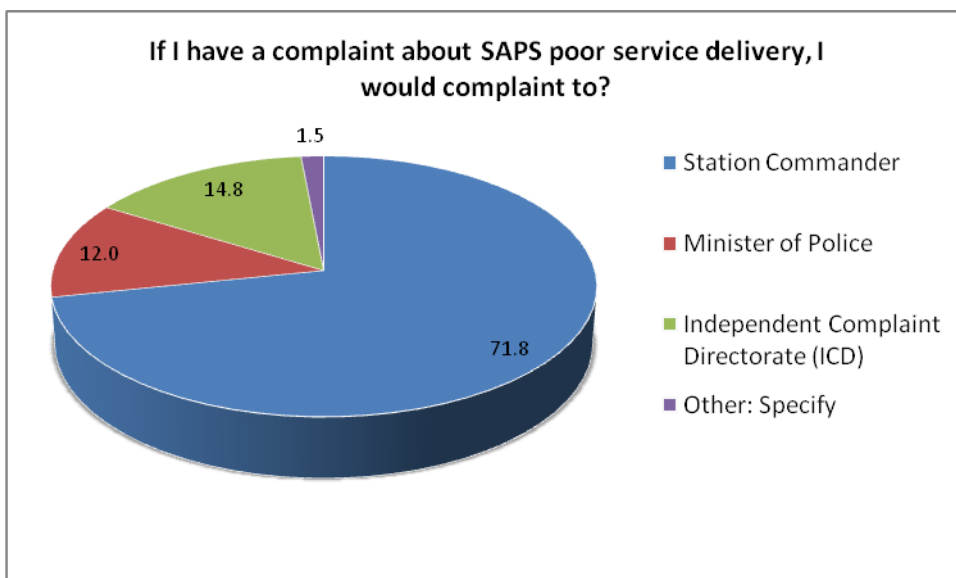


Figure 5.8 illustrates that the majority of respondents 72% indicated that they would complain about poor service delivery to the respective Station Commander. A minor segment of respondents (26.8%) indicated that they would report to either the Minister of Police or the Independent Complaints Directorate (ICD).

**Figure 5.9: Means of transport to police stations**

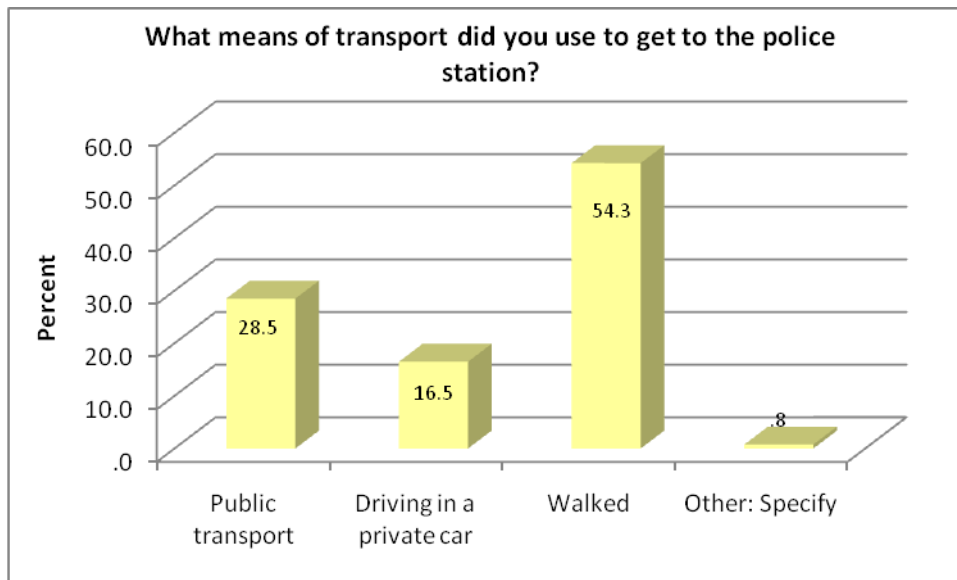


Figure 5.9 reported that the majority of the respondents (54.3%) walked to the CSC. This implies that the CSC was relatively close to the residences of the respondents. Payment for public or private transport should not have been an issue as most respondents earned more than R2 500 a month and the CSC was only frequented occasionally by most respondents.

**Figure 5.10: Changes would like to see**

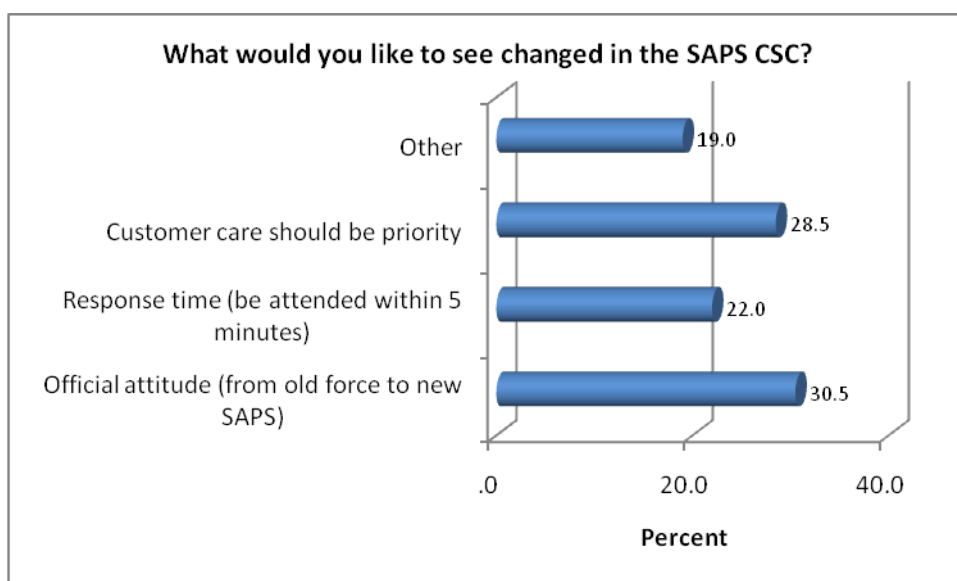


Figure 5.10 illustrates that 28,5% of respondents would like to see changes in customer care priority and 30.5% official attitudes while 22%of the respondents would like to be attended within 5 minutes.

**Figure 5.11: Level of satisfaction with the service**



Figure 5.11 indicates that six out of every 10 respondents 60,6% (26,3%+34,3) were satisfied with the service at the CSC while 39, 3% (19,8%+19,5%) of the respondents were not happy with the service at the CSC. A small percentage segments (0.3%) of respondents were not sure about the CSC service.

### 5.2.3 Analysis of expectation and perceptions

The analysis is displayed using tables. All statements are measured on 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 5.2 to Table 5.23 (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 CSC”.

<b>Table 5.2: Physical facilities and equipment</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	3%
Disagree	2%	7%
Uncertain	2%	1%
Agree	52%	57%
Strongly Agree	43%	32%
Total	100%	100%

Table 5.2 indicates that the majority of respondents 95% (52%+43%) expected that SAPS CSC **should** have up to date physical facilities and equipment. Table 5.2 shows that 89% (57%+32%) of respondents perceived that SAPS CSC **have** up-to-date physical facilities. It is, therefore, apparent that expectations exceeded perceptions with regard to physical facilities and equipment warranting attention.

<b>Table 5.3: Office equipment visually appealing</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	4%
Disagree	1%	8%
Uncertain	2%	0%
Agree	52%	54%
Strongly Agree	43%	34%
Total	100%	100%

Table 5.3 reveals that the majority of respondents 95% (52%+43%) expected that the office equipment, physical facilities and communication materials **should** be visually appealing. On the other hand, 88% (54%+34%) of the respondents perceived that the office and communication material **are** visually appealing.

<b>Table 5.4: SAPS employees are neatly attired</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	4%
Disagree	1%	7%
Uncertain	1%	1%
Agree	52%	52%
Strongly Agree	44%	36%
Total	100%	100%

Table 5.4 shows that the majority of the respondents 96% (53%+44%) expected that SAPS employees **should** be neatly attired and 88% (52%+36%) of the respondents perceived that the SAPS employees **are** neatly attired. Clearly the differences between expectations and perceptions exist.

<b>Table 5.5: Visually appealing information resources</b>		
Options	Expectations	Perceptions
Strongly Disagree	3%	6%
Disagree	2%	20%
Uncertain	1%	8%
Agree	47%	44%
Strongly Agree	47%	22%
Total	100%	100%

Table 5.5 reflects that many of the respondents 94% (47%+47%) expected that information resources associated with the service **should** be visually appealing. Table 5.5 also indicates that 66% (44%+22%) perceived that information resources associated with the service **is** visually appealing. A minor segment (26%) of respondents disagreed with the statement. A gap between expectations and perceptions is apparent.

<b>Table 5.6: Staff Promises</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	18%
Disagree	1%	20%
Uncertain	3%	0%
Agree	34%	32%
Strongly Agree	60%	30%
Total	100%	100%

Table 5.6 indicates that the majority of respondents 94% (47%+47%) expected that, when staff promises to deliver the appropriate service within a specified time, they **should** do so. The majority of respondents 62% (32%+30%) perceived that promise are made to deliver service within a specified time. It is important to note that 38% of the respondents disagreed with a statement. A gap between expectations and perceptions of 31% exists.

<b>Table 5.7: Complaint attended in a constructive manner</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	19%
Disagree	1%	20%
Uncertain	0%	0%
Agree	34%	31%
Strongly Agree	63%	30%
Total	100%	100%

Table 5.7 shows that the majority of respondents 97%( 34%+63%) expected that SAPS staff **should** attend to clients' complaint in a constructive manner. With regard to perceptions, 61% (31%+30%) of the respondents perceived that the SAPS **staff** attends to their

complaints in a constructive manner. It is important to note that 39% disagreed with the respondent's statement. Clearly, this dimension warrants attention.

