Cape Peninsula
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AN ASSESSMENT OF QUALITY MANAGEMENT IN THE SOUTH AFRICAN POLICE
SERVICE: A CASE OF SELECTED COMMUNITY SERVICE CENTRES IN THE
WESTERN CAPE, SOUTH AFRICA

by

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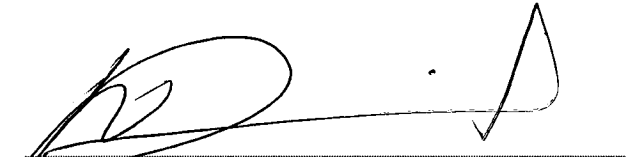
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## DECLARATION

I, Nicolette Daniels, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

_____    15th June 2016
Signed                                Date

# ABSTRACT

The South African Police Service (SAPS) was formed in the 1990s through the integration of the South African Police with the police forces of the ten ethnic homelands created under apartheid. Apartheid was a system of racial segregation in South Africa enforced through legislation by the National Party, which was the governing party from 1948 to 1994. During the apartheid era the South African Police force was the principal instrument through which apartheid policies were maintained. Due to the new political dispensation and the Constitution of the Republic of South Africa, a crucial re-assessment of the nature of policing in South Africa was required.

During the apartheid era, the public sector in South Africa had to a large degree escaped accountability for its performance. However, if the police are seen as providers of a service to the public, that public consists of clients, and clients are important stakeholders who must be brought into the strategic thinking of an organisation. Thus the national strategy of SAPS emphasises the importance of providing effective and efficient service to its clients.

This study examined concerns relating to the provision of quality service by the community service centres of police stations, and identified how this provision is linked to quality management practices. The researcher adopted a mixed method approach, utilising both qualitative and quantitative research methods to explore the service provided to the clients of three police stations in Mfuleni, Kuilsriver and Kleinvlei.

Quantitative data was collected by administering a survey questionnaire to 300 clients of the selected service providers, to obtain their perceptions of the service received. The researcher also conducted in-depth interviews with the three Station Commanders and their provincial senior, the Acting Deputy Provincial Commissioner to gain insight into their management practices and the challenges they faced in assisting their clients.

The study revealed that the majority of clients were satisfied with the level of service they received. However, certain clients identified weaknesses in SAPS service delivery, such as the provision of prompt services and service delivery initiatives or campaigns. The study highlights good practices, suggests improvements and concludes with recommendations for the attention of the senior management of SAPS.

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## DEDICATION

This thesis is dedicated to
my mother, Patricia Jenevey Daniels, and my late best friend
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## ABBREVIATIONS

CPUT      Cape Peninsula University of Technology

CSC       Community Service Centre

SAPS     South African Police Service

SAQA    South African Qualification Authority

SDIP     Service Delivery Improvement Programme

SO        Standing Orders

SPSS    Statistical Package for Social Sciences

TQM     Total Quality Management

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# CHAPTER ONE
# GENERAL INTRODUCTION AND BACKGROUND

## 1.1    Introduction

This chapter introduces the research topic and describes the background of the study. It offers a statement of the research problem and objectives, and outlines the research methodology to gather the required research data.

The South African Police Service, hereafter referred to as SAPS, was formed by integrating the South African Police with the police forces of the ten ethnic homelands created under apartheid. During the apartheid era the South African Police force was the principal instrument through which apartheid policies were maintained. The SAP was notorious for the belligerent and abusive demeanour of its members and its use of torture, and was regarded with widespread antipathy. From the mid-1990s, SAPS has pursued a multifaceted process of reform (Bruce, Newman & Masuku, 2007: 19-21).

Zondi (2012: 1-5) discusses the reasons for change in SAPS by pointing out that the new political dispensation and the Constitution of the Republic of South Africa of 1996, hereafter referred to as the Constitution, necessitated a crucial re-assessment of the nature of policing in South Africa. The SAPS needed to discard all the policies of the past that were in conflict with the laws of the country. In line with this, the previous name of "Charge Office" at police stations was replaced with Community Service Centre, hereafter referred to as CSC. The term denotes a front-line office at every police station occupied by members of the SAPS for twenty-four hours a day. At the CSC complaints are reported and administered, suspects are processed, and other additional community services are provided to the public visiting the police station (Zondi, 2012: 6-10).

The national strategy for SAPS emphasises the importance of providing effective and efficient service to its clients. The values of SAPS are reflected in their strategic plans, including providing a responsible, effective and highly quality service distinguished by honesty and integrity (Wolvaard, 2007: 3).

## 1.2 Background to the research problem

Clients are important stakeholders who must be brought into the strategic thinking of an organisation. They are also seen as catalysts for change, so it is important to create and sustain a dialogue with them (Mofomme & Barnes, 2004:11). Rashid (2008: 2) notes that private sector organisations have adopted the principles of quality customer service at a much faster rate than those in the public sector. The organising and control of work in the private sector is driven by the need for market share, profit and financial survival. These goals are not possible unless the goods or services of the organisation meet the expectations of its clients, thus ensuring customer satisfaction.

In the past, the public sector in South Africa had to a large extent escaped the scrutiny of and accountability to its clients (South African Police Service, 2013: 1). However, entrenched in the Constitution is a commitment to improving the quality of life for all citizens in the country, which involves holding public servants accountable for the services they deliver to those citizens. This was confirmed by the promulgation of the White Paper on Transforming Public Service Delivery of 1997 (South Africa. Department of Public Service and Administration, 1997: 1-8).

The Batho Pele White Paper signalled government's intention to adopt a citizen-orientated approach to service delivery, informed by the eight principles of consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money. The main objective of the Batho Pele Principles on Service Delivery is to help improve public service delivery by supporting the transformation of the public service into a citizen-orientated organisation (South Africa. Department of Public Service and Administration, 2007: 1-5).

Chapter 11 of the Constitution allows for the establishment of a National Police Service and enjoins citizens to have faith in the process of law enforcement and in the people who are sworn to administer it fairly, efficiently and judiciously. The South African Police Service Act (Act 68 of 1995) declares SAPS to be a non-profit government organisation with a responsibility to prevent, combat and investigate crime, maintain public order, protect and secure inhabitants of the country and their property, as well as to uphold and enforce the law. The primary objective of SAPS is to create a safe and secure environment for all the people in South Africa and to prevent anything that might threaten the safety of any person. Therefore, SAPS needs to be accessible to every person and continuously strive to improve service delivery.

SAPS would not exist without the customer. SAPS must satisfy its customers to such a degree that they will return and advertise SAPS with pride. Customers are the life blood of any undertaking, the achievements and failures of which are measured in terms of the service it renders. Growth in SAPS can be seen in terms of positive standards according to which SAPS remains in touch with crime and cares about the client's interests (South African Police Service, 2013: 15).

Whisenand & Ferguson (1996: 2-3) hold that quality and speed of service equate to excellence, and they are convinced that police managers and leaders are essential to the achievement of excellence. Consistency is vital, as is illustrated in this renowned quote from Aristotle, "We are what we repeatedly do. Excellence, then, is not an act, but a habit".

Reynecke & Fourie (2001: 19-20) maintain that, as a service industry, SAPS is characterised by the labour-intensive and intangible nature of its services, which cannot easily be displayed, demonstrated or communicated. Quality control and service standardization are therefore difficult to effect. They also hold that service delivery deals primarily with core functions and the support of those delivering core policing, and that outputs should be quantified and performance measured. Clients' needs should be determined, and then all available resources allocated in order to meet these needs effectively and efficiently.

In 2002, SAPS conducted an exit poll on CSCs in the Western Cape, and in comparison with 2001, SAPS scored a lower percentage in categories such as treating people with respect, trust in the police, safety of the CSCs, staff willingness to help; it seemed that most respondents wanted better service from their CSCs (South African Police Service, 2002.n.d).

In 2009, SAPS introduced strategic leadership development and close performance monitoring for all levels of management. This led to the 148 police stations in the Western Cape being grouped into 25 provincial clusters. These clusters are the extension of the provincial office (South African Police Service, n.d.). Bruce *et al.* (2007: 24), reveal that this restructuring was based on in-depth reviews indicating that there were too many levels of authority, and that this was conducing to the duplication of functions, impeding effective command, and controlling and slowing delivery.

This study is based on the CSCs of police stations in the Kuilsriver cluster area, notable for its vast multi-cultural diversity. It consists of the following police stations in the Western Cape,

SAPS Belhar, SAPS Bellville South, SAPS Ravensmead, SAPS Delft, SAPS Kuilsriver, SAPS Kleinvlei and SAPS Mfuleni (2009/2010 Performance plan, SAPS Western Cape 16: 19). After consultation with the statistician, only three of these stations, namely SAPS Kleinvlei, Kuilsriver and Mfuleni, were selected in order to assess client satisfaction (Van Schalkwyk, 2015: 1).

## 1.3    Statement of the problem

To promote the notion of "putting people first" and to provide a framework for the transformation of public service delivery, in 1997 the South African government introduced the concept of Batho Pele or "people first". This notion was expanded in the White Paper on Transforming Public Service Delivery, also known as the Batho Pele White Paper, which provides a policy framework to ensure that the principle is woven into the fabric of government departments in general (South Africa. Department of Public Service and Administration, 2007).

Simply stated, Batho Pele is an initiative to get public servants to be service-orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement (South Africa. Department of Public Service and Administration, 2007). It is a simple, transparent mechanism, which allows customers to hold public servants accountable for the quality of service they deliver.

CSCs are considered to be the heart of any police station, and the healthiness of that heart can be determined by the effectiveness of the CSC. The CSC is where any member of the community has their initial contact with the police station and forms their first impressions (South African Police Service, 2013: 1). "The public expects SAPS to be flexible and respond to their needs. Police services throughout the world are adopting a community-orientated policing approach. For this to succeed, SAPS is expected to function as a client-orientated institution, where quality services are provided and community needs are satisfied" (Ngobese, 2011: 1).

According to Engelbrecht (2002: 40), in the Western Cape the location of CSCs is problematic. As a result people feel unsafe and insecure. There is a tendency amongst the community not to trust members of CSCs. The willingness of police to help people who enter CSCs was found to be minimal and they felt treated with disrespect. A report by the Department of Community Safety suggested that extensive training was needed for all police officers in the clusters to ensure that police officers understand their role in providing the community with efficient and effective policing services. Improved communication skills, in particular, required specific

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training, and this would improve service delivery at the CSC (Western Cape South Africa. Department of Community Safety, 2012: 37).

During station visits and from the government Auditor General's feedback to SAPS national office, it was noted that procedures relating to the handling of complaints in the CSC are not being adhered to, which resulted in poor service delivery (Mothiba, 2012:1). The shortage of resources, both physical and human, resulted in poor service delivery and lack of police visibility. It was advised at the time that more skilled police officers should be recruited and deployed to police stations to improve service delivery (Western Cape South Africa. Department of Community Safety, 2013: 30). Further concerns raised at the time were the lack of police visibility and the language barrier between SAPS and the community of Kuils River in particular (Western Cape South Africa. Department of Community Safety, 2013: 37).

Challenges facing the metropolis are the ever-growing population of the police precincts, and the inadequate amount of human and physical resources within the various components of police stations (Western Cape South Africa. Department of Community Safety, 2013: 43).

In light of the foregoing, the core problem which this study addresses is the delivery of quality service, one of the core tenets of quality management.

## 1.4    Research objectives

The core objective of the study is to establish whether the systems that government has put in place have been implemented at the identified police stations, and if there has been and is continuous improvement in order to satisfy the public's expectations.

The research objectives are as follow:
-    To examine the quality of services delivered in the CSCs at police stations in order to provide recommendations to the management of SAPS on the improvement thereof.
-    To determine whether clients are satisfied with the quality of services they receive with the aim of detecting areas which need to be improved on in order to meet client satisfaction.
-    To evaluate the extent of previous service delivery initiatives, with the intention of establishing if transformation and accountability take precedence within police stations

in order to meet customer expectations.

- To suggest possible solutions to identified problems, if any, in terms of quality management, in order to improve service delivery in the CSCs of police stations.

## 1.5    Research methodology

"Research methodology considers and explains the logic behind research methods and techniques" (Welman, Kruger & Mitchell, 2005: 2). According to Delport, de Vos, Strydom & Fouché (2002:79), there are two recognised approaches to research, known as the qualitative paradigm and the quantitative paradigm.

"The quantitative paradigm is based on positivism, which takes scientific explanation to the nomothetic (i.e based on universal laws). Its main aims are to measure the social world objectively, to test hypotheses and to predict and control human behaviour. A quantitative study may, therefore, be defined as an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers and analysed with statistical procedures in order to determine whether the predictive generalisations of the theory hold true" (Delport *et al.*, quoted in Creswell, 2003: 79).

"In contrast, the qualitative paradigm stems from an antipositivistic, interpretative approach, is idiographic and thus holistic in nature, and aims mainly to understand social life and the meaning that people attach to everyday life. The qualitative research paradigm in its broadest sense refers to research that elicits participant accounts of meaning, experience or perceptions. It also produces descriptive data in the participant's own written or spoken words. It thus involves identifying the participant's beliefs and values that underlie the phenomena" (Delport *et al.*, quoted in Cresswell, 2003: 79).

According to Creswell (2003:12-15), there is also a mixed method approach, which involves collecting and analysing both forms of data in a single study. For a mixed method researcher, pragmatism opens the door to multiple methods, different world views and different assumptions, as well as to different forms of data collection and analysis. Johnson & Onwuegbuzie (2004: 14) explain that the goal of a mixed method approach as a third research paradigm, is not to replace either quantitative or qualitative research, but rather to draw from the strengths and minimise the weaknesses of both in single research studies and across studies.

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"Mixed methods research offers great promise for practicing researchers who would like to see methodologists describe and develop techniques that are closer to what researchers actually use in practice. Mixed methods research as a third paradigm can also help bridge the schism between quantitative and qualitative research" (Johnson & Onwuegbuzie, 2004: 15). Delport *et al.* (2011: 436), draw attention to the dimension of time, the question of whether the qualitative and quantitative phases of a study occur at approximately the same point in time but independently of each other, or whether these two components occur one after the other, such that the latter phase is dependant to some degree on the former.

This study employs a mixed method approach because it best suits the aims and goals of the research. Quantitative data was collected from a survey conducted among research participants with CSCs experience, while qualitative data was collected from in-depth interviews with Station Commanders and the Deputy Provincial Commissioner of Operations. The next section describes the data collection tools employed, followed by a discussion on the research participants.

## 1.5.1 Data collection

Delport *et al.* (2002: 74), define data collection as the methods and instruments used to obtain information relating to a specific matter. As the researcher will be using a mixed method research approach, a survey questionnaire and unstructured interviews will be used as instruments of data collection.

### 1.5.1.1 Survey questionnaire

According to Welman, Kruger, and Mitchell (2005: 152), survey questionnaires may be used to obtain different types of information from research participants, which includes biographical details, typical behaviour, opinions, beliefs, convictions or attitudes on any topic or issue.

### 1.5.1.1.1    Population and sample

The population for this study consisted of people meeting the following requirements:
-       They must be 18 years old or older.
-       They must have visited a CSC at the identified police stations.

Convenience sampling was used as it allowed the researcher to survey participants available at the time of data collection.

### 1.5.1.1.1.2 Sample size

A sample is a selected subset of elements from a large group of the population. As a general rule, a sample should not contain less than 15 units of analysis, but more than 25 units of analysis is preferable (Welman *et al.*, 2005: 70-71). The sample drawn from the population of the three identified police stations consists of 300 participants (van Schalkwyk, 2015: 1). In this study, 300 clients would suffice as a sample of the population, as indicated by the Cape Peninsula University of Technology's in-house statistician (Uys, 2015: 1).

### 1.5.1.1.3 Statistical analysis

De Vos (2001: 203) explains that quantitative data in professional research can be analysed manually or by computer, depending primarily on the amount of data to be analysed, the number of cases or units of analysis, and the number of variables or individual items of information collected about each case in the sample. If the number of cases is relatively small, some statistical analysis can be performed manually with a calculator, otherwise, computers can have the statistical computation done in a few seconds. A primary purpose of statistics is to manipulate and summarise numerical data and to compare the results obtained against chance expectations. The instrument utilised to analyse the data obtained is the computer programme called the Statistical Package for Social Sciences (SPSS).

### 1.5.1.2 Interviews

"Interviews are an ubiquitous way of collecting data throughout the social sciences" (Packer, quoted in Potter & Hepburn, 2011:43). Welman *et al.* (2005:198), characterise unstructured interviews as an attempt to understand how individuals experience their life-world and how they make sense of what is happening to them. "Unstructured interviewing can provide a greater breadth of data than the other types, given its qualitative nature" (Denzin & Lincoln, quoted in Fontana & Frey, 2000: 652).

### 1.5.1.2.1 Participants

Three Station Commanders at police stations in the Kuilsriver cluster were purposively selected to be interviewed since Station Commanders serve as managers at police stations and their core functions are to:
- develop community based policing,
- effective and efficiently prevent, investigate, combat and manage crime within the service area of the station,
- manage all police resources at station level, including human resources, logistical and financial resources and administrative services, ensuring proper service delivery by the station's personnel,
- serve on management boards of the area to develop strategies for all the above,
- manage police priorities and objectives at station level, and
- being responsible and accountable for the implementation of the Service Delivery Improvement Programme. (South African Police Service, n.d.)

The Deputy Provincial Commissioner of operations in the Western Cape was also selected for an interview, as per the SAPS command structure. However, after this study commenced the person in this position was promoted and an acting Deputy Provincial Commissioner of operations was appointed. The key performance area of this post is to ensure that the managerial responsibilities associated with this position are met. The following are but a few of this positions core functions:
- monitor visible policing functions in Cluster/ Stations in the province,
- ensure the development , management and effective implementation of Station, Cluster and Provincial operational plans,
- ensure the development of strategies,
- ensure the effective management and regulation of physical security in the government sector,
- ensure the provision of an effective and efficient planning and monitoring capacity provincially,
- ensure a safe and healthy working environment for all employees,
- coordinate and monitor training and development initiatives for members, provide on-the-job coaching as well as orientate and induct new members,
- maintain general discipline and adherence to a Code of Conduct, standing orders and regulations and deal with personnel grievances and conflict,

- assess and coordinate the distribution of, and monitor the use of, physical resources;

- and lastly, to ensure the effective management of all finance resources (South African Police Service. n.d.)

### 1.5.1.2.2 Content analysis

Welman *et al.* (2005: 221), describe content analysis as the quantitative analysis of qualitative data. Content analysis can be used to analyse personal documents and mass media material, open-ended questions, and the contents of unstructured interviews. Content analysis comprises techniques for reducing texts to a unit-by-unit variable matrix and analysing that matrix quantitatively (Denzin & Lincoln, 2000: 785). As data was generated by means of unstructured interviews, content analysis was the data analysis technique employed by the researcher.

## 1.6 Preliminary literature review

This section offers a preliminary overview of legislative and theoretical information pertinent to the study. It will explore literature concerning quality service by members of the SAPS, Total Quality Management, police station management, training, and how South African citizens can assist the SAPS in terms of Community Police Forums. Chapter 2 of the study will expand on these notions.

### 1.6.1 Legislative framework governing service delivery

The legislative framework governing service delivery details the mechanisms through which government departments can attain their objectives and goals in delivering services to the general public. It also ensures that government is transparent in respect of the processes of providing services and remains accountable to the people. The Constitution is the foundation on which all other legislation is built, and such legislation has to comply with its requirements.

### 1.6.1.1 The South African Police Service Act, Act 68 of 1995

The South African Police Service Act, Act 68 of 1995, provides guidance for the effective operation of a police service, from administration duties to the conduct of police men and women. The Act also spells out the duties of all employed by the SAPS as well as the establishment of community police forums, hereafter referred to as CPFs, and police boards,

which are made up of various representatives from the CPFs. The Act also stipulates the procedures that must be followed should police officials be found guilty of misconduct.

## 1.6.1.2 The Public Service Act (Act 103 of 1994)

The main objective of the Public Service Act, No. 103 of 1994, hereafter referred to as the Public Service Act, is to supply the public service with regulations for the establishment, administration, conditions of employment, terms of office, discipline, retirement and discharge for members of the public service and all other matters associated therewith (South Africa, 1994:1). The Act is the foundation for administration and conduct within the public service and provides rules for every government department to adhere to.

## 1.6.1.3   Code of Conduct for public servants

In Chapter 2 of the Public Service Regulations of 1999, emanating from the Public Service Act, the Code of Conduct for public officials (hereafter referred to as the Code) was promulgated. The Code represents a guideline for all public servants as to how to conduct themselves as individuals and in their relationships with others. The primary purpose of the Code is to promote exemplary conduct. Any employee found in violation of this Code is dealt with according to the terms of the Public Service Act (Public Service Commission, 1999: 1).

The Code also provides numerous guidelines for how public officials should go about performing their official duties and the manner in which they should serve the public. In essence, the Code is a regulatory mechanism to ensure the accountability of all public officials in every dimension of their employment mandate, which can also be seen as a principle for establishing good governance.

## 1.6.1.3.1   Code of Conduct for police officials

Every police official has to sign a formal Code of Conduct, introduced in October 1997. It is a written undertaking that each member of the SAPS has to act in accordance with the law and constitutional principles (Institute for Security Studies, n.d.).

