

**The effects of information and communication
technology as a tool for transformation and service
delivery within the South African Police Service (SAPS)
in Mafikeng**

By

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DECLARATION

I, THE UNDERSIGNED, HEREBY DECLARE THAT THE WORK CONTAINED IN THIS STUDY IS MY OWN ORIGINAL WORK AND THAT I HAVE NOT PREVIOUSLY IN ITS ENTIRETY OR IN PART SUMITTED IT AT ANY UNIVERSITY FOR A DEGREE.

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DATE:

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ABSTRACT

This study was aimed at examining the mismanagement of the effect of ICT within SAPS in the Molopo Area of the North West. It attempted to establish whether:

- there are feelings of mismanagement of transformation of service delivery within the Molopo Area;
- there are perceptions on lack of IT equipments;
- there are beliefs of unfairness in the distribution/allocation of IT equipment and unfair distribution;
- there are concerns of lack of training among members of the other races.

A deductive research method, based on quantitative data analysis, comprising a representative sample focussing only on one or two stations around Molopo has been used.

The target market was surveyed and different responses were received from such targeted groups even though some of the findings contradicted the above mentioned objectives which were formulated in negative terms due to what the researcher's observation is and based on some of the complaints tabled at the service level agreement (SLA) meetings between the State Information Technology Agency (SITA) and the South African Police service (SAPS). The researcher chose a questionnaire as a measuring instrument and it consisted of 30 items or questions. Eight items were on biographical information and twenty two questions were based on allocation of resources, training and management thereof.

The key findings of the effects of information and communication technology as a tool for transformation or service delivery within SAPS in Mafikeng emphasise that there were still a lack of computer training to the users, less allocation and management of equipment. Recommendations have been made to improve matters which hampered service delivery to the community of Mafikeng, which will not only solve the current crisis, but will promote job specific utilisation of resources in SAPS.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

According to Frik & Fourie (2001: 28), few will disagree that information technology, along with human resources, is a key building block in designing an effective organisation. Organisations are information-processing systems. To manage and to make decisions managers need information, and without useful information, an organisation cannot function effectively.

The challenge is not really how or where to obtain information, but rather how to handle the information overload. Information alone cannot ensure effective management; it is the effective use of information that increases efficiency.

1.2 Background

By all accounts, 1994 was a historic year, which will remain forever in the memories of all South Africans. Fundamentally the events of that year opened a completely new chapter in the history of the country, not only introducing South Africa to the international world, but by also placing the country's economy to the global markets.

With all the changes that have taken place, it is appropriate to look and to assess the enormous challenges accompanying these changes in the South African workforce, as well as to examine human resource, both the government and private sectors, in the globally competitive market place, and what measures does the economy have in place to be in a position to be able to compete on an equal footing globally. It is essential that the following aspects be considered:

Productivity;

Quality;

Workforce transformation.

Given the short lifespan of the South African democracy since 1994, the management of transformation within the South African Police Services (SAPS) and particularly the management of change in the present South African socio-political context are still sensitive matters.

Applying tested managerial principles and especially workable personnel practices, such as relevant training to workforce remain important. This study will reflect on:

- Effect of Information Communication Technology (ICT) within SAPS;
- Management of ICT problems/issues within the SAPS, North West Province, Molepo Area.
- Lack of IT training.

Seen against the leadership the backdrop of a difficult and repressive history, the current challenges facing South Africa are by no means insignificant. The country needs to rebuild a need spelt out in the Reconstruction and Development Programme (RDP) adopted by the Government of National Unity.

Transformation in the new South Africa was never going to be easy, that much was known before the journey was embarked on. Faith must not be lost now as is the time to identify dysfunctions and to work harder than ever to make things work.

A police member is a complex human being with unique values and attitudes, different abilities and a unique personality. The meaningful handling of police members, functioning in a group is therefore one of the most challenging skills that a Commander or Area Commissioner can have. Police members can by no means deliver service to the community without the ICT tools being available because it is surmised that ICT is a most powerful resource.