Options	Expectations	Perceptions
Strongly Disagree	1%	19%
Disagree	1%	20%
Uncertain	1%	0%
Agree	33%	32%
Strongly Agree	63%	29%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 5.8 reflects that the expectations of the majority of respondents 96% (33%+63%) expected that the service **should** be delivered according to SAPS terms and conditions. On the other hand, with regard to perceptions, 61% (32%+29%) of the respondents perceived that the service **is** delivered according to SAPS terms and conditions. An important segment of the respondents 39% disagreed with the statement. The gap between respondents the expectations and perceptions warrants attention.

Options	Expectations	Perceptions
Strongly Disagree	2%	19%
Disagree	2%	19%
Uncertain	0%	0%
Agree	33%	31%
Strongly Agree	63%	31%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 5.9 shows that the majority of respondents 96% (33%+63%) expected that the SAPS staff **should** deliver services at the promised time, whilst 62% (31%+31%) of the respondents perceived that the SAPS staff **deliver** services at the promised time. Interestingly, 38% of the respondents disagreed with the statement. Clearly, the gap between expectations and perceptions warrants attention by the organisation.

<b>Table 5.10: SAPS maintenance of client's record</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	18%
Disagree	2%	18%
Uncertain	0%	0%
Agree	34%	32%
Strongly Agree	63%	30%
Total	100%	100%

Table 5.10 demonstrates that the majority of respondents 97% (34%+63%) expected that SAPS staff **should** maintain accurate client records. With regard to perceptions, 62% (32%+30%) of the respondents perceived that the SAPS staff maintain accurate client records. However, a minor percentage of respondents (36%) disagreed with the statement.

<b>Table 5.11: SAPS staff inform me when service will be delivered</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	19%
Disagree	1%	20%
Uncertain	0%	0%
Agree	33%	30%
Strongly Agree	64%	31%
Total	100%	100%

Table 5.11 shows that the majority of respondents 97% (33%+64%) expected that the SAPS staff **should** inform clients exactly when the appropriate service will be performed. Table 5.11 also shows that 61% (30%+31%) of the respondents perceived that the SAPS staff inform clients exactly when an appropriate service will be performed. Interestingly 39% of the respondents disagreed with the statement. Clearly, greater emphasis should focus on this dimension.

<b>Table 5.12: Staff provide service to me</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	19%
Disagree	2%	19%
Uncertain	0%	1%
Agree	32%	29%
Strongly Agree	65%	32%
Total	100%	100%

Table 5.12 depicts that the majority of respondents 97% (32%+65%) expected that the SAPS staff **should** provide prompt service to clients. On the other hand 61% (29%+32%) of the respondents perceived that the SAPS staff **provide** prompt service to them. It is

important to note that 38% of the respondents disagreed with a statement. It is apparent that this dimension warrants attention.

<b>Table 5.13: Staff listen to client's problem</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	19%
Disagree	1%	20%
Uncertain	1%	0%
Agree	33%	29%
Strongly Agree	64%	32%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 5.13 reflects that the majority of respondents 97% (33%+64%) expected that the SAPS staff **should** listen to clients' problems. With regard to perceptions, 61% (29%+32%) of the respondents perceived that the SAPS **staff listen** to clients' problems. A minor segment of the respondents (39%) disagrees with the statement. It is apparent that a discrepancy exists.

<b>Table 5.14: Staff never busy to attend to my problem</b>		
Options	Expectations	Perceptions
Strongly Disagree	3%	20%
Disagree	0%	19%
Uncertain	1%	0%
Agree	31%	29%
Strongly Agree	65%	32%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 5.14 shows that, the majority of respondents 96% (31%+65%) expected that the staff **should** never be too busy to respond to clients, problems. With regard to perceptions, 61% (29%+32%) of the respondents perceived that staffs have never been too busy to respond to their problems. A minor segment of the respondents (39%) disagreed with a statement.

<b>Table 5.15: Staff behaviour shows that they can be trusted</b>		
Options	Expectations	Perceptions
Strongly Disagree	3%	20%
Disagree	2%	19%
Uncertain	0%	1%
Agree	35%	31%
Strongly Agree	60%	29%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 5.15 shows that, the majority of respondents 95% (35%+60%) expected that staff behaviour should make clients' feel that staff can be trusted. A minor percentage of 5% of

respondents disagreed with a statement. With regard to perceptions, 60% (31%+60%) of the respondents perceived that the behaviour of staff makes clients feel that they can be trusted. An important segment of the respondents (39%) disagreed with the statements. The gap between respondent expectations and perceptions warrants attention.

Options	Expectations	Perceptions
Strongly Disagree	1%	19%
Disagree	1%	20%
Uncertain	0%	1%
Agree	37%	31%
Strongly Agree	61%	29%
Total	100%	100%

Table 5.16 depicts that the majority of respondents 98% (37%+61%) expected that staff **should** be polite and courteous to clients. On the other hand, perceptions indicate that 60% (31%+29%) of the respondents perceived that the staff is polite and courteous to clients. Table 5.16 also shows that 39% of the respondents disagreed with the statement.

Options	Expectations	Perceptions
Strongly Disagree	1%	19%
Disagree	0%	20%
Uncertain	1%	1%
Agree	36%	31%
Strongly Agree	62%	29%
Total	100%	100%

Table 5.17 shows that the majority of respondents 98% (36%+62%) expected that staff **should** have reassured clients about their personal anxieties, concerns and problems. With regard to perceptions, 60% (31%+29%) of the respondents perceived that staff have reassured clients about their personal anxieties, concerns and problems. Interestingly 39% of the respondents disagreed with the statement.

<b>Table 5.18: Staff have ability to do their job</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	19%
Disagree	1%	20%
Uncertain	1%	0%
Agree	34%	32%
Strongly Agree	62%	29%
Total	100%	100%

Table 5.18 reveals that the majority of respondents 96% (34%+62%) expected that the staff **should** have the ability to do their respective jobs. With regard to perceptions, 61% (32%+29%) of the respondents perceived that the staff have the ability to do their respective jobs and 39% of the respondents disagreed with the statement.

<b>Table 5.19: Staff is sympathetic to my needs</b>		
Options	Expectations	Perceptions
Strongly Disagree	1%	20%
Disagree	1%	18%
Uncertain	1%	1%
Agree	39%	33%
Strongly Agree	58%	28%
Total	100%	100%

Table 5.19 depicts that the majority of respondents 97% (39%+58%) expected that staff **should** be sympathetic to clients' individual needs and respect clients' privacy. On the other hand, 61% (33%+28%) of the respondents perceived that staffs are sympathetic to client's individual needs and privacy. An important segment of respondents (38%) disagreed with the statement. The gap between respondents' expectations and perceptions warrants attention.

<b>Table 5.20: Operating hours are convenient for all client</b>		
Options	Expectations	Perceptions
Strongly Disagree	3%	4%
Disagree	0%	6%
Uncertain	1%	0%
Agree	38%	46%
Strongly Agree	58%	43%
Total	100%	100%

Table 5.20 reveals that the majority of respondents 96% (38%+58%) expected that the operating hours **should** be convenient for all clients. With regard to perceptions, 89% (46%+43%) of the respondents perceived that the operating hours are convenient for all clients. A gap between expectations and perceptions is apparent.

<b>Table 5.21: SAPS service to meet my needs</b>		
Options	Expectations	Perceptions
Strongly Disagree	2%	19%
Disagree	0%	19%
Uncertain	0%	0%
Agree	38%	30%
Strongly Agree	60%	32%
Total	100%	100%

Table 5.21 shows that the majority of respondents 98% (38%+68%) expected that SAPS **should** always provide flexible personalized service to meet clients' individual needs. On the other hand 62% (30%+32%) of the respondents perceived that SAPS have always provided flexible personalized service to meet clients' individual needs. A small segment of the respondents (37%) disagreed with the statement. The gap between respondent expectations and perceptions warrants attention.

<b>Table 5.22: Staff have best interest at heart</b>		
Options	Expectations	Perceptions
Strongly Disagree	0%	19%
Disagree	2%	19%
Uncertain	0%	1%
Agree	41%	32%
Strongly Agree	57%	29%
Total	100%	100%

Table 5.22 indicates that the majority of respondents 98% (41%+57%) expected that staff **should** always have their best interests at heart. With regard to perceptions, 61% (32%+29%) of the respondents perceived that staffs always have best interest at heart. However, a major percentage of respondents (39%) disagreed with a statement. The gap between the respondents' expectations and perceptions warrants attention by the organisation.

<b>Table 5.23: Staff understands client's needs</b>		
Options	Expectations	Perceptions
Strongly Disagree	3%	19%
Disagree	2%	18%
Uncertain	1%	1%
Agree	37%	33%
Strongly Agree	57%	29%
Total	100%	100%

Table 5.23 expectations, the majority of respondents 94% (37%+57%) expected that staff **should** always understand the specific need of their clients. With regard to perceptions, 62% (33%+29%) of the respondents perceived that staff always understand the specific need of their clients. Interestingly 37% of the respondents disagreed with a statement. The gap between the respondents' expectations and perceptions warrants attention by the organisation.

### 5.3 INFERENCE ANALYSIS

#### 5.3.1 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 pertaining to a factor should correlate positively but they should not be perfectly correlated, as they would imply that they are capturing identical data.

Table 5.24 presents a summary of the Cronbach alpha scores for the expected and perceived service level for the SAPS CSC. The reliability scores for the questionnaire were determined and are presented below. A reliability coefficient of 0.70 or higher is considered as "acceptable" (UCLA Academic Technology Services, 2002).

**Table 5.24: Cronbach's Alpha Test**

Dimensions	Expectations	Perceptions
Tangibles	0.962	0.887
Reliability	0.981	0.998
Responsiveness	0.980	0.907
Assurance	0.979	0.997
Empathy	0.974	0.945
Overall	0.980	0.988

The overall Cronbach alpha of the score (0,998) 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.

#### 5.3.2 Factor analysis

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 a number of questions with a small number of hypothetical factors. For example, as part of a national

survey on political opinions, participants may answer three separate questions regarding environmental policy, reflecting issues at the local, state and national level (Singh, 2010).