### 1.6.1.3.2 Code of Ethics for police officials

The Code of Ethics demands that all employees of SAPS act with integrity and respect for people's diversity and the law, thus enriching service excellence to the approval of the public (Institute for Security Studies, n.d.).

### 1.6.1.4 Public service and accountability

Raga & Taylor (2005:1) point out that public officials who are employed in complex government departments have to be accountable to their immediate superiors, to political leadership as well as to the public. Public service accountability is all inclusive to central administration and through decentralisation of administration, community involvement promotes consultation and thus holds public servants and leaders accountable for their actions (Smith,1991: 101).

Cook & Morgan (2014: 16-19) assert that public administrators are perceived as conservators, working to conserve specific values, beliefs and interests pertaining to the nation's constitutional heritage while applying their knowledge, skills and abilities to achieve the mission and goals of their particular department. Although administrative work is seen as being instrumental and constitutive, leadership skills are needed to enhance sound governance.

### 1.6.1.5 The Batho Pele White Paper

The Batho Pele principles signalled very strongly government's intention to adopt a citizen-orientated approach to service delivery, informed by the eight principles of consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money. The broad objective of the Batho Pele Principles on Service Delivery is to improve public service delivery by supporting the transformation of the public service into a citizen-orientated organisation (Department of Public Service and Administration, 2007).

### 1.6.2 Quality Services

Whisenand & Ferguson (1996: 4-5) emphasise that top quality work requires dedication and careful attention to the quality of people in a department or work unit. Exclusive concentration on high quality service could easily devolve into the exploitation of police employees. A program to encourage and assist personnel to reach their full potential and even grow beyond it must be

implemented. Meeting clients' expectations defines the concept of quality (clients here referring to both internal and external role-players). Quality implies that the control of work requires continuous awareness and a conscious effort to maintain and improve quality service delivery. Therefore managers need to develop a greater awareness of the impact of poor service delivery in the context of crime and its consequences for communities (South African Police Service, 2013: 27).

### 1.6.3  Total Quality Management

Thibault, Lynch, & McBride (1995: 9-13) provide a historical background to management in the police, describing the way management systems have evolved over time, from traditional, scientific, behavioral to proactive management, which incorporates many different schools of theory, one being the Total Quality Management Model, hereafter referred to as TQM, which is currently being applied to police operations. TQM is defined as a strategic, integrated management system for achieving customer satisfaction, involving all managers and employees and using human resources, managerial and quantitative methods to continually improve organisational processes (Thibault, Lynch & McBride,1995: 85).

It thus appears that numerous factors have influenced the importance of quality in the public sector, including the direction given by the Public Service Commission, the strong emphasis on performance contracts and the performance management of employees, as well as the contribution of the Batho Pele principles and the onus on managers in SAPS continuously to improve the level of their client satisfaction (South African Police Service, 2013: 26-27).

### 1.6.4  Police station management

According to Fox, Van Wyk & Fourie (1998: 82-84), police management is a complex matter and sensitive to the environment in which management takes place. In order to simplify and conceptualise this complexity these authors developed an approach to showcase the contingent environments within which managers manage their stations.

### 1.6.5  The importance of training

Reynecke & Fourie (2001: 84-85) maintain that organisations are obliged to equip personnel

with the necessary knowledge, skills and attitudes for the jobs they are expected to perform, and that the strategies and methods used to achieve these goals vary from organisation to organisation. The SAPS has its own education, training and development objectives. Prior to 1994, training courses were provided by SAP which ensured the prevailing management approaches remained intact. These were characterised by a militaristic, bureaucratic and authoritarian style. Individual growth was stifled and organisational growth and learning was inhibited. Currently, the SAPS and its training strategy are caught between the legacy of the past and its vision for the future.

### 1.6.6 Community policing

"Community-orientated policing has its antecedents in the early 1900s, before the advent of motor vehicles. Police officials either rode horses or walked through neighborhoods" (Champion & Rush, 1997: 86). Fox *et al.* (1998: 181-182), note that the interim Constitution, Act 221 of 1993, made provision for the establishment of CPFs and elaborated on their function, and that the speeches of politicians, policy documents and the South African Police Service Act, Act 68 of 1995, further endorsed community policing.

In a nutshell, community policing was introduced as a mechanism to assist the SAPS in reducing crime, and CPFs were established in order to maintain a partnership between SAPS and the community in which they serve.

### 1.6.7 Measuring service quality

Satisfied customers form the foundation of any successful organisation as customer satisfaction leads to loyalty, positive word of mouth and repeated purchase. Customer satisfaction is the outcome felt by those for whom a company's performance has fulfilled their expectations. Therefore it is imperative to measure the type of service being provided in order to improve on the service of any organisation (Angelova & Zekiri, 2016: 233).

### 1.7 Ethics statement

According to Welman *et al.* (2005: 181), "Ethical behaviour is important in research, as in any other field of human activity. Certain ethical considerations, concerned with such matters as plagiarism and honesty in report writing of results, arise in all research, but additional issues

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arise when research involves human subjects, in both the biological and social sciences. The principles underlying research ethics are universal and concern issues such as honesty and respect for the rights of individuals". The researcher complied with these precepts.

## 1.8    Organisation of the study

Chapter one: Introduction and Background

This chapter offers a general introduction and background to the study, and formulates the problem statement identified within the CSCs of the Western Cape that prompted the research. It identifies the research objective informing the investigation of the problem, the research methodology employed, the techniques used to collect data, and the manner in which the collected data is analysed.

Chapter two: Literature Review

In this chapter a theoretical and legislative overview is provided of the nature and meaning of the existing problem. TQM is defined as an organisation's effort to continually improve so as to meet customers' needs. TQM underpins other management functions essential to improve quality management.

Chapter three: Research Methodology

This chapter forwards the research methodology employed in the study. The discussion seeks to justify why a mixed method research approach is suitable for this study. This chapter further concentrates on the population and sample methods, research instruments, data collection method and analysis. This chapter ends with the survey and interview schedules discussed with participants in this study.

Chapter four: Data Analysis

This chapter describes the analyses of the research data collected. It strives to establish whether clients are satisfied with the service they receive in the CSCs of the SAPS. The chapter also endeavours to establish if the management of the police stations and the hierarchy have acted upon service delivery initiatives for the public, and if total quality management principles are being exercised at the identified police stations.

# Chapter five: Conclusions and Recommendations

This chapter concludes the study and provides recommendations. The conclusions include the need for continuous improvement within the organisation, and emphasises factors including training which leads to knowledge of processes and procedures, partnerships with communities which are pivotal for public servants in the SAPS, and the idea that quality service can be linked to customer / client loyalty, embedding trust in an organisation established for the well-being of all citizens.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1   Introduction

The aim of this chapter is to highlight the legislative and theoretical aspects of service delivery in general, and at police stations in South Africa in particular.

Police managers in South Africa are faced with enormous challenges, such as minimal human and physical resources. Even though the police force functions in a macro-environment over which it has no control and little influence, police managers need to know and understand how it functions and how it impacts on effective management (Reynecke & Fourie, 2001: 14-15).

This study examines the interrelation between management and quality service, and how this affects customer satisfaction. This chapter, therefore, focuses on literature pertaining to quality service and its prerequisites, the importance of training and motivating employees, police academy training, a quality management system, total quality management, police station management, a leadership system, the importance of communication, continuous improvement, community policing and the instruments for measuring service quality.

The chapter is divided into two sections. The first section reviews the legislative framework which governs public servants, specifically those in the SAPS. The second section pays attention to factors that contribute to the delivery of quality services, effective leadership and efficient management at police stations, which are all imperative for attaining customer satisfaction.

## 2.2   Legislative framework governing service delivery

As stated in Chapter 1 of this study, the Constitution underpins all legislation in South Africa and is the supreme law of the state. Any South African legislation must be constructed and executed within its parameters. Section 199 of the Constitution provides clarity on the establishment, structuring and conduct of a single police service, highlighting the principles of transparency and accountability.

Fox et al. (1998: 190), emphasise that each and every citizen of this country (but especially workers in the public sector) has a moral obligation to contribute to the elevation of all South Africa's inhabitants by fulfilling a developmental role. In order to do so, police officers must understand the philosophies and principles of development which are guided by the Constitution, the South African Police Act (Act No. 68 of 1995) and relevant policy documents. From the perspective of the police manager, public policy can be described as "a kind of guide that delimits action": the government empowers police officials and managers to make discretionary decisions to achieve governmental goals. For police managers and officials, it is important to develop a thorough understanding of public policy, and in order to do so they have to appreciate the origins of public policy in a democratic society (Reynecke & Fourie, 2001: 46).

The Service Charter is one of government's framework mechanisms, formulated as a commitment undertaken by all government departments and their employees, to implement and act upon in order to be compliant with the Constitution of the country (Department of Public Service & Administration, 2013: 2).

## 2.2.1 The South African Police Service Act (Act 68 of 1995)

The Constitution makes provision for the establishment of a single national police service, paving the way for the promulgation of the South African Police Service Act (Act No.68 of 1995) (Levin, Lue, Ngubeni & Rauch, 1994: 1). Chapter 11, Section 205 of the Constitution outlines the main objectives of the SAPS, which include: to prevent, combat and investigate crime, maintain public order and to protect and secure the inhabitants of the Republic and their property and to enforce the law (Institute for Security Studies, n.d.).

The South African Police Act (Act No. 68 of 1995) outlines the role of the Secretariat for Safety and Security and describes the role and conditions of appointment of a National Commissioner and nine Provincial Commissioners. Provincial Commissioners have an important role to play in the proper functioning of the SAPS. A Provincial Commissioner commands the police service in their province, and has the duty to set up and maintain police stations and units. The Act also describes the duties and powers of a policeman and their terms and conditions of service. Since the South African Police Act was promulgated, metropolitan police services have been established, affording municipal police officers the legal powers of arrest, search and seizure within their area of jurisdiction. They are allowed to make arrests, but must hand over any arrested person to the SAPS. They also cannot investigate cases and are required to hand any

case over to SAPS for investigation. They can howevertake fingerprints, administer breathalyzer tests and take blood samples (Institute for Security Studies, n.d.).

The Civilian Secretariat for Police is a police oversight agency staffed by civilians and constitutionally established to advise the Minister of Police on the governance, service delivery and resourcing of the South African Police Service (Institute for Security Studies, n.d.). Section 206(6) of the Constitution provides for the establishment of an independent police complaints body, which is the Independent Police Investigative Directorate. This operates independently of the SAPS and investigates all allegations of misconduct and criminality on the part of SAPS members.

### 2.2.2 The Public Service Act (Act No.103 of 1994)

According to Thornhill (2006: 802), the Public Service Act (Act No. 103 of 1994) was the first legislation passed under the newly elected democratic government after it assumed authority in April 1994. Although the Act was not passed by Parliament, but issued as a proclamation by the President, it has the same power as any legislation passed by Parliament. The Act serves as the foundation for matters relating to the Public Service and must be considered the most important of all legal provisions relevant to the behaviour of public officials (Auriacombe, 2005: 221).

The Public Service Act sets out the employment laws for members of the public service. The Act applies to all officers and employees who were, are and are to be employed in the public service, whether working in the country or not. The terms of the Act vary, at times, for people working for government schools and other educational institutions, and in these cases employees are governed by other employment conditions. The Act also establishes a set structure for the public service including both national and provincial administrations, with particular fixed posts, ranks and salary scales, and it may be changed only by the President (The Public Service Act, Act No.103 of 1994: 2-5). Section 20 of the Act deals with misconduct and is a prime example of an attempt to limit corruption and maladministration by means of legislation.

### 2.2.2.1 The Public Service Amendment Act (Act No. 30 of 2007)

Because of organisational and human resource arrangements that directly or indirectly hampered internal efficiency and service delivery, the Public Service Act (Act No. 103 of 1994)

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was amended and the Public Service Amendment Act (Act No. 30 of 2007) was promulgated. The predominant objective of this amendment was to improve the organisational human resource framework so as to improve service delivery (Public Servcie Amendment Act, Act No. 30 of 2007: 1).

## 2.2.3 Code of conduct for public servants

A code of conduct fulfils a primary function in the fight against corruption and unethical behaviour on the part of public officials and political office-bearers. A code of conduct is an ideal measure to use to control and minimise indiscretion and corrupt behaviour, and also serves a legitimating function for any government (Clapper, 1996: 23).

Williams (1985: 62) observes that a code of conduct has to define what constitutes decent behaviour or integrity in the public service and must be accepted as a sensible guide to good behaviour by the vast majority of officials. Should a code of conduct be imposed, it should not just be seen as something produced on paper. Officials must view it as a condition of employment in order to work effectively and to ensure that everyone follows the stipulated guidelines (Bauer, 2002: 181).

Disoloane (2012: 92-93) points out that unless public officials and politicians are explicitly informed about what constitutes corruption or maladministration, a campaign to combat these problems will not be successful. Furthermore, it is no use if a code of conduct exists, yet no training programmes regarding the contents and practical workings of the code are available to the public official. It is therefore crucial that a code of conduct, against which public officials and politicians can measure their actions, be implemented through relevant training programmes. A code of conduct should act as a guideline as to what is expected of employees, both in their individual conduct and in their relationship with others. Compliance with a code of conduct should enhance professionalism and assist in ensuring confidence in the public service.

### 2.2.3.1 Code of Conduct for police officials

Recent reform programmes within the SAPS have featured a renewed concern with professionalism, both in internal management and in public service delivery. This concern is reflected in the new Code of Conduct for police officials. It is a legalistic measure that attempts to create an internal set of rules that at the same time subjects the police to public scrutiny and

standards. If this code is to be effective, it needs to be supported by credible mechanisms for enforcement and monitoring (Rauch, 1992: n.d.).

**Figure 2.1 South African Police Service : Code of Conduct**

## South African Police Service
### Code of Conduct

I ...............................................................................................................

commit myself to the creation of a safe and secure environment for all the people in South Africa by

* participating in endeavours to address the root causes of crime in the community;
* preventing action which may threaten the safety or security of any community; and
* investigating criminal conduct which has endangered the safety or security of the community and bringing the perpetrators thereof to justice.

In realisation of the aforesaid commitment, I shall at all times
* uphold the Constitution and the law;
* be guided by the needs of the community;
* give full recognition to the needs of the South African Police Service as employer; and
* co-operate with the community, government at every level and all other related roleplayers.

In order to achieve a safe and secure environment for all the people of South Africa I undertake to
* with integrity, render a responsible and effective service of high quality which is accessible to every person and continuously strive towards improving this service;
* utilise all the available resources responsibly, efficiently and cost effectively to maximise their use;
* develop my own skills and participate in the development of my fellow members to ensure equal opportunities for all;
* contribute to the reconstruction and development of, and reconciliation in our country;
* uphold and protect the fundamental rights of every person;
* act impartially, courteously, honestly, respectfully, transparently and in an accountable manner;
* exercise the powers conferred upon me in a responsible and controlled manner; and
* work actively towards preventing any form of corruption and to bring the perpetrators thereof to justice.

Signature                          Date

(Source: Reynecke & Fourie, 2001: 285)

Reynecke & Fourie (2001: 284) clarifies that the code of conduct for police officials, which is still applicable in 2016, is also referred to as the basis for positive discipline in the SAPS. andards of conduct can be placed alongside service delivery to the general public to create a double demand on police in a democracy, as citizens expect police to protect them in a legal and respectful way (Bruce, Newham & Masuku *et al.*, 2007: 114). Therefore, a police code of conduct serves an important symbolic function as a corporate commitment to ethical standards. The potential impact of such a code will vary by the extent to which it is effectively communicated, regularly reviewed and most importantly reinforced and exemplified by police managers at all levels within the organisation (SAPS, 2013: 8).

## 2.2.3.2 Code of Ethics for police officials

Whisenand & Ferguson (1996: 29) postulate that values and ethics play a crucial role in our professional and personal lives, and as a police manager, one could be expected to value managing and police work. Ethics entails a particular set of values that serves as a moral compass: "we are what we value and we manage ourselves and others according to our value system". Values are a map and when they evolve into ethics they become a compass. Not all values are ethics, but all our ethics are clearly value-laden. Every specialist unit within the public sector has a set of guidelines governing conduct. These codes reflect the genuine desire of public officials to serve their various communities with dignity and integrity (du Toit & van der Waldt, 1997: 43).

A code of ethics would address the broad limits on the measures police can use to effectively discharge their duties on a daily basis. Dantzker (1997: 152) points out that law enforcement carries a responsibility unlike that of any other aspect of the criminal justice system. Being a police officer is not a glamorous job as police officials have to cope with people ranging from the best in character to the worst. At the centre of this is a police person with his or her own values, biases and prejudices. The only support these individuals have within the organisation is their manager, the supposed gatekeeper of values (Reynecke & Fourie, 2001: 283).

Ethical policing demands that SAPS employees act with integrity and respect for people's diversity and the law. This should enhance service excellence to the approval of the public (SAPS, 2013: 9). One of the characteristics of a winning organisation is the creation of a shared sense of purpose. Every member of the SAPS needs to be encouraged to take responsibility for the creation and maintenance of an ethical police service. But the primary responsibility for creating and maintaining an ethically sound organisational environment rests with the leadership and management of the SAPS. They are duty bound to equip and empower teams and individual members to conduct themselves in a manner which illustrates a clear commitment to an ethical policing model (SAPS, 2013: 10).

## 2.2.4 Public service and accountability

According to du Toit & Van der Walt (1999: 299), the existence of any institution is directly linked to its purpose. Public institutions, with different resources, deliver specific and general services which members of the public cannot provide on their own. Through providing such services,

public institutions aim to improve the general welfare of society. The delivery of services is therefore the overall responsibility of government departments (Dorasamy, 2010: 58). Accountability is an amorphous concept which is not easy to define in precise terms. It involves two distinct aspects, answerability and enforcement, where answerability refers to the obligation of the government, its agencies and public officials, and enforcement suggests that the public or the institution responsible for accountability can sanction the offending party or remedy the contravening behaviour (Adejuwon, 2012: 28-29).

The relationship between SAPS and the public is very delicate in nature, and it takes only one individual to tarnish the image of the entire organisation. Commitment to quality client service must become an ongoing challenge to every individual within the SAPS (South African Police Service, Division: Training, 2006: 10-12). Reynecke and Fourie (2001: 20) maintain that in the SAPS, service delivery deals with core functions and supporting those delivering core policing. Clients' needs must be determined, and then all available resources must be allocated to meet these effectively and efficiently. The SAPS verbalises its plans of devolving decision-making responsibility to station level authority. As SAPS is heavily concentrated at the top in terms of authority of the organisation, and station commissioners are not overseen by anyone who knows about the local community and who he or she is legally accountable to.

Despite being fairly coherent, broad polices need to be interpreted and adapted to specific circumstances at the local level. Not only is the SAPS limited in its ability to develop policy that is meaningful at the local level, it is understandably daunted by the task of subjecting to scrutiny and holding accountable its many components and personnel. It is also difficult for any outside agency to subject the SAPS to meaningful scrutiny and accountability (Bruce et al., 2007: 24).

In spite of the shortcomings mentioned above, such as the top-heavy concentration of authority in the organisation and the lack of direct channels of accountability, successful service outcomes depend on government departments working with the citizens to design, implement and evaluate services, with each party holding the other accountable in order to achieve better outcomes and continually learn from experience (The World Bank, 2011: 7).

### 2.2.5 The Batho Pele White Paper

The White Paper on Transforming Public Service Delivery of 1997 introduced the Batho Pele

Principles to transform public service delivery. In providing public services, public institutions are obligated to provide services in the following ways:

- to provide equal services to all citizens.
- consultation with citizens about the services they are entitled to receive.
- citizens should be informed of the level and quality of public services they are entitled to.
- sharing of information on the quality of services to be provided.
- considerate and courteous treatment of the public.
- transparency on how government departments are managed.
- accountability for quality service provision.
- responsibility for providing efficient, effective and economic services (South Africa, 1997: 7).

Dorasamy (2010: 58) notes that the Public Service Report of 2007 indicated that service delivery was affected by a lack of commitment to go beyond the call of duty, due to the indifference on the part of government officials to the customer-centric principles embodied in Batho Pele. However, public sector employees are obligated to treat people with respect, dignity and care, and the public has a legitimate right according to the tenets of democracy to receive quality services. The World Bank (2011: 2) concurs that the focus on service delivery and meeting national development targets has undermined citizens' choices regarding what services are needed and their participation in how to deliver them. Centralised planning has tended to use provincial and local governments as "delivery agencies" of the national sphere rather than as representative institutions accountable to citizens.

In recent years, the Department of Public Service and Administration conducted a survey and identified successes and challenges in different provinces. Each province received a "Batho Pele" principle to vigorously implement and come up with good practices. These good practices would then be shared amongst the other provinces (South African Police Service, 2013: 2).

The Western Cape has made significant strides in implementing many of the Batho Pele principles, despite only being assigned the "redress" principle. This came at a time where the province had standardised the Service Charter for all police stations. More importantly, "redress" transformed the basic service standards within the ambit of policing. It means that the SAPS Western Cape takes into account the fact that access to services is a basic right for all communities. In the Service Delivery Improvement Plan, SAPS Western Cape committed itself

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to service excellence through the application of the Batho Pele principles (South African Police Service, 2013: 2).