To date (2006), no previous research has been done on a national scale in SAPS on the successful or unsuccessful management of transformation concerning the introduction of information systems to which a researcher can refer. Indeed there is a need for this study to take place because there is a great deal of issues surrounding this aspect.

The State Information Technology Agency (SITA) is an IT service provider to SAPS, was established in 1999 and their mandate was to:

- Provide information technology, information systems and services;
- Maintain information systems security; and
- Act as a procurement agency of the South African Government.

SAPS was one of the first government departments which SITA had to give service to because they had a signed Business Agreement (BA) as well as the Service Level Agreement (SLA) document drawn between them and SITA.

1.3 Problem Statement

The research problem of this study is to determine the successful or unsuccessful management of how IT has transformed SAPS members in the Molopo Area. There are 24 police stations within the South African Police Service (SAPS) Molopo Area but this research will be based on the Molopo Area Head Office only. The reason being that the researcher's general knowledge of the area and the research can be conducted with ease due to her being domiciled in the Mafikeng area. Furthermore, the problem will be addressed by testing and studying the opinions of the target population, in a quantitative study by executing a cost effective sample at one of the bigger office in the Molopo Area.

1.4 Research objectives

The Molopo Area office has been diversified after the amalgamation of all TBVC countries with the South African Police (SAP), where a great deal of operational issues were affected. There was a great need for changes to take place e.g. moving away from working manually to using computers as well as other ICT technologies. The fact that from, *inter alia*, reports indicated that information technology management problems existed in the SAPS and the fact that little other research available strengthen negative perception on the situation in SAPS. This caused problems leading to what was deemed as mismanagement of what IT has brought to the SAPS, Molopo Area office to transform its service delivery towards the community.

This study therefore, has its main aim based on the investigation of this alleged mismanagement, to determine whether it is correct or not, and if the allegations of mismanagement prove to be confirmed, reflect on what the causes might be.

Allegations of mismanagement of transformation in the Molopo Area might even be untrue. For this reason the researcher intends to investigate this issue also from an ethical point of view. The real facts should be determined as clearly as possible, so that false allegations against lack of training of members and effective usage of ICT equipments could be addressed in their favour, if found. The researcher is envisaged to execute a truly objective study on the situation within the Molopo Area.

The research objectives of this dissertation are basically to determine the perceptions of members of SAPS in the Area on IT issues and transformation of service delivery to the community. Although transformation is a complex concept, as indicated above, the nature of a mini dissertation, with its limited scope, allows the research in this study to focus on fewer of the many elements of service transformation that should be addressed according to the logical demands of a full dissertation.

The nature of outstanding issues on transformation in service delivery at the beginning of the democratic era of the SAPS in 1995 were the issues of:

- There are feelings of mismanagement of transformation of service delivery within the Molopo Area;
- There are perceptions on lack of IT equipments;
- There are beliefs of unfairness in the distribution/allocation of IT equipment and unfair distribution;
- There are concerns of a lack of training among members of the other races.

The above issues will be investigated and they form the objectives of the study.

1.5 Research design



According to Welman and Kruger (1999:46) a research design is a plan according to which one obtains research participants and collect information from them. In it one describes what is to be done with participants in view of reaching conclusions about the research problems.

In the research design, therefore, we have to specify the following is specified:

- The research population;
- The groups or individuals to be used from that population; and
- Whether these groups are to be drawn randomly from the population or otherwise.

Leedy (1993:127) defines design as the strategic plan and the structure of conducting a research project. The research design provides the overall framework for collecting data. This section focuses on the methods of data collection and analysis used by the researcher.

In Mouton and Marais (1990:32), Sellitz states that research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Tripodi (1983:40) outlines the different kinds of studies and general research objectives, namely experimental, quantitative, descriptive and exploratory studies. Each of these categories comprises various sub-categories. Circumstances normally dictate the specific methods to be used in data collection.