Each question, by itself, would be an inadequate measure of attitude towards environmental policy, but *together* they may provide a better measure of the attitude. Factor analysis can be used to establish whether the three measures do, in fact, measure the same thing. If so, they can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. A researcher may want to know if the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are needed to be successful in a decathlete. One need not believe that factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

### 5.3.3 Factor Analysis Rotated component matrix

Certain components divided into finer components. This is explained below in the rotated component matrix, depicted in Table 5.25.

**Table 5.25: Rotated component matrix**

DIMENSION	Expectations					Perceptions				
	Component					Component				
	1	2	3	4	5	1	2	3	4	5
SAPS CSC has up to date physical facilities and equipment.	.221	.183	.860	.169	.093	.288	.896	.069	.103	.113
The offices, equipment, physical facilities and communication materials are visually appealing.	.189	.203	.898	.198	.151	.241	.905	.122	.161	.016
SAPS employees are neatly attired	.197	.221	.885	.140	.150	.221	.897	.105	.105	-.116
Information resources associated with the service (signage, pamphlet, direction are visually appealing.	.191	.245	.855	.189	.116	.338	.370	.062	.862	.004
When staff promise to deliver the appropriate service within a specified time frame, they do so.	.784	.276	.282	.248	.217	.930	.230	.111	.172	-.120
When I have a complaint, SAPS staff attends to it in a constructive manner.	.832	.245	.242	.301	.195	.938	.231	.111	.146	-.129
The service is delivered according to SAPS terms and conditions.	.852	.273	.219	.257	.183	.940	.230	.115	.136	-.121
SAPS staff deliver service at the promise time.	.836	.288	.203	.250	.263	.939	.232	.111	.137	-.118
Accurate and secure client records are maintained at the SAPS offices.	.831	.297	.202	.256	.248	.939	.235	.112	.129	-.120
SAPS staff inform me exactly when service will be performed.	.502	.354	.199	.395	.582	.944	.244	.091	.101	-.030
Staff provide prompt and timely service to me.	.467	.332	.243	.369	.662	.943	.247	.086	.105	-.024
Staff are always willing to listen to client's problems.	.510	.311	.243	.350	.655	.944	.240	.089	.101	-.001
The staff never too busy to respond to problems.	.475	.338	.263	.320	.660	.946	.238	.098	.095	.012
The staff make me feel that they can be trusted.	.349	.329	.271	.748	.231	.946	.223	.113	.110	.024
Staff are polite and courteous to me.	.333	.347	.247	.792	.215	.944	.232	.109	.120	.020
Staff reassure me in terms of personal anxieties, concerns and problems.	.335	.365	.227	.781	.227	.944	.233	.111	.106	.018
The staff should have the ability to do their respective jobs.	.327	.386	.222	.738	.266	.946	.233	.111	.116	.015
Staff are sympathetic to my individual needs while respecting my privacy.	.304	.635	.308	.433	.232	.940	.196	.104	.119	.100
The operating hours are convenient for all clients.	.314	.757	.284	.341	.176	.244	.210	.945	.050	.003
SAPS provide flexible personalized service to meet my individual needs.	.334	.800	.248	.293	.211	.935	.177	.125	.128	.183
Staff have my best interest at heart.	.320	.797	.278	.295	.198	.930	.174	.132	.151	.204
Staff understand the specific needs of their clients.	.297	.790	.294	.294	.233	.932	.172	.132	.159	.200

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 a number of questions with a small number of hypothetical factors. With reference to the table above:

The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors.

Factor analysis is inter-correlations between variables.

Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the five components.

It is noted that some the components for the expectations loaded perfectly in one factor. This means that the questions (variables) that constituted these components perfectly measured the component. That is, the component measured what it was that was meant to be measured.

However, for perceptions, components have factors that align perfectly, but they overlap along one component, indicating a mixing of the components. This means that the questions in the overlapping components did not specifically measure what it set out to measure. That means that the respondents did not clearly distinguish between the questions constituting the components. This could be with respect to interpretation or inability to distinguish what the questions were measuring.

### 5.3.4 Communalities

The table of communalities is given below.

<b>Table 5.26: Communalities for Expectations and Perceptions</b>	<b>Expectations</b>	<b>Perceptions</b>
SAPS CSC has up to date physical facilities and equipment.	.858	.915
The offices, equipment, physical facilities and communication materials are visually appealing.	.945	.918
SAPS employees are neatly attired	.913	.890
Information resources associated with the service (signage, pamphlet, direction are visually appealing.	.876	.998
When staff promise to deliver the appropriate service within a specified time frame, they do so.	.878	.974
When I have a complaint, SAPS staff attends to it in a constructive manner.	.939	.983
The service is delivered according to SAPS terms and conditions.	.948	.983
SAPS staff deliver service at the promise time.	.955	.980
Accurate and secure client records are maintained at the SAPS offices.	.947	.981
SAPS staff inform me exactly when service will be performed.	.911	.971
Staff provide prompt and timely service to me.	.962	.970
Staff are always willing to listen to client's problems.	.967	.968
The staff never too busy to respond to problems.	.947	.970
The staff make me feel that they can be trusted.	.916	.971
Staff are polite and courteous to me.	.966	.972
Staff reassure me in terms of personal anxieties, concerns and problems.	.959	.969
The staff should have the ability to do their respective jobs.	.921	.976
Staff are sympathetic to my individual needs while respecting my privacy.	.832	.956
The operating hours are convenient for all clients.	.900	.999
SAPS provide flexible personalized service to meet my individual needs.	.944	.972
Staffs have my best interest at heart.	.942	.978
Staff understand the specific needs of their clients.	.939	.981

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, there are 5 variables that make up the last component (as indicated in the component matrix table 5.27 below). The analysis is analysed similar to that for multiple regression: signage against the two common factors yields an  $R^2 = 0.939$  (for the last variable on staff understanding the needs of their clients), indicating that about 94% 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 communalities. 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 94% of the variation for the 22 variables. The average scores of the components are as follows:

**Table 5.27: Average communalities score of the dimensions**

<b>Dimensions</b>	<b>Expectations</b>	<b>Perceptions</b>
Tangibles	0.898	0.93
Reliability	0.933	0.98
Responsiveness	0.947	0.969
Assurance	0.941	0.972
Empathy	0.911	0.977
Overall	0.926	0.967

Table 5.27 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 communality gives an overall assessment of performance.

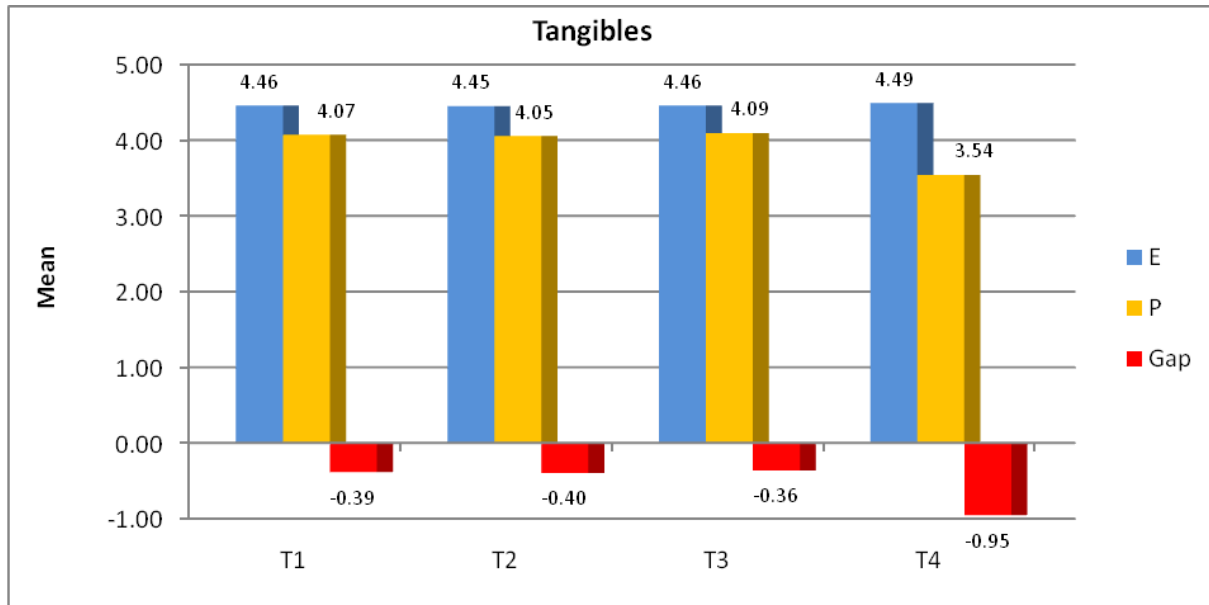
### **5.3.5 Dimension analysis for gap scores**

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.

### 5.3.5.1 Tangibles

The overall mean scores and gaps for the questions representing tangibles are illustrated in Figure 5.12.