It is clear that public institutions are influenced by political factors such as ideas, philosophy and ideology, and that political structures provide specific direction and an operational framework for police managers in the form of Acts, laws, polices, directives and regulations. Police managers must analyse all of these factors and be seen to follow through in their implementation (Reynecke & Fourie, 2001: 17).

## 2.3 Quality Service

Lovelock & Wright (2002: 10) are of the opinion that the level of satisfaction among customers is a good indicator of the quality of service that customers receive. It is, therefore, crucial to understand the meaning of service in order to achieve customer satisfaction. A service is an act or performance offered by one party to another. A service, therefore, refers to deeds, processes and performances, and includes all economic activities related to output. A service is generally consumed at the time it is prodcued and provides added value in many forms, including comfort, timeliness, convenience and amusement (Wilson, Zeithaml, Bitner & Gremler, 2008: 6).

Burill & Ledolter (1999: 4) hold that a commitment to quality leads to substantial gains and may ensure the survival of an organisation. The first step toward quality is understanding and a long-term commitment. A basic understanding of fundamental quality concepts and a belief in the importance of quality are prerequisites for any successful quality improvement programme. Furthermore, top management support is essential to quality improvement. Foster (2004: 12-14) agrees that quality is a significant variable for predicting a firm's success. Management plays a pivotal role in achieving the firm's objectives and customer surveys are important tools for assessing the multiple dimensions of quality.

Whisenand & Ferguson (1996: 216) contend that quality does not happen by human hands at random as it does in nature. One must plan for it and work hard at it. Quality also means different things to different people. A producer may have a different view from a consumer, a boss may have a different view from a worker, and society as a whole may view quality differently from individual citizens. In today's fiercely competitive environment, quality is more than an optional extra. It is a competitive tool, one that can be used to differentiate one organisation from another (Burrill & Ledolter, 1999: 4-7).

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Foster (2004: 215) concurs that quality service is essential for competitiveness and can even improve employee satisfaction. As a customer-centred organisation, a business will benefit in the sense of enhancing its reputation, ensuring that a service will be delivered correctly the first time (Cook, 2008: 2). Hurst, Niehm & Littrell (2009: 518) hold that commitment and involvement can only be conveyed to customers through service interactions and relationship development, and that the concept of service augmentation stresses adding value above and beyond what is expected by the customer. The customer's perceptions of service received depend on their expectations, and if the treatment that the customer receives is better than his or her expectations, it will be regarded as an excellent service. Therefore an organisation should strive to exceed customer expectations (Cook, 2008: 17).

Lovelock and Wright (2002: 81) maintain that customer expectations embrace several different elements which includes desired service, adequate service, predicted service and a zone of tolerance:

- 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 believes 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 service 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 (Wilson *et al.*, 2008: 55).

### 2.3.1 Prerequisites for quality service

Jon-Pape (2013:1) proposes a list of 5 determinants for quality service: tangibles, reliability, responsiveness, assurance and empathy. Tangibles involves the physical assets that an organisation utilises and positions the organisation against their competitors. Reliability refers to performance in terms of which a customer service organisation is only as good as the quality of service they provide. Responsiveness should be a top priority of a customer service company. Measurable goals should be set pertaining to customer responsiveness.

Assurance entails the amount of confidence a customer service company instills in the client. If clients do not trust your organisation to work in their best interests, they will not remain your client for an extended period of time. Empathy involves understanding the customer's needs and responding in an appropriate manner. Customers become more comfortable and secure when they realise that employees are competent to handle critical incidents and customer complaints (Edvardsson, 1998: 142).

Tack (1992: 207) asserts that when any activity or operation is measured carefully, the results provide information that identifies problems and enables action to be taken rapidly to rectify them. Personal attention has proven to be a central factor in quality service: customers can be difficult, but it is not the prerogative of a service provider to provide bad service when confronted by an ill-mannered person (Edvardsson, 1998:144). Training employees can assist in eradicating problems and will be discussed in the next section.

## 2.3.2 The importance of training and motivating employees

Blem, du Plessis & Rousseau (1990: 262) maintain that to ensure consistent quality, customer-orientated firms have to select and train their employees well and exercise tight quality control. The employees of a cusomter-orientated firm make up the organisation, and therefore their attitude in the work situation is as important as their skills. It is essential that such firms should instill in their staff a sense of accomplishment to keep motivation and morale high. In the early stages of policing there was much to be desired in the quality of those who became police officers. Obtaining a job as a police officer was often the result of political patronage, and preparedness was limited to the provision of a badge and a gun. Police officers were not eally the most respected or trustworthy individuals (Dantzker 1997: 75).

Training and commitment are two main culprits in stealing quality away from police work. No or poor training in quality police services would naturally present a barrier. Police officers are trained to be efficient, but without a full commitment to actually satisfying a customer's real needs, how can quality enter into the picture? If there is no proper training  at police service centres, and without the commander's total commitment to quality, quality services will not result (Whisenand &Ferguson, 1996: 202).

Police training is important to both police commanders and personnel. Commanders need to feel confident that their officers know the fundamentals of the job. Important skills required include

dealing with the technical aspects of an operation, defensive tactics, and human relation skills. A lack of on-the-job training in fundamental skills such as these can be dangerous since police officers often deal with people in highly volatile situations (Thibault *et al.*, 1998: 319).

Management should remind themselves that people should be motivated all the time to give of their best (Tack, 1992: 48). There are a number of ways in which to motivate staff, for example, managing in a sensitive way so that subordinates feel that they are being understood. Employees should be praised when they perform well and constructively criticized when they make mistakes, as long as the manager helps such employees to learn from their mistakes (Swarbrooke, 2002: 258). People should be motivated to provide good service, and managers should be motivated to ensure that everyone who deals directly and indirectly with customers gives 100 percent good service (Tack, 1992: 2).

Tack (1992: 43) is of the opinion that when staff members feel important, they will be motivated to strive harder, knowing that their work is worthwhile. Motivation encourages extra effort and people want to feel appreciated by others and be recognized for their efforts. Good performance over time will only come from well-motivated staff (Cook, 2008: 232-233). Too often organisations look to the customer first, whereas the emphasis should also be placed on the staff. Improving staff experiences encourages a better service and a better experience for customers (Mahesh, 1993: 27).

Training can be used to motivate people, particularly if it takes place in attractive surroundings. This means that spending money on employees could make them feel valued by the organisation. Training should also be reviewed and revised on a continuous basis. Training and education take a number of forms for staff, and include mentoring, on-the-job training, reading textbooks or manuals, group problem solving and short courses (Swarbrooke, 2002: 258-259).

### 2.3.2.1 Basic police academy training

According to Rauch (1992: n.d.), basic training is only one of the many forms of training provided in the SAPS, and that one of the major problems is the process of recruitment, which allows recruits to enter the police force to earn a salary and work at a police station without the guarantee of training being provided for that recruit within a reasonable period of time.

Bayley and Bittner, as quoted in Dantzker (1997: 86), point out that the training given at police academies is universally regarded as irrelevant to real police work. Champion & Rush (1997: 80) concur that "what they train you to do at the academy and what you really do here on the street" differs. Police academy training must emphasize community service as opposed to the traditional reducing crime approach. However, field training programmes that use practical problems to train police officers on the streets for a number of years, in order to decrease the number of civil liability complaints, requires standardisation of the training process and better documentation of performance (Thibault et al., 1998: 318).

Over the years a number of private and public agencies have developed courses for police officers and managers. Police academies routinely offer some type of management courses (Thibault et al., 1995: 82). In-house training provides greater potential for long-term benefits to an organisation than off-site training and is more likely to be tailored to the needs of the organisation. Reynecke and Fourie (2001: 85) observe that the need for a fresh training and development approach is obvious as the SAPS has to provide training for thousands of under-trained members as well as deal with the orientation of its members to the new policing paradigm in South Africa. In an organisation such as the SAPS, which requires very specific knowledge, skills and attitudes from its members, it is the responsibility of the organisation to ensure that opportunities to acquire these exist.

To be able to encourage those who have taken the initiative to educate and develop themselves, it is imperative that the SAPS develop a system that also recognises prior learning (Reynecke & Fourie, 2001: 86). Training that is also relevant to the immediate work environment is more likely to be valued and rated highly by the trainees. This suggests that the organisation needs to develop frameworks so that individual learning and experience can be transferred among employees (Foster, 2004: 441).

During 2002, the SAPS head office training department was restructured. This led to the transformation of the Paarl college in the Cape into the SAPS Management and Leadership Development Institute, Paarl. The declared aim of the institute was to train, educate and develop police officers in support of operational and organisational priorities. In 2006, the name of the institution changed again to the SAPS Training Institution, Paarl, but the same training was provided. In 2011 the Boland and Paarl academies were amalgamated as the SAPS Academy Paarl, in order to host operational programmes as well.

During 2013, a partnership between the Department of Police and the University of South Africa was announced. The objective of this is to improve the knowledge and policing skills of future police leaders. SAPS have thus placed a high premium on education as a critical step to ensure the skills development of younger police officials (South African Police Service, 2015: n.d.).

The SAPS Academy Paarl has played a major role in restoring the dignity which will allow SAPS to transform into a professional organisation with employees of integrity (Phakathi, 2013: 2). The Police University is the achievement of one of the goals of the National Development Plan of Government dedicated to the following aims and principles:

- be innovative and able to respond to crime challenges;
- produce officers who render a professional service to the public and equip them with skills to deal with international crimes;
- instil discipline, police culture and patriotism among members;
- empower them by developing their specialized knowledge and assist them to acquire specific technical and academic expertise.

The SAPS Academy Paarl will offer a Bachelor of Police Science Degree, leadership and management programmes (South African Police Service, 2015: n.d.).

### 2.3.3 A quality management system

Ross (1999: 54) contends that a quality management system is a vehicle for change and should be designed to integrate all areas of an organisation or department. The achievement, maintenance and enhancement of quality depends on establishing an organisational culture that puts quality first. The maintenance of a consistently high standard of quality, even when product and service specifications change, depends on establishing strong foundations and preparing for the future. A quality management system is concerned with assuring and maximising quality now and in the future (SAQA, 2001: 12).

The notion of quality in business focuses on the savings and additional revenue that organisations can realise if they eliminate errors throughout their operations and produce products and services at the optimal level of quality desired by their customers. Errors can take almost any form. Errors are very common, and the costs incurred may seem minimal. However, when mistakes are repeated over time the costs add up to a significant amount, so eliminating errors through quality management systems can result in significant increases to the bottom line of a business.

The South African Police Service (2013: 36) asserts that the reality of quality lies in an understanding at all levels in the organisation that poor quality always costs more than good quality. Poor quality performance could even result in people losing their lives, for which no cost can compensate. Ultimately all taxpayers foot the bill for poor quality. Therefore management should clearly define the responsibility, authority, and interrelation of all personnel who manage or perform work affecting quality, or who review products produced by the quality system. Resources should be supplied to enable them to perform their jobs (Burrill & Ledolter, 1999: 267).

Organisations all around the world are implementing quality management systems to the benefit of their organisations. In recent years, quality management systems have been introduced into service-orientated organisations such as financial institutions, medical facilities, training providers and government. For example, the South African Revenue Service has become more effective since the introduction of a quality management system that included changes in their operations, such as extended office hours, internet tax returns, call centres and information brochures (South African Police Service, 2013: 29).

### 2.3.3.1 Total Quality Management (TQM)

As far back as 1931, Shewhart described the application of the concept of total quality management, and in 1950, Dr. Deming, an American quality management expert, presented numerous lectures on the subject (Champion & Rush, 1997: 48). During the past decade, there has been a growing emphasis on quality management, and various approaches have been adopted by public managers in agencies at all levels of government across South Africa. Quality management has become an important orgnisational trend in the context of change management in the public sector (Stringham, 2004: 182).

To provide quality police services, and achieve higher productivity through motivated, dedicated and cooperative employees, the organisational setting must be conducive to achieving those goals. TQM involves all managers and employees and uses human resources and managerial and quantitative methods to continually improve organisations. It produces attentive leaders, trained workers, data and measurement, a guiding vision and operating values for any organisation (Thibault et al., 1998: 84).

Modern TQM has emerged as a management approach based on a set of fundamental quality principles and outfitted with a toolbox of diverse techniques and procedures that provides guidance and structure in the practical affairs of running an organisation (Stringham, 2004: 184). Foster (2004: 37) suggests that the basic components of TQM can be summarised according to the 14 point philosophy presented by Deming:

- Create constancy of purpose.
- Adopt a new philosophy.
- Cease mass inspection.
- End awarding business on the basis of price tag.
- Constantly improve the system.
- Institute training on the job.
- Improve leadership.
- Drive out fear.
- Break down barriers between departments.
- Eliminate slogans.
- Eliminate work standards.
- Remove barriers to pride.
- Institute education and self-improvement.
- Put everybody to work.

Mitra (1998: 63) describes Deming's 14 points for management as a road map for continuous quality improvement. In implementing these points, certain practices of management must be eliminated. Most of the points address a lack of understanding of variation, while others target management's failure to understand common causes in the system, which can be corrected. It is therefore important to note that TQM does not mean any change in the traditional organisational structure, and management is still in control. Leadership is an important component and managers must remove barriers to producing quality services and goods. Organisations that are committed to TQM are committed to quality. It is obvious that the quest for quality begins at the top, and filters down through the layers of the organisation (Thibault et al., 1998: 86).

Everyone in an organisation is responsible for quality, and responsibility differs from one to the other. Management should establish a quality assurance function to support the organisations quality effort, to oversee the construction of a quality system and to review the quality system, and make required improvements (Burrill & Ledolter, 1999: 266).

## 2.3.4 Police station management

Bruce *et al.* (2007: 25), argue that police stations serve as the key units for service delivery, and each police station performs this service-delivery function through three main components: the community service centre, the crime prevention unit and the detective unit. Police management is a complex matter and in order to conceptualise, simplify and explain this complexity, the following model was developed. It attempts to show that the way in which managers manage their stations is contingent upon the environments within which they have to perform their duties (Fox *et al.*, 1998: 82).

**Figure 2.2 Police Station Environment**
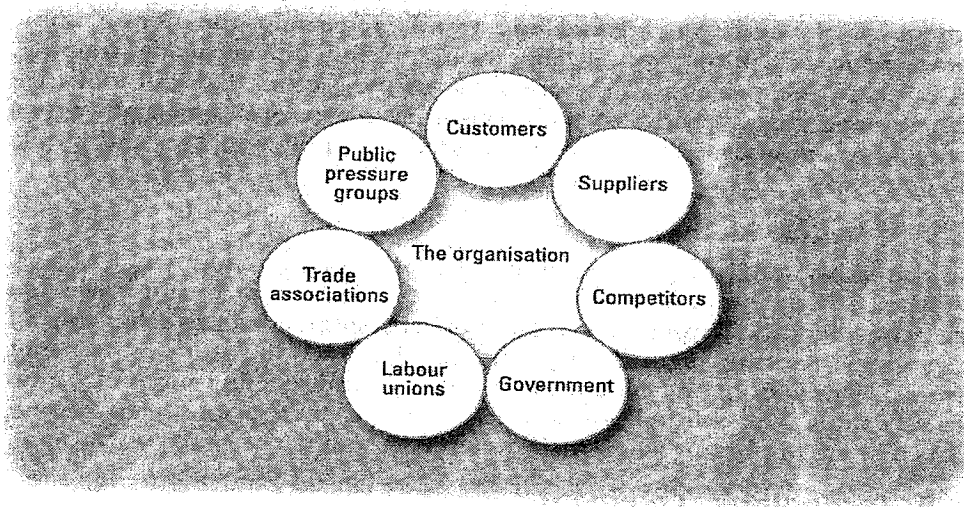


(Source: Fox *et al.*, 1998: 88)

Reynecke & Fourie (1998: 88) contend that the specific component of the environment is that part of the environment that is directly relevant to the organisation in achieving its goals. At any given moment it is that part of the environment with which management will be concerned because it is made up of critical constituencies that may positively and negatively influence the effectiveness of the organisation. According to Whisenand & Ferguson (1996: 12), the police manager operates on the physical resources of a department, on its finances, human skills, daily procedures and technology.

In 2012, the Resource Allocation Guide of police stations was reviewed, and the new organisational structure of police stations, depending on the ranks of the Station Commander, for example, Captain, Major/Lieutenant Colonel and Colonel/Brigadier, was developed in

everybody within the organisation, who in turn will have a developmental impact on their families and communities (Anderson, 2000: 5).

Reynecke and Fourie (2001: 140) concur that the community, government and corporate sector all need leaders who will take their organisations to the forefront of innovation and creativity, and into the global economy. The SAPS also needs innovative leaders. In the SAPS, an authoritarian system of management has survived from the apartheid years into the new democracy. But the learning organisation is not about hierarchies of domination so much as fostering positive attitudes. The most vital thing the leader does is to create team spirit around them and near them. To be effective, leadership has to be seen and is best seen in action. Good management leadership helps to develop teamwork and the integration of individual and group goals (Mullins, 1999: 254).

Without an absolute commitment to select and develop leaders, organisations will have difficulty liberating the innovation, quality, and learning required to successfully weather the storms of the coming years and decades (Anderson, 2000: 9). Future trends in policing indicate the importance of being capable of managing change as never before, and that transforming leadership can play a critical role in preparing leaders to lead learning organisations.

Self-leadership is the foundation of individual success. Interpersonal development is a prerequisite to team membership and leadership. Team leadership is the building block of organisational development, which in turn is a critical catalyst for developing healthy communities. Police leaders should try to touch the heart, mind and feelings of employees (Reynecke & Fourie, 2001: 153).

## 2.3.4.2 Community service centres of police stations

To reiterate, CSCs in police stations refer to the front-line office at every police station. This front-line office is occupied by members of the SAPS for a period of twenty-four hours. Complaints are reported and administered, suspects are processed, and other services are provided to the public visiting the police station (Zondi, 2012: 6-7). Front-line service employees play a vital role in liaising between external customers and the internal operations of an organisation. Customers expect front-line personnel to know about their organisation's products and services and provide customers with professional help (Silvestro, 2005: 220). Since internal service quality affects external service quality, measuring internal service quality is essential.

Front-line service employees are the only people who can access internal service quality (Lai, 2006: 926). Therefore, the CSC will focus on administrative interaction with customers (Mkhwanazi, 2012: 6).

The SAPS is governed by Standing Orders. "Standing Orders" (SO) means Standing or Force Orders, issued in terms of Regulation 6 of the Regulations for the SAPS, promulgated by the Government Gazette Notice 79 R203 of 1964, as amended. Standing Order 28 as amended lists the many duties of a Station Commander. The following are only a few of the duties for which Station Commanders are held accountable, which includes the CSC of police stations:

- A Station Commander is strictly responsible for the effective and efficient management of all resources allocated to a police station.
- Station Commanders must manage the rendering of all policing services at the CSC and the related duties to ensure effective client satisfaction service delivery.
- Station Commanders must also ensure that all members under their command at the stations are conversant with the functions, duties and powers of a CSC commander.
- Members at stations must also be given the opportunity to perform duties in the CSC to gain practical experience in this environment.
- As far as neatness, cleanliness and courtesy go, the Station Commander must set an example to the members at his/her police station.
- The Station Commander must do his or her best to ensure that subordinates are always polite, courteous and, when necessary, assist people of the comunity in all policing related matters and general enquiries.
- Station Commanders must also ensure that immediate steps are taken to prevent and to rectify any mistake, neglect of duty, lack of diligence or initiative, misconduct or incomptetence on the part of any of their subordinates.
- Also, where necessary the Station Commander must report such misconduct in writing to his or her commander.
- Whether operational and support policing functions are carried out smoothly, will depend to a great extent on the managerial capabilities of the Station Commander, and whether those serving under his/her command are functioning effectively, individually or as members of a team. Station Commanders must always lead by example in rendering a policing service to the community (South Africa, 1964: 1-7).

When a client arrives at a police station the golden rule for members working in the CSC is that they should try to put themselves in the shoes of the client. The following are guidelines to be followed when attending to members of the public:

- when a member of the public arrives at the CSC, every police official present at the CSC must cease any conversation among themselves 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;

- officials must 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;

- officials should be observant when a member of the public enters the CSC.

In short, police officials should bear in mind the Batho Pele principle (South African Police Service Training Division, 2006: 62).

In January 2015, the SAPS compiled a front-line service delivery project. Only one police station from each province was selected as a sample for this project, a sample comprising a mixture of rural, urban and peri-urban police stations.This is phase 1 of the project. The project roll out plan, which will extend the project to all police stations in the country, is expected to be completed during 2018/2019. The overall goal of the project is to establish an effective, efficient, professional and accountable service delivery capability, to ensure that all people in South Africa are, and feel, safe (Mathonsi, 2015: 5-16).

### 2.3.4.3 The importance of communication

Whisenand & Ferguson (1996: 86) insist that communication is the first step in problem solving, and one of the most fundamental skills in life. Leadership by communicating generates a confederation of learning, and this is what characterises successful police agencies. By the very nature of their work schedule, police personnel experience blockages in their information channels. Police officers work on different shifts and in separated units, and this alone impedes getting the word around accurately. The organisational structure of the police dictates the communication patterns that exist (Lunenberg, 2010: 1).