**Figure 5.12: Mean for Tangibles**



	E	P	Gap	
SAPS CSC has up to date physical facilities and equipment.	T1	4.46	4.07	-0.39
The offices, equipment, physical facilities and communication materials are visually appealing.	T2	4.45	4.06	-0.40
SAPS employees are neatly attired	T3	4.46	4.10	-0.36
Information resources associated with the service (signage, pamphlet, direction are visually appealing.	T4	4.49	3.54	-0.95

Figure 5.12 demonstrate that the expected scores are larger than perceived scores, resulting in gaps. The largest gap is for tangible 4 (T4) information resources for services

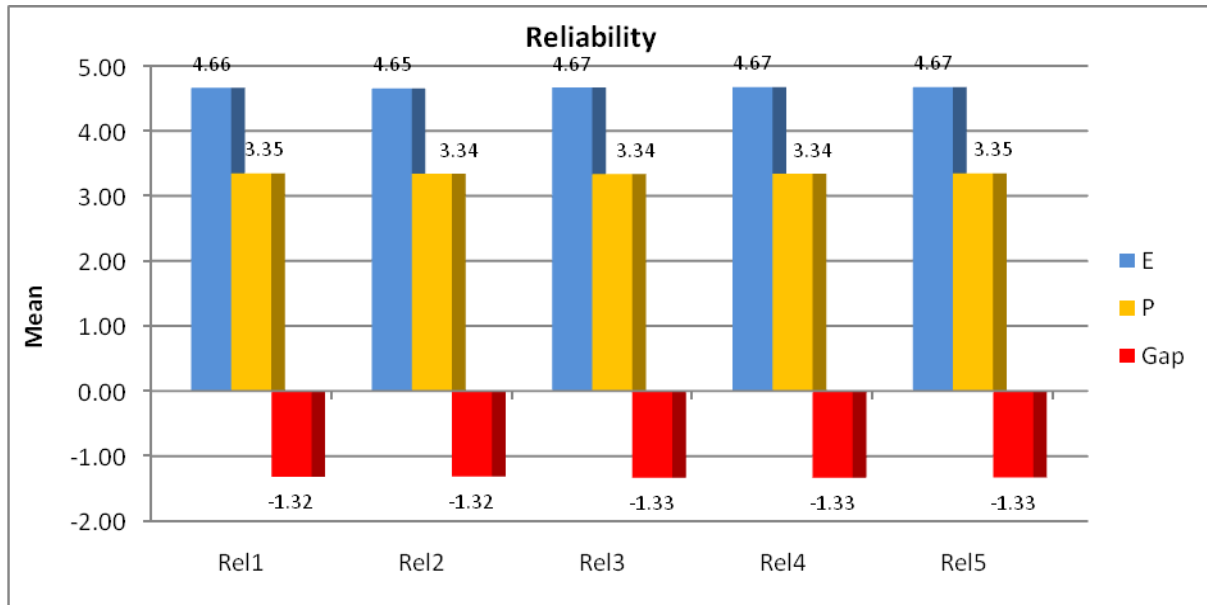
The first three statements indicate that materials associated with the CSC are only slightly lacking according to the respondents.

However, the significance of the gap will be tested later in the section on hypothesis testing.

### 5.3.5.2 Reliability

The mean score and gaps for the questions representing reliability are illustrated in Figure 5.13

**Figure 5.13: Mean for reliability**



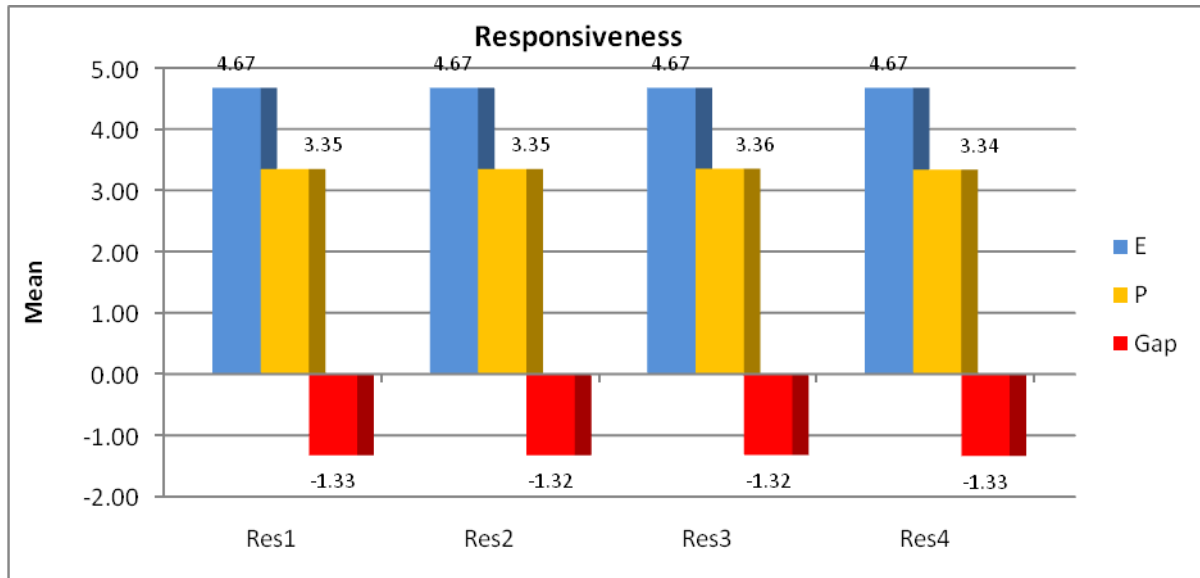
	E	P	Gap	
When staff promise to deliver the appropriate service within a specified time frame, they do so.	Rel1	4.67	3.35	-1.32
When I have a complaint, SAPS staff attends to it in a constructive manner.	Rel2	4.66	3.34	-1.32
The service is delivered according to SAPS terms and conditions.	Rel3	4.67	3.34	-1.33
SAPS staff deliver service at the promise time.	Rel4	4.67	3.34	-1.33
Accurate and secure client records are maintained at the SAPS offices.	Rel5	4.67	3.35	-1.33

Figure 5.13 shows that the gaps in this category are large. The perceptions are that the CSC provides a service that could be improved overall in terms of reliability. All of the statements have gap scores that are almost similar. This finding presents the scenario that the respondents believe that attention should be paid to each statement. The reliability dimension should be reviewed in order to develop an action plan to address the five dimensions in the category.

### 5.3.5.3 Responsiveness

The mean scores and gaps for the questions representing responsiveness are illustrated in Figure 5.14.

**Figure 5.14: Mean for Responsiveness**



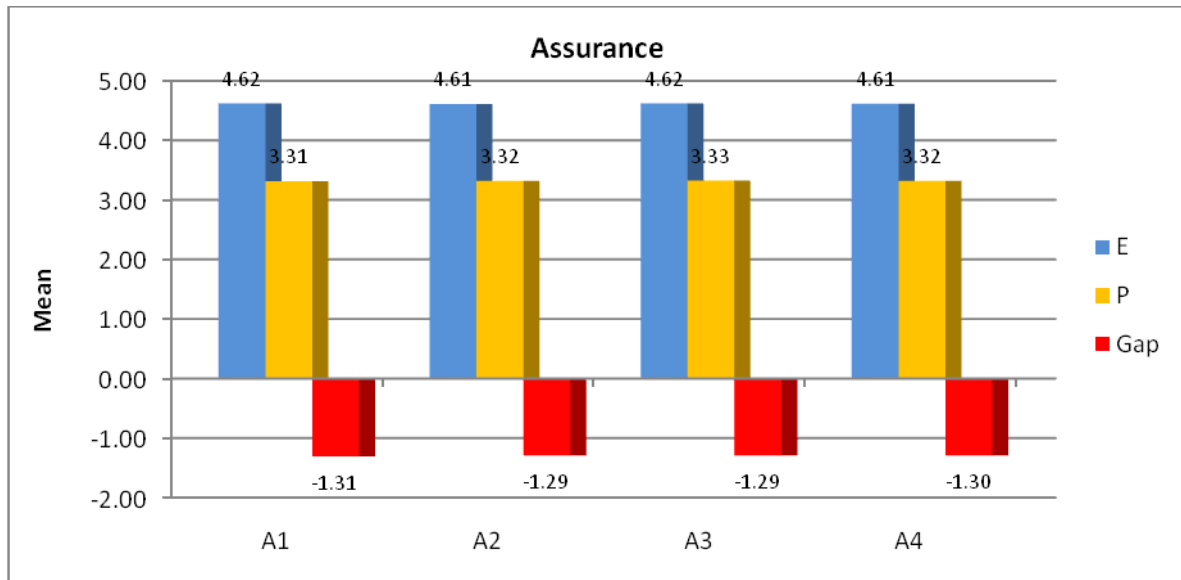
	E	P	Gap	
SAPS staffs inform me exactly when service will be performed.	Res1	4.67	3.35	-1.33
Staff provide prompt and timely service to me.	Res2	4.67	3.35	-1.32
Staff are always willing to listen to client's problems.	Res3	4.67	3.36	-1.32
The staff never too busy to respond to problems.	Res4	4.67	3.34	-1.33

The gaps for the statements pertaining to responsiveness that constitute this component are also large. This means that the CSC is not responsive enough to the needs of the respondents. It should be noted that the gaps and the significance of these will be tested later (Hypothesis testing). Since the dimensions for responsiveness deal with personnel at SAPS CSC, greater emphasis should be directed to creating a customer-oriented corporate culture.

### 5.3.5.4 Assurance

The mean scores and gaps for the questions representing assurance are illustrated in Figure 5.15

**Figure 5.15: Mean for Assurance**



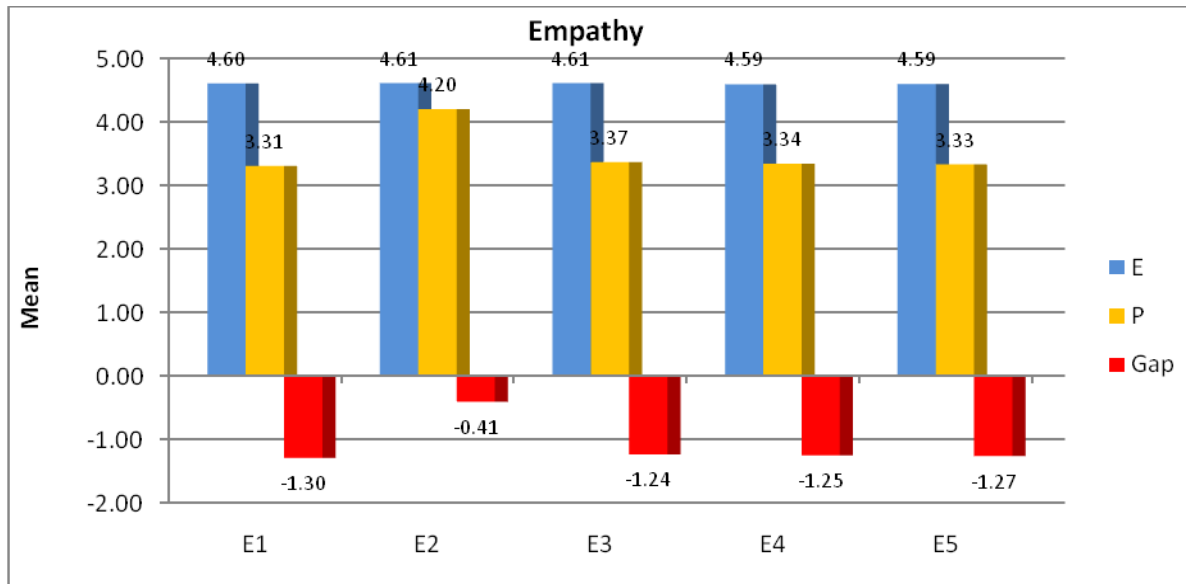
		E	P	Gap
The staff make me feel that they can be trusted.	A1	4.62	3.31	-1.31
Staff are polite and courteous to me.	A2	4.61	3.32	-1.29
Staff reassure me in terms of personal anxieties, concerns and problems.	A3	4.62	3.33	-1.29
The staff should have the ability to do their respective jobs.	A4	4.62	3.32	-1.30

Figure 5.15 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. Values of 4 or more indicate complete agreement with the statement (which is prevalent for expectations). This finding implies more respondents scored in the positive direction and few in the negative direction. Values slightly more than 3 imply that there was only a small segment of the respondents who agreed than those who disagreed.

### 5.3.5.5 Empathy

The mean scores and gaps for the questions representing empathy are illustrated in Figure 5.16

**Figure 5.16: Mean for Empathy**



	E	P	Gap
Staff are sympathetic to my individual needs while respecting my privacy.	E1 4.60	3.31	-1.30
The operating hours are convenient for all clients.	E2 4.61	4.20	-0.41
SAPS provide flexible personalized service to meet my individual needs.	E3 4.61	3.37	-1.24
Staff have my best interest at heart.	E4 4.59	3.34	-1.25
Staff understand the specific needs of their clients.	E5 4.59	3.33	-1.27

Figure 5.16 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.

### 5.3.6 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 yellow in Annexure C

The Chi square test was performed to determine whether there was a statistically significant relationship between the variables (rows vs columns). The null hypothesis states that there is no association between the two. The alternate hypothesis indicates that there is an association.

The results are presented in Annexure D.

The following is observed:

Monthly household income did not play any significant role in the manner of the responses. That is, household income did not matter when answering the questionnaire. However, each of the following factors did play a significant role when it came to certain questions: age category, gender, highest education qualification and marital status. For example, marital status played a significant role with respect to the statements in the category of responsiveness. The directions of the responses can be determined from the frequency cross tabulation tables. The argument is extended for the entire table.

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 CSC is falling short in terms of the levels of service provided to their clients.

### 5.3.7 Chi Square test (see Annexure D)

The following are summaries of the hypothesis tests carried out using Chi Square tests.

- **Hypothesis 1:** There is a significant relationship between gender and clients expectations of the reliability dimension (promise to deliver, complaint handling, SAPS terms and conditions, promised time and accurate records) respectively.
- **Hypothesis 2:** There is a significant relationship between age and clients expectations of the staff ability to do their respective jobs and reassuring clients when they have personal problems.

- **Hypothesis 3:** There is a significant relationship between age and clients expectations of the staff with regard to individual needs and operating hours respectively.
- **Hypothesis 4:** There is a significant relationship between education qualification and client expectations of SAPS providing flexible personalised service.
- **Hypothesis 5:** There is a significant relationship between age and client expectations of understanding the specific needs of clients.
- **Hypothesis 6:** There is a significant relationship between gender and qualification and the clients perceptions of the tangibles dimension (physical facilities and communication materials, employees attire and information resources) respectively.
- **Hypothesis 7:** 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.
- **Hypothesis 8:** There is a significant relationship between qualification and client perceptions of assurance dimension (assuring clients and SAPS ability to do their respective jobs) respectively.
- **Hypothesis 9:** There is a significant relationship between age and gender and client perceptions of staff sympathy.
- **Hypothesis 10:** There is a significant relationship between age and client perceptions of staff interests of clients and understanding their respective needs.
- **Hypothesis 11:** There is a significant difference between client expectations and perception of all the service quality dimensions of tangibles, reliability, responsiveness, assurance and empathy.

#### 5.3.8 Discussion on Pair Sample T- Test (see annexure D)

The Chi Square tests for each of the hypotheses are presented in this section, showing the acceptance or rejection of the hypotheses.

**Hypothesis 1:** There is a significant relationship between gender and clients expectations of the reliability dimension (promise to deliver, complaint handling, SAPS terms and conditions, promised time and accurate records) respectively.

Annexure D 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 in Table 5.1 that the majority of the subject were female (59,3%). Hence,

Hypothesis 1 may be partially accepted in terms of gender and expectations of the reliability dimension.

**Hypothesis 2:** There is a significant relationship between age and clients expectations of the staff ability to do their respective jobs and reassuring clients when they have personal problems.

Annexure D and Table 5.1 reveal that there is significant relationship between the 18-30 age group (%) and client expectations of staff reassurance and staff's ability to do their respective jobs at the 5% level of significance. Hence, Hypothesis 2 may be partially accepted in terms of age and assurance dimension.

**Hypothesis 3:** There is a significant relationship between age and clients expectations of the staff with regard to individual needs and operating hours respectively.

Annexure D and Table 5.1 reveals that there is a significant relationship between the 18-30 age group and client perceptions of the individual needs of clients and the SAPS CSC operating hours at 5% level of significance. Hence, Hypothesis 3 may be partially accepted in terms of age and the selected empathy dimension.

**Hypothesis 4:** There is a significant relationship between education qualification and client expectations of SAPS providing flexible personalised service.

Annexure D and Figure 5.1 reveal that there is a significant relationship between educational qualification and client expectations of SAPS providing flexible personalised service. The majority of the subjects have (56.3%) qualification. Hence, Hypothesis 4 is accepted in terms of qualification and providing personalised service.

**Hypothesis 5:** There is a significant relationship between age and client expectations of understanding the specific needs of clients.

Annexure D reveal that there is a significant relationship between 18-30 age group (Table 5.1) and client expectations of understanding the specific needs of clients at the 5% level of significance. Hence, Hypothesis 5 is partially accepted in terms of age and understanding clients' specific needs.

**Hypothesis 6:** There is a significant relationship between gender and qualification and the clients perceptions of the tangibles dimension (physical facilities and communication materials, employees attire and information resources) respectively.

Annexure D reveal that there is a significant relationship between gender and qualification and client perceptions of the tangible dimensions (physical facilities and communication materials and information resource) at the 1% level of significance and between gender and employees attire respectively at the 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 6 is partially accepted in terms of gender and qualification and the tangible dimension. (See Table 5.2 and Figure 5.1)

**Hypothesis 7:** 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 D reveal that there is a significant relationship between marital status and the client perception the of responsiveness dimensions (when service will be performed, prompt and timely service, listen to clients problems, response to problems) at 1% level of significance respectively. Furthermore, since the majority of the subject are single (70,5%). 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 7 is partially accepted in terms of marital status and the perceptions of the responsiveness dimension.

**Hypothesis 8:** 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 D indicates that there is a significant relationship between qualification and client perceptions of the assurance dimension assuring clients concerns at the 5% level of significance and SAPS's staff's ability to do their respective jobs at 1% level of significance respectively. Furthermore, the majority of clients (56,3%) matriculated subject attach a higher level of importance the selected assurance dimensions. Hence, Hypothesis 8 is partially accepted in terms of qualification and perceptions of the assurance dimension of service quality.

**Hypothesis 9:** There is a significant relationship between age and gender and client perceptions of staff sympathy.

Annexure D 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, Table 5.1 shows a significant relationship between 18-30 age group (%) gender and client perceptions of staff sympathy at the 5% level of significance. Hence, Hypothesis 9 is partially accepted in terms of age and gender and staff sympathy.

**Hypothesis 10:** There is a significant relationship between age and client perceptions of staff interests of clients and understanding their respective needs.

Annexure D shows that there is a significant relationship between the 18-30 age group and client perceptions of staff's best interests of clients and understanding their respective needs at the 5% level of significance. Hence, Hypothesis is partially accepted in terms of age and the selected empathy dimension. (See Figure 5.1)

**Hypothesis 11:** there is a significant **difference** between client expectations and perception of all the service quality dimensions of tangibles, reliability, responsiveness, assurance and empathy.

Annexure D 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. Annexure D indicates the mean score between the expectations and perceptions of the Servqual dimension of quality. The mean values indicate the subject satisfaction level with their respective SAPS CSC. See t-test in Annexure C.

The mean values in descending level of importance were:

**Tangibles** (Figure 5.12)

- Information resources associated with the service (Mean=0.95, SD=1.30557),
- Visual appeal of physical facilities and communication materials (Mean=0.39, SD=1.15426) and
- Physical facilities and equipment (Mean=0.38, SD=1.07455).

**Reliability** (Figure 5.13)

- Service delivery at promised times (Mean=1.33, SD =1.65190),
- Service delivery in SAPS CSC terms and regulation (Mean=1.33, SD=1.63972), and
- Accurate records (Mean=1.33, SD=1.64225).

**Responsiveness** (Figure 5.14)

- Staff response to problems (Mean=1.33, SD=1.66850),
- Service performance information (Mean=1.33, SD=1.66472) and,
- Promptness of service (Mean=1.33, SD=1.66446).

**Assurance** (Figure 5.15)

- Trust (Mean=1.31, SD=1.68404),
- Staff ability to work (Mean=1.30, SD=1.66881) and,

- Reassurance with regard to concerns/problems (Mean=1.29, SD=1.65190).