Two-way communication is always more effective than one-way communication. One-way, hierarchical communication lacks the essential feedback that tells the encoder that his or her

message has been decoded in the manner he or she desired (Thibault et al., 1998: 110). Feedback is what makes management aware of problems in the communication process. Effective communication in fact comprises three major functions, which are downward, horizontal and upward communication (Lunenberg, 2010: 2), or vertical, horizontal and diagonal communication (Erasmus-Kritzinger, Swart & Mona, 2000: 15) (see below).

Organisational success demands that information flows up, down and across the organisation, ensuring that the correct information reaches all concerned (Erasmus-Kritzinger et al., 2000: 15). Effective communication for managers cannot be overemphasized due to the fact that everything a manager does involves communicating. Ineffective communication skills can lead to a continuous stream of problems for the manager (DeCenzo & Robbins, 2004: 339).

## 2.3.4.4 Communication channels

Communication in an organisation takes place in a variety of contexts and organisations function within the context of an external environment. This environment consists of customers, suppliers, the general public, government departments and the country as a whole (Fielding, 1997: 5). Therefore, managers have to move away from an attitude of "I am the boss, you do as I say".

## 2.3.4.4.1 Vertical communication

Fielding (1997: 7) explains that this communication involves managers communicating down the line to subordinates and normally includes messages regarding the mission and goals of the organisation, feedback to subordinates about their performance, procedures to be followed and instructions for specific tasks. The vertical channel of communication is one of the most important channels of communication in any organisation. If a smooth flow of communication is maintained at all times, a healthy work environment free of conflict and frustration can be ensured (Erasmus-Kritzinger et al., 2000: 15).

## 2.3.4.4.2 Horizontal communication

Horizontal communication takes place across departments and among people at about the same level of authority. A smooth flow of this type of communication will ensure that there is a culture of cooperation and team work between departments (Erasmus-Kritzinger et al., 2000:15). This

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type of information basically enhances the activities within or across departments or divisions. Horizontal communication permits a diagonal or vertical flow of messages which enables units to work with other units (Lunenburg, 2010: 6).

### 2.3.4.4.3 Diagonal communication

Fielding (1997: 8) diagonal communication is also called subordinate/manager manager or upward communication, as it involves communication from the lowest positions in the company to the highest positions. There is no obvious line of authority whereby instructions are given for the job to be done and the communication therefore relies heavily on goodwill and tact (Erasmus-Kritzinger et al., 2000: 15).

Ross (1999: 48) insists that communication cannot work exclusively downwards, focusing only on what one wants to say; it should also be upward, as feedback from employees is needed, and the whole process should be based on some measure, target, bench mark or standard. Managers should also encourage a two-way flow of information to receive some indication of how well their messages have been received (Fielding, 1997: 50).

Ross (1999: 49) further maintains that as top management's vision of quality gets filtered down through the ranks, the vision and plan can lose momentum and clarity. The ability to communicate is a valuable skill at all levels, from the front-line supervisor to the CEO. Top-down and bottom-up communication are equally important (Jamieson & O'Mara, 1991: 123). Listening is vital. If employees have helped to identify problems, they are more likely to be committed to implementing solutions. They will have the satisfaction of knowing that their opinions have been solicited and their ideas have been considered (Mullins, 1999: 891).

### 2.3.4.5 Work performance

Organisations are lifeless entities that require the enlivening presence of human resources to implement plans and strategies to make things happen. The process of making things happen is called performance. Performance must be managed to ensure that the objectives of the organisation are attained. This means that the required level of performance must be planned and personnel must be managed and motivated (Reynecke & Fourie, 2001: 110).

Some people work well with highly structured processes, while others prefer more latitude. Once the planning has been done, and employees know what to do and how to do it, and have the necessary support and motivation, a system is needed that will enable management to determine whether the work is progressing as planned. This is known as control (du Toit & van der Waldt, 1997: 201).

Control has an emotive connotation when it is interpreted in a negative manner to suggest direction or command by the giving of orders. By their very nature, control systems are concerned with the regulation of behaviour. Control is therefore a general concept applied to both individual behaviour and organisational performance (Mullins, 1999: 768). Control is a management function involving the process of monitoring activities to ensure that they are being accomplished as planned, and correcting significant deviations. Managers cannot really know whether their units are performing properly until they have evaluated what activities have been done and have compared the actual performance with the desired standard. The effectiveness of a control system is determined by how well it facilitates goal achievement (DeCenzo & Robbins, 2004: 373).

Performance management enables leaders to:
- identify development gaps in human resources,
- identify machinery deficiencies and areas for potential upgrading,
- improve management competencies,
- ensure quality results,
- deliver customer satisfaction,
- create a competitive edge, and
- develop a positive image (Reynecke & Fourie, 2001: 113).
One of the outcomes of a performance management process is performance appraisal. The intension of appraisal is to determine people's present and future effectiveness in their workplace. This accords with DeCenzo & Robbins's (2004: 374) reminder that to determine actual performance, a manager must acquire information about it.

Du Toit & van der Waldt (1997: 205) explain that setting performance standards provides a norm for measuring actual performance and enables performance management to motivate personnel to perform better. Employees being evaluated should receive regular feedback on the results of their efforts. However, if performance measurement is evidence-based, it must be substantiated and cannot be assumed. It is also important to note that assessment is a consultation process

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and no single individual can make a decision alone. Performance management facilitates the achievement of the organisation's strategic objectives and serves as a self-management system (Reynecke & Fourie, 2001: 115).

Holloway (2009: 396) points out that effective performance management requires effective overall anagement, a key component of which is building relationships across organisational boundaries, and appreciating the impact of performance management systems on sub-systems such as training and development, appraisal and information systems. In sum, for an organisation to function at optimum level, managing individual and organisational performance efficiently and effectively is imperative (Phillips & Hendrickse, 2013: 23).

### 2.3.4.6 Continuous improvement

Fox *et al.* (1998: 121), hold that station managers have to manage public and human resources in an ever-changing environment. Many factors influence employee behaviour: family life, unforeseen personal events, mental outlook, to name but a few. Not only can these cause large performance variation, but they are largely outside the influence of the company and cannot be predicted (Mitra,1998: 653). Therefore, feedback on employee performance is vital and has advantages such as enhancing employees' motivation and providing managers with meaningful information on the effectiveness of their planning efforts (DeCenzo & Robbins, 2004: 381).

Oakland (2000: 256) argues that continuous improvement is probably the most powerful concept to guide management. To maintain a wave of interest in quality, it is necessary to develop generations of managers who not only understand but are dedicated to the pursuit of never-ending improvement in meeting external and internal customer needs. When people are treated like machines, work becomes uninteresting and unsatisfying and under such conditions it is not possible to expect quality services and reliable products.

The South African Police Service (2013: 42) indicates that continuous improvement involves an approach of improving performance through small, incremental steps. An example would be modifying the way you talk to a customer in the CSC, simplifying the question sequence when taking a statement and rescheduling appointments to provide more focus on the customer's needs. While there is no guarantee that such small steps towards better performance will be followed by other steps, the whole philosophy of continuous improvement tries to ensure that

there will be. Creating a positive environment within the organisation often motivates employees and influences service delivery (Mitra, 1998: 657).

Oakland (2000: 256) suggests three basic principles for continuous improvement:
- Focusing on the customer;
- Understanding the process;
- All employees committed to quality.

To successfully implement any process it is essential to understand what determines its performance and outputs. In this context, an organisation must recognise throughout its ranks that the purpose of all work and all efforts to make improvements is to serve the customers better. Never-ending improvement is the process by which greater customer satisfaction is achieved. Its adoption recognises that quality is a moving target, but its operation actually results in quality.

The South African Police Service (2013: 43) concurs with these principles and includes factors such as training, which should assist everyone to recognise that achieving quality and service delivery objectives will result in a more successful organisation, and quality awareness, whereby everyone gets informed regarding their division's, unit's or station's quality performance. This should occur through displays on bulletin boards or presentations in meetings.

## 2.3.5 Community Policing

After the 1994 election, a new government came to powe. This resulted in some initiatives launched by the previous government being disregarded and others being built upon. Community policing was one of the initiatives taken in accordance with the Interim Constitution, Act 221 of 1993. Provision was made for the establishment of community police forums; the Act also elaborated on their function (Fox et al., 1998: 182).

Chapter 7 of the South African Police Act (Act No. 68 of 1995), describes the objectives of community police forums and boards. Also in Chapter 7, under Section 18, appear guidelines for the establishment of area and provincial community police boards as well as their functions and procedural matters. Effective communication remains absolutely crucial in any community police forum structure (Meyer & van Graan, 2011: 141), because the development of such strategies requires the empowerment of people in understanding their constitutional rights and in being equipped with the resources and skills to exercise these rights effectively. Traditional policing

was characterised by a hierarchical command structure in which power was mainly vested in legislation (Morrison, 2011: 146). Due to the high incidence of crime and international trends in community policing, police management decided to experiment with community policing as an official reponse to the fact that tradtional methods of policing were not achieving the desired results (Meyer & van Graan, 2011: 130).

Bekker (1996: 73) concurs and maintains that community problem solving is central to the idea of citizen participation. Citizens' interests need to be cared for, and meaningful citizen participation in public management requires that the public be well informed about the relevant issues, problems and strategies: hence the need for a transparent government. "Without caring, there can be no quality. Without quality there can be no community-orientated policing" (Whisenand & Ferguson, 1996: 198).

Community policing is regarded by some experts as fundamental for crime prevention, because effective crime prevention must involve a true partnership between the police and the citizens they serve (Champion & Rush, 1997: 340). If the police and community work together in unity, benefits such as a reduction in fear of crime, a reduction in opportunites for crime and an improved quality of life are likely to result (Morrison, 2011: 145).

To establish useful and sustained change in any police department, police managers must overcome the overwhelming resistance of the established police culture, especially in the case of community policing which attempts to reach outside the police department and involve civilians in police matters (Thibault *et al.*, 1998: 204). The community and the police should share a common understanding and vision of how they are going to tackle the problem of crime in South Africa (Morrison, 2011: 145).

An effective organisation learns from the people they service. As everyone gets in on the act, so to speak, the organisation can provide unparalleled quality service and reliability. Many organisations get their best product or service ideas from clients. Thus getting to know and staying connected to the community you serve is essential (Whisenand & Ferguson, 1996: 205).

Each and every citizen of South Africa should be morally obligated to contribute to the upliftment of all its inhabitants, but most especially workers in the public sector such as the SAPS. This can be achieved by making sure the organisation fulfils a developmental role (Fox *et al.*, 1998: 190). Civil society can play a significant role in the empowerment of both the community and the

police, through the community police forums, by providing resources such as skills and information. Meyer & van Graan (2011: 141) maintain that partnerships with local orgainsations and the business community should be formed in order to build capacity and consolidate resources. The police are mandated to deal directly with crime, while the role of the community is to be the "eyes and ears" of the police. Most information about crime comes directly from the community (Meyer & van Graan, 2011: 137).

In the end, the police have only one role, and that is to provide a service. This role must be clear to the police themselves and to the population they serve (Hendrickx & van Ryckeghem, 1999: n.d). To reiterate, however sound the theory of community policing, the reality is that community policing cannot be effective if communities and the police are not working together. A combined effort between citizens and the police is needed to combat crime (Meyer & van Graan, 2011: 131).

## 2. 4.   Measuring service quality

Donnelly, Wisniewski, Dalrymple and Curry (1995:16-17) contend that quality and customer service have been identified as critical strategic issues for both public and private sector organisations. In the private sector, customer satisfaction will be secured through high quality products and services. Public sector organisations are under constant pressure to improve customer service. Some of the pressure arises internally, from a genuine desire to improve the quality of service provided to communities. Others are demanded by outside sources, such as governing bodies, oversight groups or the general public.

Non-profit organisations attempt to achieve objectives other 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, protect endangered species, provide education, provide safety and security or supply healthcare (Jobber, 2007: 928).

Therefore, customer satisfaction and service quality are often combined as functions of customers' perceptions and expectations, and research has indicated that high service quality contributes to customer satisfaction and customer delight (Ahuja, Mahlawat & Masood, 2012: 65). Since customer satisfaction is the objective of most successful companies, service quality should be measured by how well the organisation satisfies its customers (Brink & Berndt, 2008:

70). Much of the research to date has focused on measuring service quality by using the Servqual instrument (Kang & James, 2004: 266).

The Servqual instrument is used to measure service quality through the differences between perceptions and expectations of customers regarding various dimensions of service quality, including tangibles, responsiveness, empathy, assurance and reliability (Brink & Berndt, 2008: 73). The Servqual instrument is a useful starting point, though not a final answer to assessing service quality. It does enable an organisation to compare customer expectations and perceptions over time. The organisation can compare its Servqual score with competitors. It can be also used to categorise a company's customers into perceived quality segments on the basis of their individual Servqual score (Baron and Harris, 2003: 142).

## 2.4.1. Service quality gaps

Parasuraman, Zeithaml & Berry (1985: 44) claim that a set of key discrepancies or gaps exist regarding executive perceptions of service delivery quality and the tasks associated with service delivery to consumers. These gaps can be major hurdles in attempting to deliver a service which consumers would perceive as being of high quality. In *Figure 2.3*, below, the five performance gaps as identified by Parasuraman *et al.* (1985: 45), are presented

**Figure 2.3 The service quality model**
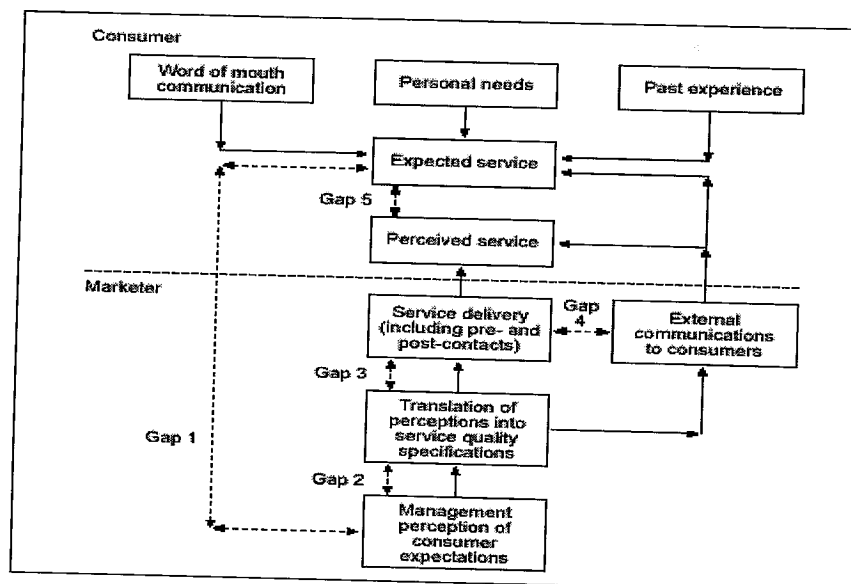


(Source: Parasuraman *et al.*, 1985: 45)

# Gap 1: Consumer expectation – management perception gap

The "management perception gap" refers to the divergence between the perceptions of customers and management with respect to what constitutes quality in service (Mahesh, 1993: 28). There are many reasons for managers not being aware of what customers expect, such as having no direct interaction with customers, being unwilling to ask about expectations, or being 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 take decisions on resource allocations that result in perceptions of poor service quality. Many organisations do not meet customer expectations because they fail to understand what those expectations are (Silvestro, 2005: 215).

The most critical step in delivering service quality is probably determining exactly what the customers need (Bennett, 2000: 234). Service firms may not always understand what features a service must have in order to meet consumers' needs, or what levels of performance from those features are needed to deliver high quality service. This affects the way consumers evaluate service quality (Daniel & Berinyuy, 2010: 39).

# Gap 2: Management perception – service quality specification gap

Daniel & Berinyuy (2010: 39) argue that this gap arises when a company identifies what the consumers want, but lacks the means to meet these expectations. This could be a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardization or an absence of goal setting (Shahin & Janatyan, 2011: 101). As services are intangible, they are difficult to describe and communicate. It is critical that all those involved be working with the same concepts, based on customer needs and expectations (Lovelock and Wirzt, 2007: 425).

# Gap 3: Service quality specifications – service delivery gap

Service performance gaps can reflect a variety of factors: problems with service quality standards, poorly qualified employees, inadequate internal systems to support contact personnel and insufficient capacity to serve (Mahesh, 1993: 28). Daniel & Berinyuy (2010: 39) concur that factors that could affect this gap are resource constraints as well as market conditions and management indifference. This gap is also affected as a result of role ambiguity and conflict,

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poor employee placement and poor technology or job design, inappropriate supervisory control systems, lack of perceived control and lack of teamwork (Shahin & Janatyan, 2011: 101).

The other possible factor is that service organisations cannot muster sufficient resources and capacity when they face a situation of over-demand and under-demand (Metters, Metters, Pullman & 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 & Hair, 2008: 339).

## Gap 4: Service delivery – external communications gap

External communications can affect not only consumer expectations of service but also consumer perceptions of the delivered service (Daniel & Berinyuy, 2010: 39). Companies can neglect to inform consumers of special efforts to assure quality that are not visible to them, and this could influence service quality perceptions by consumers. This gap also arises as a result of inadequate horizontal communications and a propensity to over-compromise (Shahin & Janatyan, 2011: 101).

## Gap 5: Customers' expectations – perceptions of quality service gap

This gap stems from the cumulative consequences of the aforementioned gaps. This gap is itself one of the key factors within the creation of each of the other four gaps and requires the most immediate remedial action within most service companies (Mahesh, 1993: 28). As a result of influences exerted from the customer side and gaps on the part of the service provider, customer expectations are influenced by personal needs, word of mouth recommendation and past service experiences (Shahin & Janatyan, 2011: 101). The key to ensuring good service quality is meeting or exceeding what consumers expect from the service, and the judgement of high and low service quality depends on how consumers perceive the actual performance in the context of what they expected (Daniel & Berinyuy, 2010: 39).

## 2.4.2 The SERVQUAL model

Parasuraman, Zeithaml & Berry (1988: 12) developed the Servqual model, mentioned above, which represents service quality as the discrepancy between a customer's expectations of a service and his or her perceptions of the actual service received. This measurement of service

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quality is based on both how consumers evaluate the service delivery process and on the outcome of the service. Therefore, good service quality is considered to be that which meets or exceeds the consumer's expectations of the service (Parasuraman *et al.*, 1988: 46).

According to van Niekerk (1996: 66), Servqual is a generic instrument and was designed to have broad applicability. Using Servqual non-specifically as a methodology may not be sufficient, and some institutions adapt its scope and application. But despite the criticism levelled against it, Servqual is still widely used (Dirkse van Schalkwyk & Steenkamp, 2014: 90-91).

## 2.5    Chapter summary

This chapter explained the legislative framework governing service delivery by the SAPS, emphasising how the organisation would not exist without its customers. Police managers should realise that they need to improve their levels of service, especially in the efficiency and effectiveness of the way in which services are delivered in order to attain customer satisfaction. SAPS should also taken cognisance of the areas which they need to address in terms of the Batho Pele principles. In today's world, there is no substitute for effective customer care, which leads to customer satisfaction.

Training and motivating employees are also imperative in providing quality services to the general public. Without a happy employee, there can be no satisfied customer. Implementing a Total Quality Management system in any organisation will not only provide direction for employees, but will also assist them in completing their tasks correctly. Demington's points for management were also briefly discussed as underpinning the need for continuous quality improvement based on managerial leadership.

Emphasis was given to police managers at station level and their environment, as well as the importance of a leadership system. Good leaders are normally good communicators, and within police stations this is vitally important as members of the police at community service centres are in constant contact with customers, the general public. The manner and style in which management chooses to communicate with their subordinates will reflect in how they will deliver services to customers. The community also has a role to play, and by participating through assisting the police they will create a strong partnership as a means of combating and preventing crime within their community.

This chapter also discussed work performance and how it can be used to motivate employees and thus benefit the organisation. Continuous organisational improvement improves efficiency, and employee involvement is a key element of quality management. With this in mind, the measurement of service using the SERVQUAL model was also examined. The SERVQUAL model assists to identify different gaps within service delivery. Once gaps are identified, they should be eliminated in order to attain mutual satisfaction for organisations and their customers.

The following chapter discusses the methodology that was selected to obtain the required research data.

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter introduces the research methodology employed in this study. A mixed-method approach was utilised. Data was collected from survey questionnaires administered to 300 clients of three selected police stations in the Western Cape, followed by interviews with 3 Station Commanders of those police stations, and an interview with the Acting Deputy Provincial Commissioner of the SAPS in the Western Cape. This chapter also provides a detailed description and justification for the methodology selected and the instruments in collecting data, a discussion of the research population, and an account of how the data was analysed.

## 3.2 Research methodology

When one engages in research, one needs to consider both purpose and method in the design of the project (Shillingford, 2006: 22). The phrase research methodology refers to the approach used in gathering and analysing data. It consists of chronological and systematic steps that researchers utilise as a roadmap in unbundling the problem that is being studied (Silverman, 2001: 4). According to Welman, Kruger & Mitchell (2005: 2), research methodology considers and explains the logic behind research methods and techniques; in this way, in the words of Hesse-Biber (2010:16), research methodology determines the way in which selected tools are utilised. As indicated before, this study followed a mixed methods approach.