#### **Empathy** (Figure 5.16)

- Sympathy to needs (Mean=1.30, SD=1.66512),
- Understanding clients (Mean=1.27, SD=1.693941) and,
- Best interest at heart (Mean=1.25, SD=1.65190).

Thus, Hypothesis 11 is accepted in terms of service expectations and perceptions.

### **5.4 CONCLUSION**

Through this case study of a CSC, the current levels of service were evaluated. The main objective of this project was to determine the gaps identified by the respondents. The structured questionnaire was intended to validate information obtained from the respondents to establish the current status on service levels of the CSC.

The results of this study are presented and analysed in this chapter. Firstly, the demographics were analysed using percentages: the majority of male respondents 17,3% were in the age group of 18-30 years and 21,5% in this age category were female respondents who constituted (36,3%) of the sample. 56,3% of the respondents had matriculation as their highest education. The majority of respondents 23% were earning above R2500 per month. In marital status the majority of respondents 70,5% were single.

Findings in the SAPS CSC service delivery were as follows: it was interesting to see that the majority of respondents (60%) indicated that they were happy with service received from the CSC and only 39, 3% respondents were not happy. The result of all questions indicated that the majority of respondents expected the SAPS CSC 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.

The next chapter draws overall conclusion from the findings and provides recommendations for SAPS and for further research.

## CHAPTER 6

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.1 INTRODUCTION

In the previous chapter, the results of the study were presented and interpreted based on the conceptual framework developed in the literature review. The aim of this study was to develop an understanding of clients' perceptions of service delivery rendered by the CSC in the greater Durban area. This chapter presents the conclusions of the study and implications for improvement in the quality of service provided by SAPS CSC as well making recommendations for future research.

#### 6.2 CONCLUSIONS

The achievement of each research objective is briefly discussed below.

##### 6.2.1 To determine clients, service expectations in the CSC

Table 5.29 indicated 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. Table 5.29 also depicted that the mean score between the expectations and perceptions of the Servqual dimension of quality. The mean values indicate the subject satisfaction level with their respective SAPS CSC.

Based on the results depicted in Table 5.7 and Table 2.29 the dimensions in a descending level of importance include:

All five dimensions demonstrate that the gaps in all categories are large which implies that the expectations are not being met. The average score is an indication of the direction of the respondents scores - some of these may be significant, others not. These findings present a scenario where the respondents believe that attention should be paid to each issue. This means that the CSC is not responsive enough to the needs of the respondents. It should be noted that the gaps and the significance of these was tested in the hypotheses.

The results have shown that respondents' expectations about the service they receive from the SAPS CSC exceeded their perceptions. In other words respondents were disappointed with the service they received. The gaps in all the dimensions present a challenge for the SAPS staff and management. SAPS is expected to offer clients excellent service at all times.

If the customer perceives he or she receives poor service, the decision about future patronage will be based on that perception. Service providers must understand the concept of service quality from the viewpoint of the customer, not from the viewpoint of the service firm or service provider (Kurtz and Clow, 2002:101).

Expectations have a direct effect on perceived quality. The higher the level of expectations, the higher the level of perceived quality. The perceived level is then compared to expectations, resulting in a gap, or disconfirmation, that may be either positive or negative. According to LLososa and Orginsher (2007: 475) Servqual measures both expectation and performance perception. It is based on rigorous scale development procedures and has been widely used by researchers'. Fitzsimmon and Fitzsimmon (2006: 128) confirm that Servqual is a survey instrument that measures service quality, and addresses the service quality gap concept.

### **6.2.2 To determine if clients' service requests are handled with care and sympathy**

Reliability refers to the ability to perform the promised service dependably and accurately (Wilson et al., 2008: 84). All organisations need to be aware of customer expectations of reliability (Bebko, 2000: 12). If this is done in a proper manner, it will enhance the perceived quality of the customer service (Brink and Berndt, 2005: 61). The most important aspect of a service is reliability, meaning that the customer knows what to expect and when they can expect to receive it. Service performance is a customer expectation and means that the service is accomplished on time, in the same manner, and without errors every time (Schneider and White, 2004: 144).

In this study Figure 5.13 depicted the mean values ranging from 3.34 to 3.5 (maximum of 5). In general, the reliability dimension of service quality is ranked as very important component of service delivery especially for law and order. However gaps were identified in the study (Figure 5.13 and table 5.28). Furthermore, the results were also subject to hypothesis testing (Hypothesis 1). It was found that a significant relationship between gender and the entire reliability dimension exist (promise to deliver, complaint handling, SAPS terms and conditions, promised time and accurate records).

It was important to note that the majority of respondents (97%) agreed with the statement that staff should be sympathetic to clients individuals needs and respect clients' privacy

(expectations). On the other hand, 61% of respondents agreed with the statement that staffs are sympathetic to client's individual need and privacy (perception). It was also found that the expectations have exceeded perceptions, thus creating a gap in service delivery.

Measuring customer satisfaction with regard to service delivery is also a vital component of assessing performance of service delivery indicators. The difference between the expectation and actual satisfaction is known as the expectation gap which indicates to what extent services need to be improved to satisfy clients. Wilson et al., (2008:86) asserts that empathy is the caring and providing of individual attention to customers. In essence, empathy refers to personalized customer service.

### **6.2.3 To investigate the clients' understanding of the process involved in a service request.**

- **Reason for visiting CSC**

According to Figure 5.5, the majority of the respondents visited the CSC to report crime or to certify documents. It was also found that the majority of respondents visited the SAPS CSC for administrative uses (certifying documents, affidavit and report accident). According to SA regulations, an accident should be reported within 24 hours. Clients appear to understand this. Perhaps this indicates that SAPS CSC personnel have the ability to do their job.

Interestingly, the majority of respondents were satisfied with service rendered by SAPS CSC. Therefore, clients understand the process of lodging a service request. According to Figure 5.8 the majority of the respondents (72%) indicated that they will complain to the station commissioner when service delivery is not up to standard. This finding indicates that clients understand the process of making a service request when lodging a complaint about service delivery.

- **Ability to do the job**

Table 5.18 reveals that the majority of respondents (96%) agreed with the statement that the staff should have the ability to do their respective jobs. With regard to perceptions, (61%) of the respondents agreed with the statement that the staff have the ability to do their respective jobs. Therefore, it is apparent that personnel at SAPS CSC have the ability to do their respective jobs.

Each employee of SAPS has responsibility to uphold the standard of client service requests. Every employee is expected to deal with clients' problems as far as possible. Employees should not call the managers every time there is a client problem - they should be able to solve problems themselves.

- **Understand clients needs**

The majority of respondents (94%) agreed with the statement that staff should always understand the specific need of their clients. With regard to perception, 62% of the respondents also agreed with the statement that staff always understand the specific need of their clients. In this section it is noted that expectation has actually exceeded the perceptions.

Gronroos (2000:76) makes it clear in the literature that the company that understands the clients' problems, performs in the best interest of the customer, as well as provides customers with individual personal attention and convenient operating hours. It also includes the following features: approachability, sensitivity and efforts to understand customers. Findings show that the client feels that a service request was not met according to their expectations.

#### **6.2.4 To investigate if client demographics play a role in service delivery.**

The analysed results show that more female clients frequently visited the SAPS CSC than male. The results also indicated that females and males have similar opinions towards expectations and perceptions about the service quality; The study shows that the majority of respondents are aged between 18-30 years. The demographic age profile of this study demonstrates that the 18-30 age groups were the dominant group. However, the result could simply mean that a great number of older persons do not have enough time to visit SAPS CSC due to other commitments in life. Therefore, the results should be interpreted with care.

Relationship between dimensions with regard to demographic profile of SAPS CSC clients are discussed below.

##### **6.2.4.1 Age**

- There was significant relationship between age and clients expectations of the staff ability to do their respective jobs and reassuring clients when they have personal problems.

- There was significant relationship between age and clients expectations of the staff with regard to individual needs and operating hours respectively.
- There was significant relationship between age and client expectations of understanding the specific needs of clients.
- There was significant relationship between age and gender and client perceptions of staff sympathy.
- There was significant relationship between age and client perceptions of staff interests of clients and understanding their respective needs.

#### **6.2.4.2 Gender**

- There was a significant relationship between gender and clients expectations of the reliability dimension (promise to deliver, complaint handling, SAPS terms and conditions, promised time and accurate records) respectively.
- There was significant relationship between gender and qualification and the clients perceptions of the tangibles dimension (physical facilities and communication materials, employees attire and information resources)

#### **6.2.4.3 Education qualification**

- There was significant relationship between qualification and client perceptions of assurance dimension (assuring clients and SAPS ability to do their respective jobs) respectively.

#### **6.2.4.4 Marital status**

- There was 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)

#### **6.2.4.5 Monthly income**

- There was no significant relationship between level of household income and client expectations and perceptions

### **6.3 CONCLUSIONS ABOUT THE RESEARCH PROBLEM**

The crucial point for management is to identify the service problem experienced by the clients. This research may provide management with important insights about the lack of understanding of the service delivery process from the client's point of view. One of the

prime purposes for such performance measurement is to allow action to be taken to close the gaps existing in service delivery.

The results have shown that respondents' expectations about the service they receive from SAPS CSC exceed their perceptions. Thus improvements are required across all five dimensions. The gaps in all dimensions present a challenge for the SAPS staff and management as the organization is expected to offer their clients excellent service at all times. If the expectations are greater than perceptions, then the perceived quality is less than satisfactory and a member of the public may be dissatisfied.

The results of the relevant research are presented with conclusions based on the findings discussed in chapter 5. The results demonstrate that, in each of the five Servqual dimensions there was a negative quality gap. Questions 7, 8 and 9 (which deal with service delivered according to SAPS terms, staff must deliver service at promise time, SAPS must maintain accurate clients record), in the reliability dimension, showed the largest gap, which was closely followed by the responsiveness and assurance dimensions. Negative quality gaps indicate that responsibility dimension was unsatisfactory to the members of the public.