A mixed-method approach is one which includes both quantitative and qualitative data collection techniques and data analysis procedures in the same study (Saunders, Lewis & Thomhill, 2009: 152). Mixed-methods research also requires a greater range of skills, the use of which can result in less waste of potentially useful information. It further creates researchers with an increased ability to make appropriate criticisms of all types of research, and often has a greater impact (Gorard, 2004: 7).

A mixed-method approach has certain advantages compared to a single-method approach. For instance, it allows for greater adaptability and adjustment to planned and unplanned events throughout the research process (Lapan & Quartarolli, 2009: 245-246). There are also some disadvantages to using a mixed-method approach: the researcher may miss out on phenomena

occurring because of a focus on theory or hypothesis; the knowledge produced may be too abstract and general for direct application to specific local situations, contexts and individuals; or the categories and theories used by the researcher may not reflect local constituencies' understandings (Johnson & Onwuegbuzie, 2004: 19).

Nevertheless, mixed-methods research seeks to capitalise on the respective strengths of both quantitative and qualitative methods. Pairing components of quantitative and qualitative methods can achieve various aims, including corroborating findings, generating more complete data, and using the results from one method to enhance insights attained with the complementary method (Curry, Nembhard & Bradley, 2009: 1442).

Within a mixed-method approach, there are three general strategies that serve to elaborate, converge or apply a "theoretical lens" to the data obtained (Creswell, 2003: 16). These three strategies comprise:

- A sequential procedure, in which the researcher seeks to elaborate on or expand the findings of one method with another method. This involves beginning with a quantitative method in which theories or concepts are tested, followed by qualitative phase involving detailed exploration of a few cases or individuals, or vice-versa.
- A concurrent procedure, which entails the researcher converging quantitative and qualitative data in order to provide a comprehensive analysis of the research problem.
- Transformative procedures, in which the researcher uses a theoretical lens as an overarching perspective within a design that contains both qualitative and quantitative data (Creswell, 2003: 16-17).

In this study the sequential strategy was utilised. Quantitative data was collected by means of a survey and qualitative data was subsequently collected from detailed interviews.

### 3.2.1 Data collection

Delport *et al.* (2002: 279), define data collection as the methods and instruments used to obtain information relating to a specific matter. In this study, data was collected sequentially. The first phase of the study consisted of the quantitative component, a positivistic approach through which a survey questionnaire was administered to clients of the three identified police stations, in order to ascertain their perceptions of the service received compared to expectations arising

from their sense of their human rights and needs. The second phase was the qualitative component, involving an anti-positivistic and interpretative approach. This comprised unstructured interviews with key staff members of the SAPS at the three police stations as well as their senior at the SAPS provincial office, in order to gain insight into the services that should be delivered and the challenges they face in attempting to satisfy their customers. Their responses were analysed to ascertain their perceptions and views.

### 3.2.1.1 Survey Questionnaire

Quantitative research seeks to establish, validate or confirm relationships. Due to the approach being deductive, emphasis is placed on detailed planning prior to data collection and analysis (Shillingford, 2006: 27). This kind of research quantifies the problem by generating numerical data or data that can be transformed into useable statistics. It can also be used to quantify attitudes, opinions, behaviours and other defined variables and by generalising the results from a sample to a larger population (Creswell, 2008: 51).

As it was necessary to establish the opinions and views of different communities visiting police stations regarding the levels of service they experienced, a quantitative approach seemed to be appropriate. A survey questionnaire seemed therefore the ideal method of generating data. Polonsky & Waller (2011: 135) explain that a survey is a structured questionnaire given to a population sample and designed to elicit from respondents specific information regarding attitudes, intentions, awareness, behaviours and motivation. Surveys are normally direct, with questions being presented in the same order to each respondent.

According to Cargen (2007: 117), the questionnaire offers the following advantages:
- it is less expensive in terms of time and money;
- respondents feel a greater sense of anonymity;
- each respondent is asked the same questions;
- the format is standard for all and is not dependent on the mood of the interviewer;
- large samples covering large geographic areas may be chosen;
- a greater amount of data over a broad range of topics may be collected.

A structured questionnaire targeted at clients who entered the Community Service Centres of the identified police stations was prepared. The survey was fielded from October 2015 up until the end of November 2015. The survey was carried out by the researcher and one research

assistant, for the purposes of translating the questionnaire into Isi-xhosa at the Mfuleni police station, as most of the clients were black South Africans.

### 3.2.1.1.1 Target population of the study

According to Welman *et al.* (2005 : 52), "the population" can be described as the object of the research, comprising individuals, groups, organisations, human products and events or the conditions that they are exposed to. Delport, de Vos, Strydom and Fouché (2011: 223) concur that a population is the totality of persons, events, organisational units, case records or other sampling units with which the research problem is concerned. The population under investigation for this study consisted of clients visiting the CSCs of the Kuilsrivier, Kleinvlei and Mfuleni police stations. A secondary population was constituted by the three Station Commanders of the identified police stations and their senior, the Deputy Provincial Commissioner.

### 3.2.1.1.1.2 Population and area size

Heilbron (2013: 1) provides the population and area size of the three police stations targeted by this study as follows:

- Mfuleni police station serves a population of 111 968 and has an area size of 29 km2.
- Kleinvlei police station serves a population of 96 803 and its area size is 27km2.
- Kuilsriver police station services a population of 71 628 and has an area size of 39km2.

**Figure 3.3.1 Maps of the three identified areas**
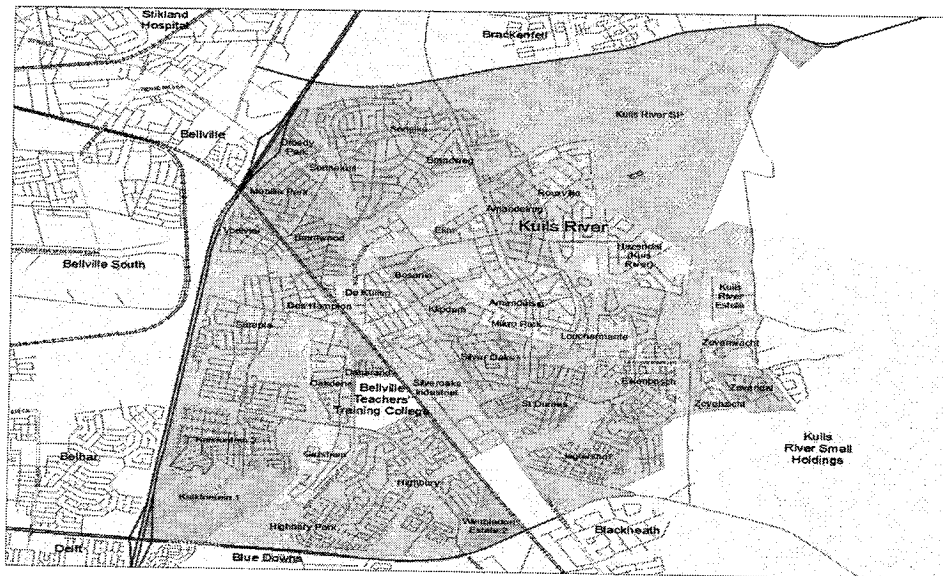


(Source: Cape Town 2011: n.d.)
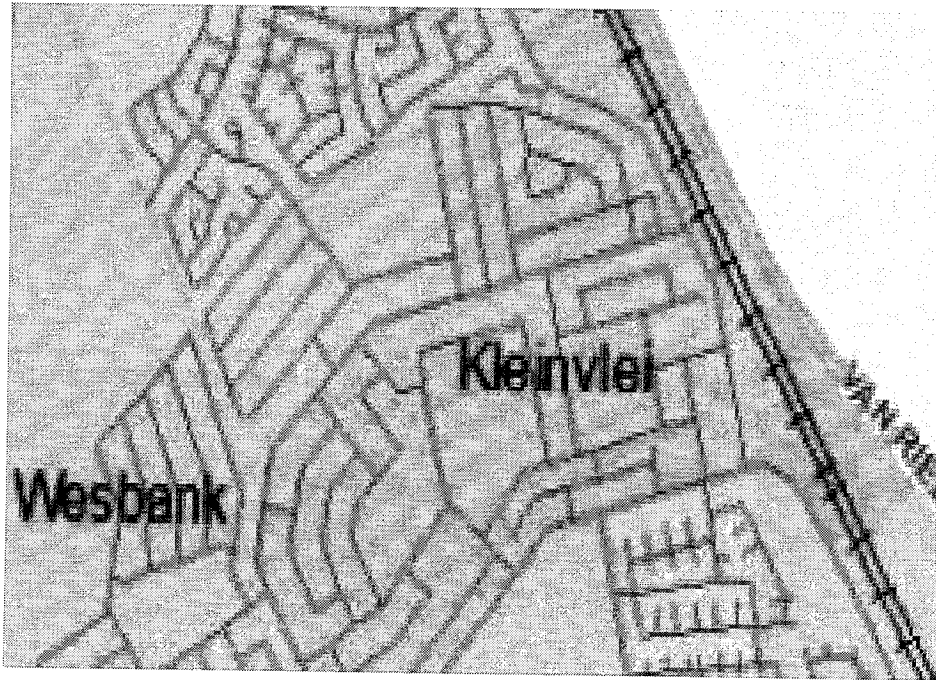


(Source: Cape Town 2011: n.d.)

### 3.2.1.1.1.3. Sample size

A sample can be described as a small portion of the total set of objects, events or persons from which a representative selection is made (Barker, 2003: 380). In this study, 300 clients would suffice as a sample of the population, according to the Cape Peninsula University of Technology's in-house statistician (Uys, 2015:1). Even if it were possible to study the whole population, time constraints and the cost associated with it would have made it impractical. The use of samples can enable perfectly accurate research (Delport et al., 2011: 226).

Non-probability sampling is a process in which the probability of selection of each sample is unknown (Sudman & Blair, 2002: 340). Convenience sampling is a non-probability method in which samples are drawn at the convenience of the researcher, as the study is being conducted (Hair, Bush & Ortinau, 2000: 354). Non-probability sampling can also be seen as a subjective method to produce acceptable results more quickly and at a lower cost than probability sampling (Leedy & Ormrod, 2005: 206).

Convenience sampling was used as it allowed the researcher to survey participants who were available at particular times in the CSCs. Convenience sampling involves selecting those cases

that are the easiest to obtain for your sample. The sample selection process is continued until you reach the required sample size (Welman *et al.*, 2005: 69). The 300 clients identified as the sample consisted of 100 clients from each policing area.

Table 3.1 also justifies why 100 respondents from each area were chosen (adapted from Delport *et al.*, 2011: 225).

**Table 3.1: Sampling guidelines**

| Population | Percentage suggested | Number of respondents |
|---|---|---|
| 20 | 100% | 20 |
| 30 | 80% | 24 |
| 50 | 64% | 32 |
| 100 | 45% | 45 |
| 200 | 32% | 64 |
| 500 | 20% | 100 |

(Source: Delport *et al.*, 2011: 225)

A group of 100 respondents are thus judged to be a statistically adequate sample of a population of 500.

#### 3.2.1.1.1.4. Statistical Analyses

The data collected was analysed according to statistical principles. With the assistance of the Cape Peninsula University of Technology statistician, the Statistical Package for Social Sciences software was used to analyse the data and generate statistics and frequencies.

### 3.2.2 Interviews

According to Cresswell (2008: 46), qualitative research is primarily exploratory research and is used to gain an understanding of underlying reasons, opinions and motivations. It is also used to uncover trends in thought and opinions as well as to delve deeper into a given problem. Qualitative studies are focused on differences in quality, rather than quantity, with their results expressed in words rather than numbers. Qualitative research also focuses on behavioural regularities within everyday situations (Welman *et al.*, 2005: 193). Qualitative research usually has fewer participants due to the depth of the data collection (Gorad, 2013: 09). It also does not

seek to choose samples that are representative of populations, but rather to provide depth and richness of data which is not possible with quantitative data (Curtis, 2009: 47).

Interviews are a means of collecting data ubiquitous in the social sciences (Potter & Hepburn, quoted in Packer, 2011: 43). With unstructured interviews an attempt is made to understand how individuals experience their life-world and how they make sense of what is happening to them (Welman et al., 2005:198). Unstructured interviewing can provide a greater breadth of data than most other types, given its qualitative nature (Fontana & Frey, quoted in Denzen & Lincoln, 2000: 652).

The primary advantage of unstructured interviews is that they provide much more detailed information than what is available through other data collection methods. They may also provide a more relaxed atmosphere in which to collect information and people my feel more comfortable in having what feels like a conversation (Boyce & Neale, 2006: 3).

Unstructured interviews were conducted with the three Station Commanders of the police stations as well as with their senior, the Deputy Provincial Commissioner: Operations of the SAPS. Station Commanders are the managers of police stations and are held accountable for the efficient and effective use of all resources under their command. In turn, Station Commanders are managed by their senior, the Deputy Provincial Commissioner: Operations, due to the operating ranking structure within the SAPS.

A set of two unstructured interview schedules were developed to guide the researcher during the interviews. One interview schedule was administered to the Station Commanders of the selected police stations, and the other to their Provincial senior, the Acting Deputy Provincial Commissioner. Participants were encouraged to share their views and opinions regarding service delivery at police stations. Permission to record the interviews was sought before the interviews started, but only one participant felt comfortable with this, so note-taking was required to obtain most of the data.

### 3.2.1 Content Analysis

Welman, Kruger & Mitchell (2005: 221) suggest that content analysis entails the quantitative analysis of qualitative data. Content analysis is a widely used qualitative research technique and current applications of content analysis include three distinct approaches, conventional, direct

and summative. These approaches are used to interpret meaning from the content of text data (Shannon & Hsieh, 2005: 1277). In a nutshell, content analysis is the study of recorded human communications, and is essentially a coding operation, where coding is the process of transforming raw data into a standardised form (Babbie, 2001: 309).

In this study content analysis was applied to make sense of the data collected by way of the in-depth interviews. The aim of the interviews was to determine if there were set patterns of service delivery at the police stations selected.

## 3.3 Ethical considerations

The research proposal for this study was approved by the Higher Degrees Committee of the Cape Peninsula University of Technology (CPUT), while its methodology and ethics were approved by the CPUT Ethics Committee. Permission was requested to conduct research within the SAPS, specifically the three police stations, and obtained on 16th May 2015. The researcher adhered to and followed all the ethical guidelines, ensuring that the study preserved the anonymity and privacy of participants. All the data collected was handled with confidentiality and only used for research purposes.

Participation in this study was voluntary and no form of coercion was used against the participants. Participants were informed of their right to withdraw at any stage and were also assured of confidentiality and anonymity.

## 3.4 Delineation of the research

This study was restricted to the Mfuleni, Kuilsriver and Kleinvlei police stations. The study was limited to clients over 18 years of age who visited the three police stations in the Western Cape, as well as the three Station Commanders and their Provincial senior.

## 3.5 Chapter Summary

In this chapter the research methodology used in the project was discussed, including the essential instruments employed to collect data and the data analysis methods required to understand the results obtained. A survey questionnaire was administered to provide insight into customer satisfaction levels at police stations. Three hundred and fifty questionnaires were

printed and a total of 300 people participated in the survey. Four interviews were conducted for purposes of comparison and correlation. The following chapter presents the analysis of the data and the findings generated.

# CHAPTER FOUR
## DISCUSSION OF RESEARCH FINDINGS

## 4.1 Introduction

The previous chapter provided a detailed explanation of the research methodology utilised in this study. This chapter offers a demographic description of the study population, followed by presentation and interpretation of the data generated by way of the data collection tools.

## 4.2 Demographic description of the study population

The study focused on clients who visited one of the three identified police stations, namely Kleinvlei, Kuilsriver and Mfuleni. A total of 300 clients, 100 per police station, responded to the survey. There are no demographic descriptions of the respondents as it is irrelevant in terms of service delivery. The only requisite was that clients had to be 18 years of age or older.

## 4.3 Survey questionnaire: Data presentation and interpretation

Each figure below represents questions posed to respondents, followed by an interpretation of the data.

**Figure 4.1 Services rendered by this CSC were of an acceptable standard**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 4 | 1.3 | 1.3 | 1.3 |
| | Disagree | 28 | 9.3 | 9.3 | 10.7 |
| | Neutral | 10 | 3.3 | 3.3 | 14.0 |
| | Agree | 186 | 62.0 | 62.0 | 76.0 |
| | Strongly agree | 72 | 24.0 | 24.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.1 illustrates responses to the question of whether services rendered at CSCs were of an acceptable standard, as well as in line with respondents' right to information. The majority of the respondents, namely one hundred and eighty-six (62%), agreed that the services rendered

were of an acceptable standard and in line with their right to information, while seventy-two (24%) strongly agreed. A total of twenty-eight (9.3%) disagreed, ten (3.3%) were undecided and four (1.3%) strongly disagreed that the services rendered by the CSCs were of an acceptable standard and in line with their right to information.

## Data interpretation

According to Reynecke and Fourie (2001: 20), in the SAPS the clients' needs must be determined and then all available resources must be allocated in an attempt to meet these effectively and efficiently. Bruce et al. (2007: 25), explain that police stations serve as the key units for service delivery, and each police station performs this service-delivery function through three main components, the CSC, the crime prevention unit and the detective unit.

From the above the researcher concludes that the majority of respondents are satisfied with the services they received from the police stations they visited. SAPS is therefore providing services which satisfy clients' needs.

**Figure 4.2 Quality of services received was not up to expectation**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 93 | 31.0 | 31.0 | 31.0 |
| | Disagree | 125 | 41.7 | 41.7 | 72.7 |
| | Neutral | 7 | 2.3 | 2.3 | 75.0 |
| | Agree | 63 | 21.0 | 21.0 | 96.0 |
| | Strongly agree | 12 | 4.0 | 4.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.2 illustrates responses to the question of whether the quality of services received by respondents was not what they expected. The majority of the respondents, namely one hundred and twenty-five (41.7%), disagreed with this statement, while ninety-three (31.0%) strongly disagreed. On the other hand, sixty-three (21%) agreed, twelve (4.0%) strongly agreed with this statement, and seven (2.3%) were undecided.

## Data interpretation

Quality means different things to different people. It is a competitive tool, one that can be used to differentiate one organisation from another (Burrill & Ledolter, 1999: 4). Foster (2004: 215) concurs that quality service is essential for competitiveness and can even improve employee satisfaction. Perceptions of services received by the customer depend on their expectations, and when the treatment surpasses the customer's expectations, it can be regarded as excellent service. An organisation should strive to exceed customer expectations (Cook, 2008: 17).

The data seems to indicate that the services the clients/customers received were better than what they expected, and that the SAPS are there providing people with satisfactory services.

### Figure 4.3 Services received are individualised

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 5 | 1.7 | 1.7 | 1.7 |
| | Disagree | 33 | 11.0 | 11.0 | 12.7 |
| | Neutral | 18 | 6.0 | 6.0 | 18.7 |
| | Agree | 157 | 52.3 | 52.3 | 71.0 |
| | Strongly agree | 87 | 29.0 | 29.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.3 shows that the majority of one hundred and fifty-seven respondents (52.3%) agreed that the services received were individualised, eighty-seven (29.0%) strongly agreed with this, whereas thirty-three (11.0%) disagreed, five (1.7%) strongly disagreed and 18 (6.0%) were undecided.

## Data interpretation

Edvardsson (1998: 144) is of the opinion that personal attention has been proven to be a central quality factor. The researcher is of the opinion that the SAPS is providing adequate service delivery to clients who enters the CSCs, as well as being aware of quality factors in providing services to the public.

**Figure 4.4 Service received described as caring**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 6 | 2.0 | 2.0 | 2.0 |
| | Disagree | 40 | 13.3 | 13.3 | 15.3 |
| | Neutral | 29 | 9.7 | 9.7 | 25.0 |
| | Agree | 136 | 45.3 | 45.3 | 70.3 |
| | Strongly agree | 89 | 29.7 | 29.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was designed to determine whether respondents thought that police staff were caring towards them, as dealing with difficult people can sometimes be challenging. Figure 4.4 illustrates that one hundred and thirty-six (45.3%) agreed that the service can be described as caring, and eighty-nine (29.7%) strongly agreed. However there were candidates who found the staff uncaring. Forty (13.3%) disagreed and six (2.0%) strongly disagreed. Twenty-nine (9.7%) remained neutral.

**Data interpretation**

According to Jon-Pape (2013: 1), empathy involves understanding the customer's needs and responding in an appropriate manner. Customers are the life blood of any undertaking, and growth in the SAPS can be construed as positive as long as the SAPS cares about its clients' interests (South African Police Service, 2013: 15).

The results appear to indicate that SAPS is consistent in caring for its clients.

**Figure 4.5 Customer satisfaction is the driving force of services delivered by CSC personnel**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 6 | 2.0 | 2.0 | 2.0 |
| | Disagree | 40 | 13.3 | 13.3 | 15.3 |
| | Neutral | 29 | 9.7 | 9.7 | 25.0 |
| | Agree | 140 | 46.7 | 46.7 | 71.7 |
| | Strongly agree | 85 | 28.3 | 28.3 | 100.0 |

| | | | | Total | 300 | 100.0 | 100.0 | |

Figure 4.5 illustrates that most respondents agreed that customer satisfaction seemed to be the aim of CSC personnel, with one hundred and forty (46.7%) agreeing and eighty-five (28.3%) strongly agreeing. But there were candidates who thought that customer satisfaction was not the aim of the CSC personnel. Forty (13.3%) disagreed and six (2.0%) strongly disagreed. Twenty-nine (9.7%) remained neutral.

## Data interpretation

The main objective of the Batho Pele Principles on Service Delivery is to improve public service delivery (South Africa. Department of Public Service and Administration, 2007: 1-5). The SAPS would not exist without their customers, and SAPS should satisfy their needs to such a degree that they will be prepared to advertise the SAPS with pride (South African Police Service, 2013: 15).

Although SAPS has improved in the delivery of services, there is always room for improvement, to ensure that *all* its clients are satisfied with the services that they receive.

**Figure 4.6 Service received was questionable**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 73 | 24.3 | 24.3 | 24.3 |
| | Disagree | 147 | 49.0 | 49.0 | 73.3 |
| | Neutral | 35 | 11.7 | 11.7 | 85.0 |
| | Agree | 27 | 9.0 | 9.0 | 94.0 |
| | Strongly agree | 18 | 6.0 | 6.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was designed to determine whether the service received was consistent, from the moment a client enters the CSC up to when the client leaves the CSC. Figure 4.6 illustrates that the majority of respondents, one hundred and forty-seven (49.0%) disagreed and seventy-three (24.3%) strongly disagreed that the service received was questionable. There were twenty-seven (9.0%) who agreed and eighteen (6.0%) who strongly agreed that the service was questionable, while thirty-five (11.7%) remained neutral.

**Data interpretation**

Reynecke and Fourie (2001: 284) contend that the code of conduct for police officials is the basis for positive discipline in the SAPS. A police code of conduct serves an important symbolic function as it embodies a corporate commitment to ethical standards (SAPS, 2013: 8). Ethical policing demands that employees of the SAPS act with integrity and respect for people's diversity and the law, and in return this should enhance service excellence to the approval of the public (SAPS, 2013: 9).

That data indicate that SAPS is providing an effective service to the communities that they serve. The community is satisfied with the service they receive from the CSC and do not find it questionable.

**Figure 4.7 I did not receive value for money as service was not prompt and in the allocated time frame**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 51 | 17.0 | 17.0 | 17.0 |
| | Disagree | 147 | 49.0 | 49.0 | 66.0 |
| | Neutral | 12 | 4.0 | 4.0 | 70.0 |
| | Agree | 71 | 23.7 | 23.7 | 93.7 |
| | Strongly agree | 19 | 6.3 | 6.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was structured to determine whether the services received can be described as prompt and delivered in the allocated time, which is generally not longer than 30 minutes. Figure 4.7 illustrates that most of the respondents did not agree with this statement, however there were some who agreed and a few who were undecided. One hundred and forty-seven (49.0%) disagreed, fifty-one (17.0%) strongly disagreed, seventy-one (23.7%) agreed, nineteen (6.3%) strongly agreed and twelve (4.0) remained neutral.

**Data interpretation**

According to South African Police Service (2013: 2), redress has transformed the basic service standards within the ambit of policing. This implies that the SAPS in the Western Cape respects the principle that access to services is a basic need for all communities. In the Service Delivery

Improvement Plan of 2012, SAPS Western Cape committed itself to service excellence through the application of the Batho Pele principles.

The researcher contends that clients who enter the CSCs of the police stations believe that they are receiving value for money in the allocated time frame, although there are still clients who feel that service is not prompt enough. Through the commitment of the SAPS as indicated above, service excellence should ensure that all clients receive value for money in terms of public services provided by the SAPS.

**Figure 4.8 The CSC personnel did not know what to do**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 76 | 25.3 | 25.3 | 25.3 |
| | Disagree | 161 | 53.7 | 53.7 | 79.0 |
| | Neutral | 29 | 9.7 | 9.7 | 88.7 |
| | Agree | 26 | 8.7 | 8.7 | 97.3 |
| | Strongly agree | 8 | 2.7 | 2.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was designed to determine whether CSC personnel were knowledgeable in assisting clients with their questions and problems. In order successfully to provide a service or to sell a product, an organisation should know what it is providing. Figure 4.8 illustrates that one hundred and sixty-one (53.7%) did not agree with the statement that the CSC personnel were not knowledgeable, seventy-six (25.3%) strongly disagreed with this statement, while twenty-six (8.7%) agreed, eight (2.7%) strongly agreed and twenty-nine (9.7%) remained neutral.

**Data interpretation**

Police training is important to both police commanders and personnel. Commanders need to feel confident that their officers know the fundamentals of the job (Thibault et al. 1998: 319). As the majority of respondents agreed that the CSC personnel were knowledgeable, it is sufficient to say that members of the SAPS do receive training and are knowledgeable in peforming their tasks.

## Figure 4.9 CSC personnel took all needs into consideration in terms of service delivery

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 7 | 2.3 | 2.3 | 2.3 |
| | Disagree | 36 | 12.0 | 12.0 | 14.3 |
| | Neutral | 32 | 10.7 | 10.7 | 25.0 |
| | Agree | 136 | 45.3 | 45.3 | 70.3 |
| | Strongly agree | 89 | 29.7 | 29.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.9 illustrated that one hundred and thirty-six (45.3%) respondents agreed that the CSC personnel took all their needs into consideration in terms of service delivery, while eighty-nine (29.7%) strongly agreed. Thirty-six (12.0%) disagreed, thirty-two (10.7%) remained neutral and seven (2.3%) strongly disagreed.

## Data interpretation

Bennett & Bennett (2000: 234) is of the opinion that the most critical step in delivering service quality is determining exactly what customers' needs are. The results show levels of satisfaction that indicate that the SAPS is indeed addressing clients' needs.

## Figure 4.10 Personnel are not adequately trained

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 63 | 21.0 | 21.0 | 21.0 |
| | Disagree | 136 | 45.3 | 45.3 | 66.3 |
| | Neutral | 30 | 10.0 | 10.0 | 76.3 |
| | Agree | 62 | 20.7 | 20.7 | 97.0 |
| | Strongly agree | 9 | 3.0 | 3.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.10 illustrates whether personnel are perceived to be inadequately trained to deliver quality services. One hundred and thirty-six (45.3%) disagreed and sixty-three (21.0%) strongly

disagreed with this statement, while sixty-two (20.7%) agreed, thirty (10.0%) remained neutral and nine (3.0%) strongly disagreed.

## Data interpretation

According to Swarbrooke (2002: 258-59) training can be used to motivate people, but should be reviewed and revised on a continuous basis. During 2002, the SAPS head office training department restructured. Between 2002 and 2015 the SAPS training department underwent transformation, with the objective of improving the knowledge and policing skills of future police leaders (South African Police Service, 2015: n.d.).

The results indicate that SAPS members working in the CSCs of police stations are adequately trained to deliver quality services to everyone who enters the CSCs.

## Figure 4.11 Service received is what SAPS promotes

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 5 | 1.7 | 1.7 | 1.7 |
| | Disagree | 34 | 11.3 | 11.3 | 13.0 |
| | Neutral | 64 | 21.3 | 21.3 | 34.3 |
| | Agree | 110 | 36.7 | 36.7 | 71.0 |
| | Strongly agree | 87 | 29.0 | 29.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4:11 above illustrates whether the service that was received is in line with the SAPS vision to uphold and improve standards of client satisfaction. Figure 4.11 shows that one hundred and ten (36.7%) respondents agreed that the service that they received was in line with SAPS' vision to uphold and improve standards of client satisfaction, while eighty-seven (29.0%) strongly agreed. Sixty-four (21.3%) remained neutral, while thirty-four (11.3%) respondents disagreed and five (1.7%) respondents strongly disagreed.

## Data interpretation

Wolvaard (2007: 3) points out that the national strategy of the SAPS emphasises the importance of providing effective and efficient service to its clients. The SAPS' values are

reflected in their strategic plans, including providing a responsible, effective and high quality service with honesty and integrity.

The researcher contends that SAPS have improved upon their standards in order to attain client satisfaction and achieving their self-determined and objectives.

**Figure 4.12 Physical environment including staff of CSC was appealing**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 2 | .7 | .7 | .7 |
| | Disagree | 11 | 3.7 | 3.7 | 4.3 |
| | Neutral | 24 | 8.0 | 8.0 | 12.3 |
| | Agree | 156 | 52.0 | 52.0 | 64.3 |
| | Strongly agree | 107 | 35.7 | 35.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was designed to determine what respondents thought of the physical environment and staff, as the physical environment can affect the type of service received. Figure 4.12 shows that one hundred and fifty-six (52.0%) respondents agreed, and one hundred and seven (35.7%) respondents strongly agreed that the physical environment of the CSC (including its staff) was appealing, while twenty-four (8.0%) respondents remained neutral, eleven (3.7%) respondents disagreed and only two (0.7%) respondents strongly disagreed.

**Data interpretation**

The duties and responsibilities of the Station Commander of a police station are aptly captured in the 1964 Regulations document, and are still applicable today. As far as neatness, cleaniness and courtesy extends, the Station Commander must set an example for the members at their police station (South Africa, 1964: 13). It is also the responsibility of the Station Commander to ensure that their personnel are always polite, courteous and, when necessary, assist people of the comunity in all policing related matters and general enquiries.

After reviewing the results of the data and in comparison with the literature, the researcher concludes that the Station Commanders of the selected police stations are setting an example,

reflected in the conduct of their members working in the CSCs. This can also be construed as SAPS' being compliant with their regulations and adhering to government policy for improving service delivery.

**Figure 4.13 Access not given to services that I am entitled to**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 70 | 23.3 | 23.3 | 23.3 |
| | Disagree | 181 | 60.3 | 60.3 | 83.7 |
| | Neutral | 13 | 4.3 | 4.3 | 88.0 |
| | Agree | 26 | 8.7 | 8.7 | 96.7 |
| | Strongly agree | 10 | 3.3 | 3.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

From Figure 4.13 it can be observed that one hundred and eighty-one (60.3%) respondents did not agree with this statement and seventy (23.3%) strongly disagreed. On the other hand, twenty-six (8.7%) respondents agreed, thirteen (4.3%) remained neutral and ten (3.3%) respondents strongly agreed.

**Data interpretation**

The principles that government has instituted to ensure that all government departments provide public services in a uniform manner and ensure that service delivery is improved upon are recorded in the Batho Pele White Paper (South Africa,1997: 7). The public also has a legitimate right according to the tenets of democracy to receive quality service (Dorasamy, 2010: 58).

The researcher infers from the results that the SAPS is providing citizens with all the services to which they consider themselves entitled.

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**Figure 4.14 Behaviour of community service personnel instils confidence**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 7 | 2.3 | 2.3 | 2.3 |
| | Disagree | 36 | 12.0 | 12.0 | 14.3 |
| | Neutral | 47 | 15.7 | 15.7 | 30.0 |
| | Agree | 125 | 41.7 | 41.7 | 71.7 |
| | Strongly agree | 85 | 28.3 | 28.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.14 illustrates whether the behaviour of the community service personnel instilled confidence in the public. From the above it can be observed that one hundred and twenty-five (41.7%) respondents agreed that the behaviour of the community service personnel did instil confidence in the public, while eighty-five (28.3%) strongly agreed. Forty-seven (15.7%) respondents remained neutral, thirty-six (12.0%) disagreed and seven (2.3%) respondents strongly disagreed.

**Data interpretation**

The SAPS code of conduct serves an important symbolic function as it embodies a corporate commitment to ethical standards (SAPS, 2013: 8). The code of conduct for police officials is also the basis for positive discipline in the SAPS (Reynecke & Fourie, 2001: 284). The evidence suggests that SAPS members are committed to their code of conduct as their behaviour shows respect and discipline when dealing with clients entering the CSCs of police stations. This not only encourages clients to have confidence in SAPS' ability to assist them but also provides them with the assurance that they will be assisited with their problems/needs. However, there is still room for improvement in this regard as there were respondents who disagreed.

**Figure 4.15 I am not informed of possible delays in the delivering of services**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 48 | 16.0 | 16.0 | 16.0 |
| | Disagree | 150 | 50.0 | 50.0 | 66.0 |

| | | | | |
|---|---|---|---|---|
| Neutral | 26 | 8.7 | 8.7 | 74.7 |
| Agree | 52 | 17.3 | 17.3 | 92.0 |
| Strongly agree | 24 | 8.0 | 8.0 | 100.0 |
| Total | 300 | 100.0 | 100.0 | |

Figure 4.15 shows whether respondents were informed of possible delays while waiting for services. One hundred and fifty (50%) respondents disagreed with this statement, while fifty-two (17.3%) agreed. Forty-eight (16.0%) respondents strongly disagreed, twenty-six (8.7%) remained neutral and twenty-four (8.0%) strongly agreed.

**Data interpretation**

The South African Police Service (2013: 2) affirms that the SAPS, Western Cape, respects the principle that access to services is a basic right for all communities and that they committ themselves to service excellence through the application of the Batho Pele principles.

From the data it is evident that the majority of clients were satisfied that they were informed if there were going to be any delays in the process of their enquiry or problem. But a fairly large number (seventy-six or 25.3%) of clients agreed with the statement that they were not adequately informed of possible delays. The SAPS should therefore implement a plan of action to address this matter.

**Figure 4.16 CSC personnel render service right the first time**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 7 | 2.3 | 2.3 | 2.3 |
| | Disagree | 24 | 8.0 | 8.0 | 10.3 |
| | Neutral | 18 | 6.0 | 6.0 | 16.3 |
| | Agree | 141 | 47.0 | 47.0 | 63.3 |
| | Strongly agree | 110 | 36.7 | 36.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

This question was designed to investigate whether Community Service Centre personnel understood what the clients were asking for or about. Figure 4.16 illustrates that one hundred and forty-one (47.0%) respondents agreed that CSC personnel render the correct service the

first time of asking, while one hundred and ten (36.7%) strongly agreed. Twenty-four (8.0%) respondents disagreed, eighteen (6.0%) respondents remained neutral to the question, while seven (2.3%) strongly disagreed.

## Data interpretation

Foster (2004: 12-14) maintains that quality is a significant variable in determining a firm's success and that customer surveys are important tools for assessing the multiple dimensions of quality. Cook (2008: 2) contends that by being a customer-centred organisation and ensuring that a service is delivered correctly the first time, a business will enhance its reputation. The researcher maintains that SAPS is applying the principle of quality when providing services to clients. This is evident from the respondents' responses to this particular question.

**Figure 4.17 I had to wait a long time for services**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 63 | 21.0 | 21.0 | 21.0 |
| | Disagree | 135 | 45.0 | 45.0 | 66.0 |
| | Neutral | 13 | 4.3 | 4.3 | 70.3 |
| | Agree | 60 | 20.0 | 20.0 | 90.3 |
| | Strongly agree | 29 | 9.7 | 9.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.17 illustrates whether respondents had to wait long before being served. One hundred and thirty-five (45.0%) respondents disagreed with this statement, while sixty-three (21.0%) strongly disagreed. Sixty (20.0%) respondents agreed, twenty-nine (9.7%) strongly agreed and thirteen (4.3%) respondents remained neutral.

## Data interpretation

To reiterate, the South African Police Service (2013: 2) confirms that SAPS Western Cape has committed itself to service excellence through the application of the Batho Pele principles. Thus the majority of the respondents disagreed that they had to wait a long time to be attended to. However, SAPS needs to address this area of providing prompt service to their clients, as there were too many respondents who agreed that they had had to wait a long time to be attended to.

**Figure 4.18 Service delivery or awareness campaigns have had a positive impact on views of SAPS**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 143 | 47.7 | 47.7 | 47.7 |
| | Disagree | 35 | 11.7 | 11.7 | 59.3 |
| | Neutral | 69 | 23.0 | 23.0 | 82.3 |
| | Agree | 40 | 13.3 | 13.3 | 95.7 |
| | Strongly agree | 13 | 4.3 | 4.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Figure 4.18 illustrates whether service delivery initiatives or awareness campaigns have caused respondents to view the SAPS more positively. One hundred and forty-three (47.7%) respondents strongly disagreed with this statement, thirty-five (11.7%) disagreed, while sixty-nine (23.0%) remained neutral. Forty (13.3%) respondents agreed, and thirteen (4.3%) respondents strongly agreed.

**Data interpretation**

Daniel & Berinyuy (2010: 39) explain that factors that could affect the service delivery gap include resource constraints as well as market conditions and management indifference. Shahin & Janatyan (2011: 101) indicate that the gap is also a product of role ambiguity and conflict, poor employee placement, poor job design, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.

When the outcome of the frequency table as well as the literature are reviewed, it is obvious that a gap in service delivery exists, which is problematic. This area of concern also features in the additional comments from respondents listed in Section 4.3.1. The researcher therefore concludes that SAPS is failing the communities that it serves in this area of service delivery and Station management needs to address the matter promptly in order to attain and improve on client satisfaction.

### 4.3.1 Additional notes and comments from respondents

Fifty-two respondents (17.3%) provided comments on service delivery initiatives or awareness campaigns not taking place at police stations in their area. This is reported below:

"The Police do not have awareness campaigns".

"We were never informed of such things".

"I have never seen it in my area or police station".

"We have never received a pamphlet of any sort at the police station".

"In the community, police vans only drive by".

"It would be a first should it ever happen".

"We don't even receive any tips about crime or anything from the police station".

"Maybe at the schools the police have talks with children, but at the stations nothing is given to them".

## 4.4 Data presentation and interpretation from the interviews held with the three Station Commanders of the selected police stations

Each Station Commander was asked the same questions. Each reported set of responses is followed by an interpretation of the data.

### Question 1

For which police station are you the Station Commander and for how long have you been a Station Commander?

### Response

The Station Commander of Mfuleni police station stated that he had been in the post for six years. The Station Commander of Kleinvlei police station had been in the post for ten months, but had had five years' experience of being a Station Commander at another police station. The Station Commander of Kuilsriver police station had been in his post since 2004, which amounts to eleven years' experience.

## Data Interpretation

All the participants have experience as Station Commanders. Reynecke & Fourie (2001: 14) confirm that police managers are faced with enormous challenges such as minimal human and physical resources, and even though they function in a macro-environment over which they have no control and little influence they need to know how it functions and how it impacts on effective management. Therefore, based on the literature and feedback received, the researcher can say that all the commanders interviewed have sufficient experience to execute their tasks.

## Question 2

In your opinion what does quality service delivery entail?

## Response

All three participants agreed that quality service delivery entails a focus on the client and what kind of service s/he receives. Quality service delivery means exceeding the boundaries of adequate service delivery and giving one's best to all one's clients as well as the communities they serve. One of the participants was also of the opinion that as a Station Commander you need to have quality management systems in place to continuously measure the level of service delivery at a police station. There should also be engagement among all role-players, including representatives of the community, to address crime in the area; this in turn can enhance quality service delivery.

## Data Interpretation

Whisenand & Ferguson (1996: 216) confirm that quality must be planned and that you need to work hard at it. Quality also means different things to different people. In today's fiercely competitive environment, quality is more than an optional extra. It is also a competitive tool, one that can be used to differentiate one organisation from another (Burrill & Ledolter, 1999: 4-7). Hurst et al. (2009: 518), concur that commitment and involvement can only be conveyed to customers through service interaction and relationship development.

The researcher deduces that the respondents understand what quality service delivery entails and that the perceptions of their clients are what count when assessing this. There is also an

indication that they as Station Commanders/managers of these police stations understand the importance of having systems in place to address the delivery of quality services.

## Question 3

According to legislation governing service delivery, such as the Constitution, the SAPS Act, the Public Service Act, the Code of Conduct for public servants, the Code of Conduct and the Code of Ethics for police officials, government has an obligation to provide efficient, effective and quality services to all human beings. Is this obligation being fulfilled at your Community Service Centre, and how?

## Response

All the participants agreed that this obligation is being fulfilled at their CSC as all their clients are being attended to, no matter what their reason for coming to the CSC. Members of the CSCs are equipped to deal with any challenge that the community might face. Although sometimes one might find that one cannot satisfy everybody, in such cases and in order to achieve compliancy there are complaint systems in place at police stations. All members at the police station are also continuously sensitized regarding Section 205, paragraph 3 of the Constitution, Act 108 of 1996, as well as the Code of Conduct that is read out on duty parades on a regular basis.

## Data Interpretation

Fox *et al.* (1998: 190) explain that workers in the public sector have a moral obligation to contribute to the elevation of all South Africa's inhabitants, especially in the SAPS. In order to fulfil this role, police officers must understand the philosophies and principles of development that are guided by the Constitution, the Police Act (Act No. 68 of 1995) and policy documents. Chapter 11, Section 205, of the Constitution defines the objectives of the SAPS, which include to prevent, combat and investigate crime, maintain public order and to protect and secure the inhabitants of the Republic and their property, and to enforce the law (Institute for Security Studies, n.d.).

A code of conduct fulfils a primary function in the fight against corruption and unethical behaviour on the part of public officials. A code of conduct is an ideal measure to use to control and minimise indiscretion and corrupt behaviour (Clapper, 1996: 23). Reynecke & Fourie (2001:

284) concur that the code of conduct for police officials is the very basis for positive discipline in the SAPS. Ethical policing demands that employees of the SAPS act with integrity, respect people's diversity and the law. This should enhance service excellence to the approval of the public (SAPS, 2013: 9).