#### **6.4 RECOMMENDATIONS FOR MANAGEMENT**

The purpose of the study was to investigate clients' perceptions and expectations of service quality at the SAPS CSC. Further, the study sought to use the data of clients' views of service quality to identify the factors that resulted in service quality gaps.

The primary focus of the study was to gather data about clients' perceptions and expectations for use in a service quality improvement initiative. Another area of focus was to determine whether there were any service quality shortfalls that could be contributing to customers' negative perceptions of the SAPS CSC and, if so, what could be done to remedy the situation. The result of the survey could then be used to identify areas of concern for management review.

It has been shown in the literature review that, in order to improve service quality, shortfalls need to be identified. 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 levels. The questions that need to be explored and understood for successful service marketing are as follows: what types of expectation standard do customers hold about the service? What

factors most influence the information of these expectations? What roles do these factors play in changing expectation? How can a service company meet or exceed expectations? (Zeithaml and Bitner, 2003:60).

It is interesting to see that, when evaluating the quality of a service, a difference exists between the level of quality that the customer actually received and the quality that they perceived they received (Kurtz and Clow, 2002: 101). It is their perceptions that count, not what the service provider thinks. If the customer perceives that he/she received poor service, the decision about future patronage will be based on that perception. Service firms must understand the concept of service quality from the viewpoint of the customer, not from the viewpoint of the service firm or service provider.

## **6.5 KEY RECOMMENDATIONS TO IMPROVE SERVICE QUALITY**

In order to improve the quality of their service in the CSC, SAPS should implement the following recommendations:

- The SAPS should have measures of performance based on rigorous measures of clients' satisfaction. The measures should be regularly monitored by an outsider. An independent auditor such as a market research company should be recruited to monitor clients' and SAPS staff to close the gap that exists between actual performance and expectations.
- Quality service must start with education: the SAPS organization must invest in training the employees at all level to improve skills in order to facilitate changes in behaviour and attitude. A client service course must be conducted within SAPS members, particularly for those who work at the Community Service Centre and it must be made compulsory.
- It is further recommended that the SAPS organization focus on developing social support. This could be achieved by focusing on team building, and approval and recognition programmes. Top management should publicly recognize employees for their accomplishment in client service. The organization should dedicate a section in the monthly SAPS journal to recognize employees' excellence toward service delivery.

- To ensure that the SAPS staff maintains a strong commitment to client service, the organization must ensure a strong psychological bond linking the individual to the organization, that is, the organization should maintain strong links between employees and the organization. Policies that enhance employees' competence and understanding of client service, like policies focusing on learning and development, goal setting and performance management, would enable the organization to create an environment in which the employees would be able to develop to their full potential. SAPS need to create a happy work environment for its employees. Ensure that staff needs are met so that they can perform their duties to the best.
- Communication with SAPS staff should bring about reliability, stressing that this aspect of service quality is crucial. Management need to set up ways to use internal communication for sharing ideas and problems relating to service delivery. The organization needs to make sure that the communication matches the ability of the service provided.
- Finally the organisation must develop a new unit call "client care units". The unit head office will be based at provincial office. Each police station will have two clients care members who will ensure that all clients complaint are handling with care, and submit the report at the end of the month to provincial offices. This can assist the organisation to know how many complaint they had at the end of the year and how many were solved and how many are still outstanding need to be attended to. The duties of these two members are to personal visit or call all unhappy clients and attend to their complaint.

## **6.6 LIMITATIONS**

Due to difficulties experienced in setting up surveys, the researcher ended up extending the time frame allocated for interviews, from three weeks to four weeks. However this did not cause any validity problems with the nature of the sample.

The survey questionnaire offered an opportunity to collect large quantities of valuable data. However, the information gathered is limited to the type of questions asked. It is recommended that a similar survey should be conducted over a larger area and with large sample, to facilitate greater generation of the results.

## **6.7 RECOMMENDATIONS FOR FURTHER RESEARCH**

It is recommended that a further study should be done on service delivery and its impact on clients at the SAPS CSC. It was noted that some clients wanted to elaborate on service delivery they receive but the questionnaire was not designed to allow for further elaboration. The Servqual instrument should be adjusted accordingly, or a more qualitative study should be done, involving depth interviews.

The study raises new questions for further research. Firstly, in this study, the dimensions for empathy, responsiveness, assurance and reliability were found to be more important than tangible. This finding highlights the fact that, in the Durban area, client care and individual attention are the most important factors of service delivery. In addition, future research may also look at whether the perceived and expected service quality levels differ between other demographic characteristics, such as LSM and the family life cycle.

## **6.8 CONCLUSION**

This study has highlighted the expectations and perceptions of clients at the SAPS CSC in the greater Durban area. Issues relating to the delivery of service quality and the gap scores were highlighted and discussed. Providing excellent service delivery can be the critical contributing factor to any organisation's success. The SAPS organization needs to constantly review the quality of its service delivery.

By assessing service quality and better understanding how various dimensions affect overall service quality; the SAPS organization would be able to efficiently devise the service delivery process. Also, by identifying strengths and weaknesses pertaining to dimensions of service quality, the SAPS can better allocate resources to provide a better service to its clients.

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**Annexure A**

E 377 NtuzumaTownship  
P.O. KwaMashu  
4360  
Durban

**LETTER OF INFORMATION AND CONSENT**

CLIENT PERCEPTIONS OF SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE COMMUNITY SERVICE CENTRE IN THE GREATER DURBAN AREA.

Dear participant,

I am currently undertaking a research project that aims to develop an understanding of the client's perceptions of the service delivery by Customer Service Centres in the greater Durban area.

Would you agree to be interviewed for the study? The interview will take approximately 15 minutes. Participation is voluntary and you are free to withdraw from the study at any time. The information you give will only be used for research purposes, and your identity and individual answers will be kept totally confidential. Should you wish to discuss this further please feel free to contact me, or my supervisor Professor Mason on 031 3735385.

Your assistance will be appreciated,

Yours faithfully

N. Ngobese  
0826667050

.....

Please complete the following as confirmation of your willingness to participate in this research project.

I....., have adequately discussed the study with the researcher, understand that I may withdraw from it at any time without giving any reasons, and voluntary agree to participate by being interviewed.

Signature: .....Date: .....

## Annexure: B

### Questionnaire

I am Ndabezihle Ngobese a registered M Tech degree student at Durban University of Technology. I'm conducting research for my Master's Degree in Marketing. My research project title is **A Client perception of service delivery in South African Police Service's Community Service Centres in the greater Durban area**. 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 Community Service Centre (SAPS CSC)**. Only 15 minutes of your time is required to complete this questionnaire.

### 1. Personal Demographic information

Please tick or cross one block for each question.

#### 1.1 Please indicate your age category

18-30	1
31-40	2
41-55	3
56 and above	4

#### 1.2 Gender

Male	1
Female	2

#### 1.3 Highest education qualification

Up to grade 9	1
Matriculation	2
Degree/Diploma	3
Post graduate	4
Other: specify	5

#### 1.4 Level monthly household income

Below R2500	1
R2500-R4500	2
R4501-R6500	3
R6501-R7500	4
R7501 and above	5

#### 1.5 Marital status

Single (never married)	1
Married	2
Widowed	3
Divorced	4

<b>2. Specific CSC information on service delivery.</b>	
<b>2.1 Who informed you about this SAPS CSC 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 CSC?</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 CSC 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 CSC?</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>3 Expectations Questionnaire</b>						
How do you rate the service level you expect from the Saps CSC?						
No	Dimension	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
	<b>Tangibles</b>					
3.1	SAPS CSC should have up to date 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 attired.	1	2	3	4	5
3.4	Information resources 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 attend to it in a constructive manner.	1	2	3	4	5
3.7	The service should be delivered according to SAPS terms and conditions.	1	2	3	4	5
3.8	SAPS staff should deliver service at the promise time	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 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 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 personal 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 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

4 <u>Perception Questionnaire</u>						
How do you rate the service level you received from the Saps CSC?						
No	Dimension	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
	<b>Tangibles</b>					
4.1	SAPS CSC 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>					
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, SAPS staff attends to it in a constructive manner.	1	2	3	4	5
4.7	The service is delivered according to SAPS terms and conditions.	1	2	3	4	5
4.8	SAPS staffs deliver service at the promise time.	1	2	3	4	5
4.9	Accurate and secure client records are maintained at the SAPS offices.	1	2	3	4	5
	<b>Responsiveness</b>					
4.10	SAPS staffs inform me exactly when service will be performed.	1	2	3	4	5
4.11	Staffs provide prompt and timely service to me.	1	2	3	4	5
4.12	Staff is always willing to listen to client's problems.	1	2	3	4	5
4.13	The staff never too busy to respond to problems.	1	2	3	4	5
	<b>Assurance</b>					
4.14	The staff makes me feel that they can be trusted.	1	2	3	4	5
4.15	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
	<b>Empathy</b>					
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 provide flexible personalized service to meet my individual needs.	1	2	3	4	5
4.21	Staff has my best interest at heart.	1	2	3	4	5
4.22	Staff understands the specific needs of their clients.	1	2	3	4	5

Thank you for your time and effort.