Based on the respondents' answers and the literature reviewed, the researcher contends that the identified police stations (which are government departments) are fulfilling their obligation to all users of their CSCs, as well as being compliant with legislation and government systems established to enhance public service delivery.

**Question 4**

In terms of quality service delivery, what are the major problems hampering service delivery at your Community Service Centre?

**Response**

The respondents had different responses. At Mfuleni police station they at times experience a shortage of staff. Police members have to attend courses or take compulsory leave, or are off sick. At Kleinvlei police station, there is a serious lack of office space, specifically in the CSC environment, and sometimes clients have to wait in the rain outside. However, their station is now at no. 2 on a capital works programme list for the building of new police stations. The Station Commander believed that they were rising above their present circumstances of their environment to deliver a service of excellence to the best of their ability to their customers.

At the Kuilsriver police station one of the challenges is the speed at which clients want to be assisted, especially over shift change periods. Other challenges include the issue of language, as the community being served is predominantly Afrikaans; the (lack of) life experience of young constables when assisting senior citizens; and the community's failure to understand that, depending on the circumstances, the SAPS has to work according to certain procedures and cannot always act immediately.

**Data Interpretation**

Reynecke & Fourie (2001: 20) argue that in the SAPS, service delivery deals with core functions

and the support of those delivering core policing. Clients' needs must be determined so as to know what they want, and then all available resources must be allocated in order to meet these needs effectively and efficiently. Although it is the responsibility of government departments to quality deliver services to citizens (Dorasamy, 2010: 58), it is evident that obstacles and challenges do arise, such as those at the police stations described above. But it is important to note that even so, the respondents indicated that they implement plans of action to address shortcomings and provide explanations to the communities that they serve.

**Question 5**

In terms of service delivery initiatives, were or are there any projects or plans that your station has or will embark upon with specific focus on the Community Service Centre, and if so, what is the current status?

**Response**

The respondents differed in their opinions. At Mfuleni police station they are trying to meet the community half-way by opening a satellite police station, as their area of operation is very large. In the CSC environment police members are constantly alerted to the Code of Conduct during parades. In terms of service delivery initiatives, sector policing is also implemented in each sector of the community, and Sector Commanders are in contact and liaise with the community.

The Kleinvlei police station has a Victim Support facility that accommodates those who are victims of domestic violence and other contact-related crimes, and in this facility the station is capacitated with various volunteers who assist the community, for example providing peer counselling, as well as referrals in conjunction with other government departments. They also have a good partnership with their Community Police Forum and are currently busy building a second structure specifically designed for their Neighbourhood watches, as an integrated partnership approach to address the crime in their area.

Further initiatives entail their applying to the court to have members of their Neighbourhood Watch trained as Commissioners of Oaths in order for them to assist the police station in certifying documents and obtaining statements from clients in non-crime related matters. At the Kuilsriver police station assistance is sought from the Community Police Forum and other sub-forums with the certification of documents. There is also a suggestion box in the CSC and a

client register for clients, but hardly anyone makes suggestions or completes the register. As a government department, most initiatives are guided by certain policies, for example, with frontline service, government prescribes what they have to do.

## Data Interpretation

According to Du Toit & Van der Walt (1999: 299) the existence of any institution is directly linked to its purpose. Public institutions, with different resources, deliver specific and general services which members of the public cannot provide in an individual capacity. In providing such services, public institutions aim to improve the general welfare of society. Successful service outcomes depend on government departments working with citizens to design, implement and evaluate services, with each party holding the other accountable in order to achieve better outcomes and continually learn from experience (TWB, 2011: 7).

The researcher concludes that the stations are improving on service delivery and that the community is involved in certain initiatives. However, there seem to be two parallel scenarios, reflecting an inconsistency between what the Station Commanders said, and what the frequency table results in Section 4.18 indicated regarding awareness campaigns, as well as comments reported in Section 4.3.1, above. Station management should intervene to address this inconsistency.

## Question 6

What does the importance of quality service delivery mean to you?

## Response

The participants responded differently. The Station Commander of Kleinvlei indicated that the "buzzword" in all government departments is quality service delivery as enshrined in the eight principles of Batho Pele. These principles are displayed in their CSC, visible not only to SAPS personnel but also to the public. He also indicated that if prescribed standards of services are not met, members of the public can lay a complaint at his office or at the Department of Community Safety, in order to redress any situation. He further stated that SAPS is a non-profit organisation and that for him quality service delivery is synonymous with his duty towards core principles. The Station Commander of Kuilsriver was of the opinion that due to the fact that

anybody can approach them, irrespective of their needs, such as to open an enquiry docket, and that they offer their best assistance, even if there is no solution, means that the public must feel they have been served, and to him that is quality service delivery.

However, the Station Commander of Mfuleni said that to him quality service delivery was very important. If clients get satisfaction from their services, a foundation of trust and good working relations are established between SAPS and the community. Good relations enable them to address the core problems the community is facing in terms of crime.

**Data Interpretation**

Dorasamy (2010: 58) explains that in the Public Service Report of 2007, service delivery was affected by a lack of commitment to going beyond the call of duty. However, employees of public institutions are obligated to treat people with respect, dignity and care. Furthermore the public has a legitimate right, according to the tenets of democracy, to receive quality services. Foster (2004: 215) argues that quality service is essential for competitiveness and can even improve employee satisfaction. Hurst *et al.* (2009: 518) concur that commitment and involvement can only be conveyed to customers through service interactions and relationship development. The researcher contends that the respondents have a clear understanding of what quality service delivery means in their context as managers of police stations, especially with regard to the importance of interacting with the community which they serve.

**Question 7**

In your opinion, do you believe that there is adequate funding allocated for service delivery initiatives at police stations?

**Response**

All the participants agreed that there is adequate funding and that each station receives a budget which must be managed accordingly. If there is a specific need to address, they have to apply via the specific procurement channels. One of the Station Commanders was also of the opinion that the problem is not really a lack of funds, it is more the process, "the red tape" of government.

**Data Interpretation**

The notion of quality in business focuses on the savings and additional revenue that organisations can realise if they eliminate errors throughout their operations and produce products and services at optimal level (Quality Management Systems, n.d.). The South African Police Service (2013: 36) agrees that the reality of quality lies in the understanding at all levels of the organisation that poor quality always costs more than good quality and that, in some cases, poor quality performance could even result in people losing their lives, for which no cost can compensate and for which ultimately all taxpayers foot the bill.

The researcher maintains that the police stations should not have any problems in having service delivery initiatives at their police stations as they clearly indicated that they do receive budgets for which they are responsible to manage accordingly or apply for extra funds, should the need arise.

**Question 8**

What role has this police station played in educating the community about their rights in terms of the Batho Pele principles?

**Response**

The participants had similar views on the matter. At the Mfuleni police station they have public meetings where they always talk about the Batho Pele principles. Their social crime section visits schools and also discuss these principles. The Station Commander has monthly interviews with the media, where he informs the public on the steps they need to follow if they are not satisfied with services received; he also provides the public with safety tips. Mfuleni police station has a Community Police Forum where all issues are discussed, as well as sub-sector forums, and partnerships with the community are enhanced via their satellite station. During awareness campaigns conducted by the Kleinvlei police station, their Sector commanders inform the community at large about the principles of Batho Pele and the level of service they are entitled to. The Batho Pele principles are also displayed in their CSC.

The Kuilsriver police station uses public meetings (also termed Imbizos) and partnership meetings to explain to the people processes that need to be followed. The SAPS also has a

Service Delivery Plan which speaks to the Batho Pele principles which they have to comply with. This is accomplished through their Community Police Forums, sub-forums and public meetings. It is also important to note that every year Community Police Forums have a Priority and Needs meeting with the Department of Community Safety, where all priorities and issues are tabled.

**Data Interpretation**

The White Paper on Transforming Public Service Delivery of 1997 introduced the Batho Pele Principles to transform public service delivery. The Department of Public Service and Administration conducted a survey and identified successes and challenges in different provinces. Each province received a "Batho Pele" principle to vigorously implement and come up with good practices (South African Police Service, 2013: 2). The Western Cape was found to have made significant strides in many of the principles, and the SAPS in the Western Cape has committed itself to service excellence through the application of the Batho Pele principles (South African Police Service, 2013: 2).

From the above, the researcher concludes that the systems government has in place are being respected and implemented at the identified police stations.

**Question 9**

Are the community police forum members of your station involved in any service delivery initiative in the community? If so, please elaborate; and if not, why not?

**Response**

All the participants agreed that their community police forum members were involved in service delivery initiatives. At the Mfuleni police stations talks at schools were presented by members of the community police forum, who also attended public meetings held by the station. Their sub-forums are involved in service delivery initiatives as well. The Department of Community Safety provides funds to all CPFs to assist them with projects in the community.

The Kleinvlei CPF chairperson is a well-seasoned leader within their community and has been active for the past twenty years. Kleinvlei also has four sub-sector forums, where the CPF chairperson plays a role. The CPF has meetings with their members on a regular basis, at which

tasks are assigned and crime prevention initiatives and projects – based on the types of crime reported in the community – are implemented in the various sectors. They believe that a multi-sectoral forum needs to be established, with the involvement of all government departments, specifically to address the poverty in disadvantaged communities whose members are unemployed.

At Kuilsriver police station, the CPF is involved in joint programs and initiatives. An example of one of their joint ventures was their 50th anniversary celebration of the police station, when they had an open day and a commemoration service. There are also many challenges, but the majority of the community is positive. The Station Commander also agreed that other government departments should get on board to address these challenges, but they did not.

**Data Interpretation**

Chapter 7 of the South African Police Act, Act 68 of 1995, describes the objectives of establishing community police forums and boards. Bekker (1996: 73) explains that community problem-solving is central to the idea of citizen participation. Champion and Rush (1997: 340) are of the opinion that community policing is fundamental for crime prevention, and that effective crime prevention must involve a true partnership between the police and the citizens they serve. Morrison (2011:145) maintains that if the police and community work together in unity, benefits will result, such as a reduction in crime, a reduction in the opportunities for and from crime, and an improved quality of life.

The researcher's conclusion is that, while communities are involved in the fight against crime and are working with the SAPS, having other government departments on board would further help to address the problems that they face.

**4.5    Data presentation and interpretation from the interview held with the SAPS Acting Deputy Provincial Commissioner: Operations**

**Question 1**

In your opinion what does quality service delivery entail?

## Response

The respondent was of the opinion that in terms of services being rendered in CSCs, it was about the people or clients, and that we needed to listen and assist where possible. People normally approach the police first in most matters, and many people do not understand their mandate. Another important factor in quality service delivery is providing feedback to complainants on their enquiries, cases, etc.

## Data Interpretation

According to Burill & Ledolter (1999: 4) a basic understanding of fundamental quality concepts, and a belief in the importance of quality, are prerequisites to any successful quality improvement programme. Quality is a significant variable for predicting a firm's success and management plays a pivotal role in achieving the firm's objectives (Foster 2004, 12). The researcher concludes that there seems to be an understanding of what quality service delivery entails and implies.

## Question 2

According to legislation governing service delivery, such as the Constitution, the SAPS Act, the Public Service Act, the Code of Conduct for public servants, the Code of Conduct and Code of ethics for police officials, government has an obligation to provide efficient, effective and quality services to all human beings. Is this obligation being fulfilled at police stations in the Western Cape, and how?

## Response

This obligation of service delivery in terms of all the legislation is being met according to their mandate. However SAPS is not perfect; moreover situations change and the SAPS has to adapt. Most of the police stations in the Western Cape have a culture of accountability, as inspections are carried out by the Provincial office, checking whether stations are rendering quality services to the community. Although shortcomings had been identified at certain stations, they were working towards eradicating these. They were required to report back to the Provincial office on the steps they had taken to rectify the shortcoming identified and to provide an action

plan. The Provincial office would then have a follow-up inspection to see that this had been implemented.

## Data Interpretation

Du Toit & van der Walt (1999: 299) explain that the existence of any institution is directly linked to its purpose, and that public institutions, with different resources, deliver specific and general services which members of the pubic cannot provide on their own. The delivery of services is therefore the overall responsibility of government departments (Dorasamy, 2010: 58). The notion of accountability is an amorphous concept which is not easy to define. It involves two distinct stages, answerability and enforcement, where answerability refers to the obligation of the government which includes public officials, and enforcement suggests that the public or the institution responsible for accountability can sanction the offending party or remedy the contravening behavior (Adejuwon, 2012: 28-29).

The researcher infers that government legislation and regulations are being applied at police stations in the Western Cape.

## Question 3

In terms of quality service delivery, the training of police men and women is extremely important. What training programmes are offered, and what is the value of each? And how is the adequacy of this training being assessed?

## Response

The participant emphasised that once an individual had been accepted into the SAPS there was mandatory training that had to be completed. An additional training programme is the Frontline service programme or workshop, which candidates who work in the Community Service Centre have to attend. There are other training programmes aimed at members who work in the CSC, such as statement taking and telephone etiquette. There are also operational courses for operational members and sector policing workshops. For management, courses and workshops that range from the CSC environment to Sector Commanders take place, to ensure that Commanders learn to manage and ensure quality service delivery on the part of members who fall under their command.

## Data Interpretation

Whisenand & Ferguson (1996: 202) assert that if there is no proper training at police service centres, and without the commander's total commitment to quality, quality services will not occur in a department. Training should also be reviewed and revised. Training and education can place through a number of forms for staff, and include mentoring, on-the-job training, reading textbooks or manuals, group problem solving and short courses (Swarbrooke, 2002: 258-259).

The SAPS head office training department restructured in 2002, leading to the transformation of the Paarl College near Cape Town into the SAPS Management and Leadership Development Institute, Paarl. The task of this institute was to train, educate and develop police officers in support of operational and organisational priorities. In 2013, a partnership between the Department of Police and the University of South Africa was announced, with the objective of improving the knowledge and policing skills of future police leaders (South African Police Service, 2015: n.d.).

From the point of view of the researcher, SAPS has improved the training courses offered to members, and provides specific programmes for CSC personnel and management to enable them to deliver quality services to clients.

## Question 4

In terms of service delivery initiatives, were or are there any projects or plans that the Western Cape has or will embark upon, with specific focus on the Community Service Centre, and if so, what is the current status?

## Response

The respondent informed the researcher that the SAPS National Office had introduced a frontline service project, which is a pilot project, and in the Western Cape, the Rondebosch and Plettenberg Bay police stations had been identified. At the moment, monitoring and evaluation are taking place. Once the pilot project is completed, there will be a roll-out to all other stations as well.

## Data Interpretation

According to Mathonsi (2015: 10), in January 2015 the SAPS compiled a front-line service delivery project, with the selection of only a few stations in the country. The project roll-out to all police stations in the country is expected to be completed during 2018/2019. The universal goal of the project is to establish an effective, efficient, professional and accountable service delivery capability, ensuring that all people in South Africa are, and feel, safe.

The respondent's response and the correlating literature indicate that SAPS has recognised the need to improve and concentrate on front-line services, which are delivered by the CSCs in police stations. This indicates that SAPS is moving in the right direction in trying to achieve the overall goal of government to enhance and improve service delivery to all its citizens.

## Question 5

What does the importance of quality service delivery mean to SAPS, and why?

## Response

The participant indicated that the importance of quality services is to ensure community Satisfaction, and that SAPS members' jobs are aligned to serving the community, which is their mandate.

## Data Interpretation

According to Chapter 11, Section 205 of the Constitution, SAPS objectives include: to prevent, combat and investigate crime, maintain public order, to protect and secure the inhabitants of the Republic and their property, and to enforce the law (Institute for Security Studies, n.d.). However, police stations serve as the key units for service delivery, and each police station performs this service delivery function through three main components, the community service centre, the crime prevention unit and the detective unit (Bruce et al., 2007: 25).

As the researcher, my observation is that there is a clear linkage between the literature and the respondent's answer. This indicates that SAPS takes cognisance of the importance of providing quality services to grant satisfication to the communities they serve.

**Question 6**

Is adequate funding allocated for service delivery initiatives to police stations in the Western Cape? Please elaborate.

**Response**

The respondent emphasised that there was no specific allocation in the budget for service delivery initiatives. The budget is allocated by the national office to the provinces, who in turn allocate funds to the stations. However, the extent of funding received by stations has not been problematic.

**Data Interpretation**

A police manager operates on the physical resources of a department, on its finances, human skills, daily procedures and technology (Whisenand & Ferguson, 1996: 12). In 2012, the Resource Allocation Guide of police stations was reviewed. The revised allocation guide was approved in 2012, and resource requirements were set to be calculated according to specific criteria, such as the Medium Term Expenditure Framework, to come into effect in 2012/2013 (Mhkwanazi, 2012 :9).

From the above the researcher concludes that the respondent's view corresponds with the literature, indicating that stations should not encounter financial problems when wanting to conduct service delivery initiatives Such initiatives should be seen as imperative in educating and providing much needed information on matters which affect the community in terms of crime and their rights.

**Question 7**

What role has the Provincial office played in educating Station Commanders in the Western Cape on the Code of Conduct and the Batho Pele principles?

**Response**

The respondent indicated that it was not about educating so much as about ensuring compliance. For example, when each police member goes to college s/he is trained on the Code of Conduct and each signs his or her commitment to the Code there. Another best practice on a management level occurs at the Provincial Crime Combating Forum, which is attended by Cluster and Station Commanders, where the meeting is opened with a reading the Code of Conduct. In terms of the Batho Pele principles, each station has to display these principles and abide by them, as they are derived from legislation.

**Data Interpretation**

According to Fourie & Reyneke (2001: 284) the code of conduct for police officials inculcates positive discipline in the SAPS. A police code of conduct also serves an important symbolic function as it embodies a corporate commitment to ethical standards. The impact of such a code will vary according to the extent to which it is effectively communicated, regularly reviewed and, most importantly, reinforced and exemplified by the SAPS at all levels within the organisation (SAPS, 2013: 8). The Batho Pele Principles were introduced through the White Paper on Transforming Public Service Delivery of 1997, in order to transform public service delivery. The researcher can confidently say that SAPS in the Western Cape has implemented and executed government's legislation in order to improve upon service delivery to their clients.

**Question 8**

Is there an open door policy for Station Commanders to report on Community Service Centre problems or suggestions to your office? And if so, could you name a few examples?

**Response**

The respondent could not pinpoint any specific Station Commander and problems. He mentioned that some of the best practices are established by Station Commanders in respect of their own communities. They deal with very diverse communities and as communities differ, the dynamics of policing will also differ. In terms of community satisfaction, service delivery will also differ due to diversity. The Code of Conduct and Batho Pele principles are adjusted to suit the

environment, although there will always be room for improvement and they remain open to suggestions.

**Data Interpretation**

Station Commanders are managers of police stations and in terms of the command structure within the SAPS are accountable to their Provincial seniors (South African Police Service: n.d.) The researcher concludes that the respondent's view and the literature indicate that if problems should arise at stations, the Station Commanders would table their concerns with their immediate supervisors to ensure that they are compliant with SAPS command structures and laws. They would seek to resolve any situation that might arise and to convey to their seniors any suggestions they might have regarding their CSCs.

## 4.6 Chapter summary

This chapter presented, analysed and interpreted the findings of the survey questionnaire and interviews conducted. The results were presented in three sections, covering demographic description, questions relating to customer service, and discussion of the interviews with the three Station Commanders and their Provincial senior in the SAPS. The following and final chapter offers a conclusion to the study and provides recommendations.

# CHAPTER FIVE
## CONCLUSION AND RECOMMENDATIONS

## 5.1    Introduction

This chapter provides an overview of the research problem and objectives of the research. A summary of the findings based on the legislative overview, literature review and the results of the survey and in-depth interviews will be presented. Conclusions are drawn and recommendations are made. Areas for future research are identified.

## 5.2    Overview of the research problem and objectives

### 5.2.1   The problem statement

The Batho Pele set of principles is a concept created by government for the transformation of public service delivery. As a policy framework Batho Pele expresses the notion of "putting people first" and is woven into the fabric of government. It allows public servants to be held accountable to the clients whom they serve. SAPS is mandated to serve and protect all the citizens of the land, a role secured by the South African Constitution and supported by further acts and government policies that attempt to inculcate a citizen-orientated approach to service delivery.

To improve the quality of life for all citizens, government's objective is to provide efficient and effective services. Quality management is a very important aspect of service delivery. At a police station, the CSC is the initial contact point that clients have with SAPS and where their first impressions are formed. The delivery of quality service by CSCs is thus of crucial importance.

In the Western Cape many gaps in service delivery at CSCs in police stations were identified such as a lack of trust in members of CSCs, minimal assistance rendered by these members, and disrespect towards their clients. Emanating from a report by the Department of Community Safety, participants suggested that extensive training be rolled out to all police officers. This was an endeavour to ensure that police officers understood their role in providing the community with efficient and effective policing services. Also, specifically targeting communication skills in this way would assist and improve service delivery at the CSC .

The Auditor General's feedback to the national office indicated that procedures relating to the handling of complaints and enquiries in the CSC were not being adhered to, resulting in poor service delivery. A shortage of resources results in poor service delivery and lack of police visibility (Mothiba, 2012: 1). One of the recommendations was that more skilled police officers should be recruited and deployed to the different police stations to improve service delivery. Another concern raised was about the levels of police visibility and the language barrier between SAPS and the community of Kuils River (Western Cape South Africa. Department of Community Safety, 2013: 37).

## 5.2.2 The research objectives

The research objectives of the study were:

- To examine the quality of services delivered in the CSCs of police stations in order to provide recommendations to the management of SAPS on the improvement thereof.

- To determine whether clients are satisfied with the quality of services they receive with the aim of detecting areas which need to be improved on in order to meet client satisfaction.

- To evaluate the extent of previous service delivery initiatives, with the intention of establishing if transformation and accountability take precedence within police stations in order to meet customer expectations.

- To suggest possible solutions to identified problems, if any, in terms of quality management, in order to improve service delivery in the CSCs of police stations.

The first research objective was to examine whether governmental systems designed to enhance service delivery, such as the Batho Pele principles and the Codes of Conduct and Ethics for police officials, were being executed. This objective also tested whether management had accurately determined the standards that clients required and whether the standard was being delivered. The survey revealed that the majority of respondents were of the opinion that the service they received was of an acceptable standard. Although the majority of the feedback can be seen as positive there is still scope for improvement.

This objective's outcome is also clearly linked to the responses from the in-depth interviews held with the participants, as they believed that in delivering quality services, it was imperative to give

your best to all your clients as well as their communities. This indicates that there are systems in place at these police stations to address service delivery issues. However, if these systems were working flawlessly there should have been fewer respondents who disagreed or who remained neutral with certain statements in the survey.

The findings pertaining to the second research objective indicated that clients were generally satisfied with the quality of services they received, and that their needs were being met. But those clients who are not satisfied should be seen as opportunities for the organisation to improve further on client satisfaction.

The third research objective attempted to uncover whether stations did have service delivery initiatives, if they were ongoing, what sort of impact they were having on clients, and whether police stations were being held accountable. Bearing in mind that the client is the most important person in the organisation, the findings of this portion of the research are of the utmost importance. The respondents in this instance indicated clearly that the SAPS was deficient in this area of service delivery.

The final research objective aimed to provide possible solutions to identified gaps that exist in relation to quality management, and to determine how service delivery in the CSC of police stations can continuously be improved. The findings in regard to the last objective are therefore linked to the recommendations made.

## 5.3   Conclusions

The following section offers a brief account of the issues explored in the study, chapter by chapter.

Chapter One provided a general introduction to the study and presented the background of the research problem, the problem statement, research objectives, research methodology, data collection tools, preliminary literature review, ethics statement and the organisation of the study.

The second chapter reviewed the legislative framework governing public services which underpins a number of literature sources, and provided a theoretical overview of the SAPS. This was followed by discussion of quality service, of police station management as well as of measuring service quality. Managers in the SAPS should improve on their efficiency and

effectiveness in the way in which services are delivered in order to attain customer satisfaction. SAPS has also taken cognisance of the areas which they need to address in terms of the Batho Pele principles.

Training and motivating employees are also imperative factors in providing quality services to clients. Implementing a Total Quality Management system will not only provide direction for employees but will also assist them in completing their tasks correctly. Continuous quality improvement underpins managerial leadership.

Emphasis was placed on police managers at station level and their environment, as well as on the importance of a leadership system. The type of communication style that managers use with their subordinates affects how they deliver services to customers. The community is a pivotal roleplayer, and if it participates and assists the police, a strong partnership can be created. Measuring service to clients would assist the SAPS in identifying gaps in service delivery in order to eliminate them and achieve mutual satisfaction for the organisation and its customers.

Chapter Three described the research methodology selected for the research, the instruments used to collect the data, the selected population as well as the data analysis techniques required to make sense of the results obtained. In this thesis a mixed-method approach was utilised. Data was collected by means of survey questionnaires administered at the three selected police stations, followed by interviews with the Station Commanders of those police stations, and an interview with the Acting Deputy Provincial Commissioner of the SAPS in the Western Cape.

Chapter Four presented the research data obtained and discussed the findings emerging from its interpretation. It was found that the majority of respondents who completed the research surveys were satisfied with the level of service they received from the SAPS. The main area of concern was the absence of service delivery initatives conducted at the selected police stations. Respondents feld very strongly about this matter and insisted that the researcher include their comments in the completed investigation. The interviews held with police managers indicated that management does recognise the importance of quality and that quality service had to be provided in order to satisify clients. SAPS management does have systems in place to address shortcomings, but needs specifically to address the problem of service delivery initiatives.

## 5.4    Recommendations

The following recommendations are made with the aim of improving quality management within SAPS and thereby enhancing service delivery to clients.

➤ To ensure continuous improvement within the SAPS, all levels of management, irrespective of their rank, should have their skill sets developed in their area of expertise, such as the CSC, sector policing and crime prevention. Currently only a selected few commanders or managers are sent on workshops and other training initiatives. This should change. A team or committee consisting of Station Commanders, CSC Commanders, Shift Commanders and members who work in the CSC should compile a checklist on problematic areas in quality management in general.

The selected team should be equipped with detailed knowledge of what quality service entails in order to implement processes to address specific problem areas, with a special emphasis on the CSC of their police station and their clients' needs. Feedback on such plans should be provided to police stations' management on a monthly basis. This team or committee should also conduct meetings with teams or committees from other police stations on a quarterly basis, in order to discuss and share their best practices with one another.

➤ Defined measurable service quality and client satisfaction goals should be developed by the provincial strategic management component, in order to assess the level of quality management at police stations. It is recommended that a government department such as the Department of Community Safety (or even a private company) which would strengthen inter-departmental collaboration, monitors the achievement of these goals on a quarterly basis, to provide recommendations to the Provincial management of SAPS to close remaining gaps between actual performance and clients' perceptations and expectations .

➤ Senior managers on a provincial and national level should implement bi-annual reviews of the planning and execution of quality management systems, so as to report on their suitability, adequacy and effectiveness to the Provincial management of SAPS. Their roll-out plans could thus be adjusted or realigned in police stations in the Western Cape and other provinces. This would ensure uniform decision making.

➤ The Station Commander in conjunction with their station's Sector Commanders and CPF should orchestrate service delivery awareness initiatives, such as pamphlet distribution, at their police stations and in every sector of the community that they serve, at least every three months. This will allow the Station Commander to close any gaps that might exist in terms of service delivery to the community. The CPF should provide feedback on the outcome of such initiatives to the SAPS provincial office.

➤ The Station Commander and his or her management structures should establish an action committee that meets monthly. This action committee ought to include all the relevant stake-holders such as the CPF, sub-sector forums, Department of Safety and Security, Social Services, Justice, the local ward councillor, NGOs, CBOs, the business community, volunteers and the Station Commander in order to plan for change in areas that are problematic, as well as to correlate and create effective strategies when the budget is released in order to maximize improvement on service delivery to their community. It is also recommended that the first meeting begin by conducting a community assessment of service delivery initiatives that have already taken place in order to understand exactly what services need to be improved upon.

➤ The SAPS Provincial office should monitor and attend police station action committee meetings biannually, in order to provide guidance and assistance to police stations and the community regarding quality service delivery and the importance of establishing strong partnerships with each other. This would showcase their commitment to enhancing quality service delivery to all citizens. In this way awareness levels within the community will also be raised.

## 5.5    Area for future research

It is recommended that the assessment of quality management in CSCs at police stations be further researched as this would enable the researcher to expand on the sample by including additional police stations, clients and SAPS employees. This would result in a comprehensive comparative analysis and assessment of quality management within the SAPS, and of the perspectives of clients towards services they receive from the SAPS.

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**APPENDIX: A**

# INFORMATION NOTE

| | | |
|---|---|---|
| **REF NO** | : | Ref: 25/7/2/1(201500033) |
| **DATE** | : | 2015/05/26 |
| **TO** | : | The Provincial Commissioner: South African Police Service WESTERN CAPE |
| **FROM** | : | The Provincial: Commander Strategic Management WESTERN CAPE |

Compiled by: SAC Hoko

**ADDENDUM TO THE APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN ASSESSMENT OF THE QUALITY MANAGEMENT IN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: SOUTH AFRICA: RESEARCHER: MS N DANIELS**

1. A request was received from Ms N Daniels, a registered student at Cape Peninsula University of Technology. The study is aimed at enhancing frontline service delivery in the Western Cape (Delft and Kuilsrivier Cluster).

2. The applicant's proposal has been perused, evaluated and recommended by Head of Strategic Management, Pretoria.

3. The aim of the research is to:

   * examine the quality of service delivered in the community service centres (CSC's) of police stations
   * determine whether clients are satisfied with their quality of services they receive and
   * evaluate the extent of previous service delivery initiatives.

4. Ms N Daniels has indicated that she will conduct her interviews with relevant station Commanders, namely: SAPS Delft, Belhar, Ravensmead, Kuilsrivier, Mfuleni, Kleinvlei, Bellville South and the Deputy Provincial Commissioner of Operational Services.

**ADDENDUM TO THE APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN ASSESSMENT OF THE QUALITY MANAGEMENT IN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: SOUTH AFRICA: RESEARCHER: MS N DANIELS**

## RECOMMENDATION

5. This office has perused the application and concurs with the recommendation of the National Office that the application be approved, but subject to the following conditions:

   * the researcher will respect the privacy of the members and will not divulge any information received from the officers of the Service and that such information will at all times be treated as strictly confidential;
   * the interviews are confined to the conducting of the said interviews with the members at the identified component;
   * the researcher should bear in mind that participation in the interviews must be on a voluntary basis;
   * if information pertains to the investigation of crime or a criminal case, the researcher must acknowledge that she, by the publication thereof, may also be guilty of defeating or obstructing the course of justice or contempt of court;
   * the researcher will complete an indemnity form prior to the commencement of her research, in terms of which the SA Police Service is indemnified against any injury, personal damage or any loss suffered during the research;
   * the researcher will conduct the research without any disruption of the duties of the members of the Service;
   * prior arrangements must be made timeously with the Commander of such members to be interviewed to ensure that service delivery is not hampered;
   * the researcher may not take photographs of any office or state building as that may compromise security of the police station, and is prohibited by law;
   * the researcher makes prior arrangements in writing with the office of the Provincial Commissioner in order to conduct the interviews at the mentioned component;
   * the researcher will donate a copy of the research work to the Service.
   * the researcher will make a brief presentation of her findings to the Provincial Management before she publishes the research work.
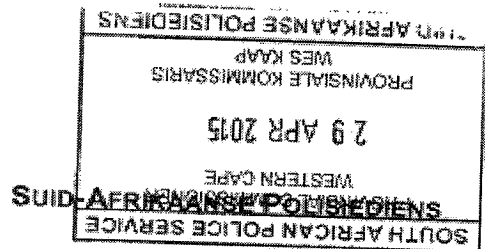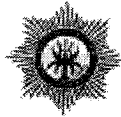
ADDENDUM TO THE APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN ASSESSMENT OF THE QUALITY MANAGEMENT IN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE; SOUTH AFRICA; RESEARCHER: MS N DANIELS

RECOMMENDED / NOT RECOMMENDED

_____ BRIGADIER
PROVINCIAL HEAD: OD AND STRATEGIC MANAGEMENT
WESTERN CAPE
HD HEILBRON

DATE 2015, 05, 27.

**SOUTH AFRICAN POLICE SERVICE**

SUID-AFRIKAANSE POLISIEDIENS

# INFORMATION NOTE

**REF NO** : Ref: 25/7/2/1(201500033)

**DATE** : 2015/04/16

**TO** : The Provincial Commissioner:
South African Police Service
WESTERN CAPE

**FROM** : The Provincial: Commander
Strategic Management
WESTERN CAPE

Compiled by: SAC Hoko

**APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN INVESTIGATION INTO THE QUALITY OF SERVICE DELIVERY BY THE SAPS: SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: DELFT/ KUILSRIVER CLUSTER: RESEARCHER: MS N DANIELS**

1. A request was received from Ms N Daniels, a registered student at Cape Peninsula University of Technology. The study is aimed at enhancing frontline service delivery in the Western Cape (Delft and Kuilsrivier Cluster).

2. The applicant's proposal has been perused, evaluated and recommended by Head of Strategic Management, Pretoria.

3. The aim of the research is to:

   - examine the quality of service delivered in the community service centres (CSC's ) of police stations
   - determine whether clients are satisfied with their quality of services they receive and
   - evaluate the extent of previous service delivery initiatives.

4. Ms N Daniels has indicated that she will conduct her interviews with relevant station Commanders, namely: SAPS Delft, Belhar, Ravensmead, Kuilsrivier, Mfuleni, Kleinvlei, Bellville South and the Deputy Provincial Commissioner of Operational Services.

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**APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN INVESTIGATION INTO THE QUALITY OF SERVICE DELIVERY BY THE SAPS: SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: DELFT/ KUILSRIVER CLUSTER: RESEARCHER: MS N DANIELS**

## RECOMMENDATION

5. This office has perused the application and concurs with the recommendation of the National Office that the application be approved, but subject to the following conditions:

   - the researcher will respect the privacy of the members and will not divulge any information received from the officers of the Service and that such information will at all times be treated as strictly confidential;
   - the interviews are confined to the conducting of the said interviews with the members at the identified component;
   - the researcher should bear in mind that participation in the interviews must be on a voluntary basis;
   - if information pertains to the investigation of crime or a criminal case, the researcher must acknowledge that she, by the publication thereof, may also be guilty of defeating or obstructing the course of justice or contempt of court;
   - the researcher will complete an indemnity form prior to the commencement of her research, in terms of which the SA Police Service is indemnified against any injury, personal damage or any loss suffered during the research;
   - the researcher will conduct the research without any disruption of the duties of the members of the Service;
   - prior arrangements must be made timeously with the Commander of such members to be interviewed to ensure that service delivery is not hampered;
   - the researcher may not take photographs of any office or state building as that may compromise security of the police station, and is prohibited by law;
   - the researcher makes prior arrangements in writing with the office of the Provincial Commissioner in order to conduct the interviews at the mentioned component;
   - the researcher will donate a copy of the research work to the Service.
   - the researcher will make a brief presentation of her findings to the Provincial Management before she publishes the research work.

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> **APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN INVESTIGATION INTO THE QUALITY OF SERVICE DELIVERY BY THE SAPS: SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: DELFT/ KUILSRIVER CLUSTER: RESEARCHER: MS N DANIELS**

RECOMMENDED / ~~NOT RECOMMENDED~~

Subject to compliance with the set conditions.

_____ **BRIGADIER**
**A/PROVINCIAL HEAD: LEGAL SERVICES**
**WESTERN CAPE**
**FM MBEKI**

DATE 2015/ 04 / 22

RECOMMENDED / ~~NOT RECOMMENDED~~

_____ **MAJOR GENERAL**
**DEPUTY PROVINCIAL COMMISSIONER: PHYSICAL RESOURCE MANAGEMENT**
**WESTERN CAPE**
**R FICK**

DATE 2015 / 4 / 24

| APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN INVESTIGATION INTO THE QUALITY OF SERVICE DELIVERY BY THE SAPS: SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: DELFT/ KUILSRIVER CLUSTER: RESEARCHER: MS N DANIELS |
| --- |

RECOMMENDED / NOT RECOMMENDED

_____ MAJOR GENERAL
DEPUTY PROVINCIAL COMMISSIONER: HUMAN RESOURCE MANAGEMENT
WESTERN CAPE
HS BURGER

DATE 2015 04 24

RECOMMENDED / NOT RECOMMENDED

_____ MAJOR GENERAL
A/DEPUTY PROVINCIAL COMMISSIONER: CRIME DETECTION
WESTERN CAPE
J VEAREY

DATE 2015/ 04 / 28

APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: AN INVESTIGATION INTO THE QUALITY OF SERVICE DELIVERY BY THE SAPS: SELECTED COMMUNITY SERVICE CENTRES IN THE WESTERN CAPE: DELFT/ KUILSRIVER CLUSTER: RESEARCHER: MS N DANIELS

APPROVED / ~~NOT APPROVED~~

*Subject to Compliance with the set conditions and ethical standards of research*

_____ **MAJOR GENERAL**
**A/PROVINCIAL COMMISSIONER: OPERATIONAL SERVICES**
**WESTERN CAPE**
**TE PATEKILE**

DATE 2015 / 05 / 02

## APPENDIX B:

### Research Questionnaire

Please read the following statements and indicate your preference by adding a X according to the table below :

| 5<br>Strongly agree | 4<br>Agree | 3<br>Neutral | 2<br>Disagree | 1<br>Strongly disagree |
|---|---|---|---|---|

**(Please indicate your preference with a X mark)**

| | Items | Your Preference | | | | |
|---|---|---|---|---|---|---|
| | | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| 1. | In line with your right to information, the service rendered by this Community Service Centre was of an acceptable standard. | 5 | 4 | 3 | 2 | 1 |
| 2. | The quality of services that I received was not up to my expectation. | 5 | 4 | 3 | 2 | 1 |
| 3. | The service I received can be described as individualised. | 5 | 4 | 3 | 2 | 1 |
| 4. | The service I received can be described as caring. | 5 | 4 | 3 | 2 | 1 |
| 5. | Customer satisfaction is the driving force in the services delivered by the personnel in the CSC. | 5 | 4 | 3 | 2 | 1 |
| 6. | The service I experienced was questionable. | 5 | 4 | 3 | 2 | 1 |
| 7. | In terms of value for money, the service I received was not prompt and within the allocated time frame. | 5 | 4 | 3 | 2 | 1 |
| 8. | The Community Service Centre personnel were not knowledgeable. | 5 | 4 | 3 | 2 | 1 |
| 9. | The Community Service Centre personnel took all my needs into consideration in terms of service delivery. | 5 | 4 | 3 | 2 | 1 |
| 10. | The personnel are not adequately trained to deal with my problem or complaint. | 5 | 4 | 3 | 2 | 1 |
| 11. | The service I received is in line with SAPS vision to uphold and improve the standards of client satisfaction. | 5 | 4 | 3 | 2 | 1 |
| 12. | The physical environment of this CSC, including the staff was appealing. | 5 | 4 | 3 | 2 | 1 |
| 13. | I was not given access to services that I am entitled to. | 5 | 4 | 3 | 2 | 1 |
| 14. | The behaviour of Community Service personnel instils confidence in the public. | 5 | 4 | 3 | 2 | 1 |
| 15. | I am not informed timeously of possible delays in the delivering of services at this Community Service Centre. | 5 | 4 | 3 | 2 | 1 |
| 16. | This Community Service Centre personnel renders service right the first time. | 5 | 4 | 3 | 2 | 1 |
| 17. | I had to wait a long time to be attended to. | 5 | 4 | 3 | 2 | 1 |
| 18. | Service Delivery Initiatives or awareness campaigns held by the police station in my area, impacted my view on the South African Police Service positively. | 5 | 4 | 3 | 2 | 1 |

## APPENDIX C:

### Interview schedule with Station Commanders

1. For which police station are you the Station Commander and for how long have you been a Station Commander ?

2. In your opinion, what does quality service delivery entail?

3. According to legislation governing service delivery, such as the Constitution, SAPS Act, the Public Service Act, Code of conduct for public servants, Code of conduct and the Code of ethics for police officials, government has an obligation in providing efficient, effective and quality services to all human beings, is this obligation being fulfilled at your Community Service Centre and how?

4. In terms of quality service delivery, what are the major problems hampering service delivery at your Community Service Centre?

5. In terms of service delivery initiatives, were or are there any projects or plans that your station has or will embark upon with specific focus on the Community Service Centre, and if so, what is the current status?

6. What does the importance of quality service delivery mean to you?

7. In your opinion, do you believe that there is adequate funding allocated for service delivery initiatives at police stations?

8. What role has this police station played in educating the community on their rights in terms of the Batho-Pele principles?

9. Are the community police forum members of your station, involved in any service delivery initiatives in the community? If so, please elaborate, if not, why?

## Interview schedule with the Acting Deputy Provincial Commissioner: Operations

1. In your opinion, what does quality service delivery entail?

2. According to legislation governing service delivery, such as the Constitution, SAPS Act, the Public Service Act, Code of conduct for public servants, Code of conduct and the Code of ethics for police officials, government has an obligation in providing efficient, effective and quality services to all human beings, is this obligation being fulfilled at police stations in the Western Cape and how?

3. In terms of quality service delivery, training of police men and women is extremely important, what training programmes are offered, and what is the value of each? and how is the adequacy of this training being assessed?

4. In terms of service delivery initiatives, were or is there any projects or plans that the Western Cape has or will embark upon with specific focus on the Community Service Centre, and if so, what is the current status?

5. What does the importance of quality service delivery mean to SAPS, and why?

6. Is adequate funding allocated for service delivery initiatives for police stations in the Western Cape?, please elaborate

7. What role has the Provincial office played in educating Station Commanders in the Western Cape on the Code of Conduct and the Batho-Pele principles?

8. Is there an open door policy for Station Commanders to report on Community Service Centre problems or suggestions to your office? and if so, could you name a few examples?

**APPENDIX: D**


Cape Peninsula
University of Technology

Centre for Postgraduate Studies

29 April 2016

TO WHOM IT MAY CONCERN

This serves to confirm that the thesis written by Nicolette Daniels to be submitted for the degree of Master of Public Administration, "An Assessment of Quality Management in the South African Police Service: A Case of Selected Community Service Centres in the Western Cape, South Africa," has been edited for language idiom and correctness to my satisfaction.

D G N Cornwell (Professor)
Editor