\_\_\_\_\_  
Signature

**Annexure: C**  
**Paired Samples t-Test**

		Mean	Std. Deviation	Significance
Pair 1	SAPS CSC should have up to date physical facilities and equipment. - SAPS CSC has up to date physical facilities and equipment.	.38500	1.07455	.000
Pair 2	The offices, equipment, physical facilities and communication materials should be visually appealing. - The offices, equipment, physical facilities and communication materials are visually appealing.	.39500	1.15426	.000
Pair 3	SAPS employees should be neatly attired. - SAPS employees are neatly attired	.36250	1.09960	.000
Pair 4	Information resources associated with the service (signage, pamphlet, direction) should be visually appealing. - Information resources associated with the service (signage, pamphlet, direction are visually appealing.	.95250	1.30557	.000
Pair 5	When staff promises to deliver the appropriate service within a specified time frame, they should do so. - When staffs promise to deliver the appropriate service within a specified time frame, they do so.	1.31750	1.63198	.000
Pair 6	When I have a complaint, SAPS staff should attend to it in a constructive manner. - When I have a complaint, SAPS staff attends to it in a constructive manner.	1.31500	1.64394	.000
Pair 7	The service should be delivered according to SAPS terms and conditions. - The service is delivered according to SAPS terms and conditions.	1.33250	1.63972	.000
Pair 8	SAPS staff should deliver service at the promise time - SAPS staffs deliver service at the promise time.	1.33250	1.65190	.000
Pair 9	SAPS should maintain accurate client record - Accurate and secure client records are maintained at the SAPS offices.	1.32750	1.64225	.000
Pair 10	SAPS staff should inform me exactly when appropriate service will be performed. - SAPS staffs inform me exactly when service will be performed.	1.32500	1.66472	.000
Pair 11	Staff should provide prompt service to me. - Staffs provide prompt and timely service to me.	1.32250	1.66446	.000
Pair 12	Staff will be willing to listen to clients problems. - Staff is always willing to listen to client's problems.	1.31750	1.65637	.000
Pair 13	The staff should never be too busy to respond to my problems. - The staff never too busy to respond to problems.	1.33250	1.66850	.000
Pair 14	The behaviour of staff should make me feel that they can be trusted. - The staff makes me feel that they can be trusted.	1.31000	1.68404	.000
Pair 15	Staff should be polite and courteous to me. - Staff is polite and courteous to me.	1.29250	1.66550	.000
Pair 16	Staff should reassure me about my personal anxieties, concerns and problems. - Staff reassures me in terms of personal anxieties, concerns and problems.	1.29250	1.65190	.000
Pair 17	The staff should have the ability to do their respective jobs. - The staff should have the ability to do their respective jobs.	1.29500	1.66881	.000
Pair 18	Staff should be sympathetic to my individual needs and respect my privacy. - Staff is sympathetic to my individual needs while respecting my privacy.	1.29825	1.66512	.000
Pair 19	The operating hours should be convenient for all client - The operating hours are convenient for all clients.	.41103	1.10571	.000
Pair 20	SAPS should always provide flexible personalized service to meet my individual needs. - SAPS provide flexible personalized service to meet my individual needs.	1.24250	1.65091	.000
Pair 21	Staff should always have best interest at heart. - Staff has my best interest at heart.	1.25063	1.64190	.000
Pair 22	Staff should always understand the specific need of their client. - Staff understands the specific needs of their clients.	1.26750	1.63941	.000

## Annexure: D

### Chi Square Test

	Age category	Gender	Highest education qualification	Level monthly household income	Marital status
Please rate your level of satisfaction with the service?	.214	.101	.582	.668	.690
SAPS CSC should have up to date physical facilities and equipment.	.424	.350	.540	.789	.901
The offices, equipment, physical facilities and communication materials should be visually appealing.	.459	.894	.309	.673	.461
SAPS employees should be neatly attired.	.381	.930	.309	.401	.425
Information resources associated with the service (signage, pamphlet, direction) should be visually appealing.	.485	.596	.611	.495	.721
When staff promises to deliver the appropriate service within a specified time frame, they should do so.	.426	.002*	.153	.359	.645
When I have a complaint, SAPS staff should attend to it in a constructive manner.	.194	.003*	.174	.103	.551
The service should be delivered according to SAPS terms and conditions.	.241	.001*	.225	.263	.544
SAPS staff should deliver service at the promise time	.128	.003*	.374	.191	.621
SAPS should maintain accurate client record	.200	.003*	.396	.232	.621
SAPS staff should inform me exactly when appropriate service will be performed.	.200	.223	.069	.207	.783
Staff should provide prompt service to me.	.075	.223	.374	.168	.783
Staff will be willing to listen to clients problems.	.147	.317	.390	.230	.881
The staff should never be too busy to respond to my problems.	.224	.317	.396	.484	.946
The behaviour of staff should make me feel that they can be trusted.	.089	.758	.508	.324	.512
Staff should be polite and courteous to me.	.057	.905	.366	.512	.577
Staff should reassure me about my personal anxieties, concerns and problems.	.019*	.942	.508	.739	.479
The staff should have the ability to do their respective jobs.	.042*	.639	.563	.189	.410
Staff should be sympathetic to my individual needs and respect my privacy.	.005*	.134	.261	.401	.473
The operating hours should be convenient for all client	.048*	.129	.294	.297	.887
SAPS should always provide flexible personalized service to meet my individual needs.	.057	.209	.048*	.128	.693
Staff should always have best interest at heart.	.082	.227	.079	.180	.627
Staff should always understand the specific need of their client.	.021*	.215	.162	.163	.546
SAPS CSC has up to date physical facilities and equipment.	.597	.000*	.000*	.632	.953

The offices, equipment, physical facilities and communication materials are visually appealing.	.435	.002*	.000*	.760	.695
SAPS employees are neatly attired	.630	.019*	.000*	.864	.198
Information resources associated with the service (signage, pamphlet, direction are visually appealing.	.323	.004*	.001*	.298	.546
When staffs promise to deliver the appropriate service within a specified time frame, they do so.	.343	.076	.342	.825	.522
When I have a complaint, SAPS staff attends to it in a constructive manner.	.345	.080	.291	.725	.439
The service is delivered according to SAPS terms and conditions.	.305	.114	.074	.414	.746
SAPS staffs deliver service at the promise time.	.165	.079	.256	.609	.511
Accurate and secure client records are maintained at the SAPS offices.	.276	.122	.436	.713	.722
SAPS staffs inform me exactly when service will be performed.	.716	.124	.279	.704	.000*
Staffs provide prompt and timely service to me.	.292	.055	.333	.867	.000*
Staff is always willing to listen to client's problems.	.264	.077	.285	.503	.000*
The staff never too busy to respond to problems.	.526	.063	.317	.833	.000*
The staff makes me feel that they can be trusted.	.256	.084	.088	.788	.658
Staff is polite and courteous to me.	.158	.090	.054	.524	.520
Staff reassures me in terms of personal anxieties, concerns and problems.	.581	.101	.029*	.504	.555
The staff should have the ability to do their respective jobs.	.631	.148	.003*	.420	.544
Staff is sympathetic to my individual needs while respecting my privacy.	.019*	.036*	.112	.174	.180
The operating hours are convenient for all clients.	.099	.273	.925	.956	.944
SAPS provide flexible personalized service to meet my individual needs.	.056	.290	.454	.500	.763
Staff has my best interest at heart.	.034*	.225	.244	.279	.355
Staff understands the specific needs of their clients.	.034*	.176	.211	.240	.343

## Annexure: E

Means	Mean
Age category	2.0025
Gender	1.5925
Highest education qualification	2.0275
Level monthly household income	3.0625
Marital status	1.3225
Who informed you about this SAPS CSC office?	1.8725
Why did you visit the CSC?	1.7475
How long did wait to be served by an official?	2.3050
How many times have you visited CSC in the months?	1.7150
If have a complaint about SAPS poor service delivery, I would complaint to?	1.4600
What means of transport did you use to get to the police station?	2.2725
What would you like to see changed in the SAPS CSC?	2.3600
Please rate your level of satisfaction with the service?	3.3575
SAPS CSC should have up to date physical facilities and equipment.	4.4575
The offices, equipment, physical facilities and communication materials should be visually appealing.	4.4500
SAPS employees should be neatly attired.	4.4575
Information resources associated with the service (signage, pamphlet, direction) should be visually appealing.	4.4925
When staff promises to deliver the appropriate service within a specified time frame, they should do so.	4.6650
When I have a complaint, SAPS staff should attend to it in a constructive manner.	4.6550
The service should be delivered according to SAPS terms and conditions.	4.6675
SAPS staff should deliver service at the promise time	4.6725
SAPS should maintain accurate client record	4.6725
SAPS staff should inform me exactly when appropriate service will be performed.	4.6725
Staff should provide prompt service to me.	4.6725
Staff will be willing to listen to clients problems.	4.6725
The staff should never be too busy to respond to my problems.	4.6725
The behaviour of staff should make me feel that they can be trusted.	4.6225

Staff should be polite and courteous to me.	4.6100
Staff should reassure me about my personal anxieties, concerns and problems.	4.6175
The staff should have the ability to do their respective jobs.	4.6150
Staff should be sympathetic to my individual needs and respect my privacy.	4.6025
The operating hours should be convenient for all client	4.6090
SAPS should always provide flexible personalized service to meet my individual needs.	4.6075
Staff should always have best interest at heart.	4.5915
Staff should always understand the specific need of their client.	4.5950
SAPS CSC has up to date physical facilities and equipment.	4.0725
The offices, equipment, physical facilities and communication materials are visually appealing.	4.0550
SAPS employees are neatly attired	4.0950
Information resources associated with the service (signage, pamphlet, direction are visually appealing.	3.5400
When staffs promise to deliver the appropriate service within a specified time frame, they do so.	3.3475
When I have a complaint, SAPS staff attends to it in a constructive manner.	3.3400
The service is delivered according to SAPS terms and conditions.	3.3350
SAPS staffs deliver service at the promise time.	3.3400
Accurate and secure client records are maintained at the SAPS offices.	3.3450
SAPS staffs inform me exactly when service will be performed.	3.3475
Staffs provide prompt and timely service to me.	3.3500
Staff is always willing to listen to client's problems.	3.3550
The staff never too busy to respond to problems.	3.3400
The staff makes me feel that they can be trusted.	3.3125
Staff is polite and courteous to me.	3.3175
Staff reassures me in terms of personal anxieties, concerns and problems.	3.3250
The staff should have the ability to do their respective jobs.	3.3200
Staff is sympathetic to my individual needs while respecting my privacy.	3.3058
The operating hours are convenient for all clients.	4.2000
SAPS provide flexible personalized service to meet my individual needs.	3.3650
Staff has my best interest at heart.	3.3375
Staff understands the specific needs of their clients.	3.3275