In this study the objective is basically to describe perceptions of the respondents in the Molopo Area and for this purpose the researcher used a structural data collection method. Schnetler *et al.* (1989:49) indicates that by structured questions is meant questions that contain specific, mutually exclusive categories of responses from which the respondent selects one category that best suits the response.

The advantages of structured questions are:

- Questions are easy to administer, since they are coded beforehand; and
- They are more economical and less time consuming to administer than interviews.

The disadvantages of structured questions are:

- They can lead to a loss of reporting and to frustration when respondents feel that the response options do not accommodate their personal options; and

- If mailed, the response to a questionnaire can be very low and special arrangements such as follow-up actions, which are costly, are normally needed.

1.6 Literature study

Leedy (1993:87) emphasis the importance of reviewing what other people have written on the subject being studied. The author says that this exercise helps a researcher to, *inter alia*, develop more insight into the problem. (Brynard and Hanekom 1997:31) are in agreement by indicating that a literature review results in perspective and helps in improving interpretation of an issue.

Given the relatively little research that has been done on IT impact on transformation of SAPS service delivery, the study will look at one or two reports that were produced in the South African Police Service itself on the issue or related to the issue. The history of the old South African Police (SAP), in terms of issues that are now called effect of IT transformation issues, will be documented. The performance of the new SAPS, in terms of ICT equipments and the distribution thereof will also be traced as far as information is available. Other relevant sources will also be consulted.

1.7 Plan of the study

The research problem of this study is to determine the successful or unsuccessful management of transformation on service delivery with the use of IT at the Molopo Area offices, in Mafikeng.

Objectives of this study have been identified as relevant for description, given the background literature on the topic of the effect of ICT within SAPS In the Molopo Area.

The structure of the study in terms of chapters is as follows:

Chapter 1: Introduction

Chapter 2: Theoretical foundation

Chapter 3: Literature survey

Chapter 4: Problem statement and objectives

Chapter 5: Research design and methodology

Chapter 6: Research results

Chapter 7: Conclusions and implications

1.8 Summary

This chapter mainly gave the background of the study and how this research will go about. The next chapter will give a broad spectrum of service delivery.

CHAPTER 2

THEORETICAL FOUNDATION

2. Introduction

This chapter will deal mainly with theories related to service delivery and different perspectives from various authors will be included. The main body will focus and explain the different types of services that can be offered.

The service sector today occupies a pre-eminent position in the economies of most countries. Not only are more services being produced than ever before, but the number in which services are made available to the final consumer is also changing. Service delivery is recognised as one of the most important tools in the survival of a business in today's competitive environment. By providing service excellence, an organization can achieve a competitive advantage over its competitors. Although the concept of achieving a competitive edge through excellence in service is not a new idea, the popularity of the concept has grown tremendous in recent years (*Govender, 2002: 21*)

Basically a service can be viewed as an intangible product which cannot be stored, is sometimes inseparable from the service provider, relies to a large extent on the "people" element, and cannot be tasted, touched or smelled.

In the next section an overview of services marketing will be discussed (*Govender, 2002: 21*)

2.1 Overview of Services Marketing

2.1.1 What is a service?

Per definition services can be deeds, processes, and performances (*Cant et al. 2006: 282*). It is important to place services in the right context. A service is "any act or performance that one party can offer to another that is essentially

intangible and does not result in the ownership of anything”. Its production or delivery may or may not be tied to a physical product. Nearly all providers of tangible products have a service element in their total product offering. For instance: a manufacturer of motor cars provides guarantees, maintenance contracts (motor plan) on new vehicles and their dealerships provide after sales service to customers. On the other hand, there are organisations that do not provide a tangible product with their offering (for example the performance of a symphony orchestra or a live band).

Services thus provide added value such as convenience, amusement, entertainment, comfort, and health that are essentially intangible. The services sector in South Africa encompasses a wide variety of organisations, services and activities. The South African government, as well as parastatal organisations such as Eskom and the SABC, contribute a large proportion to the service sector. Other services include legal, educational, health, military, employment, credit, communications, transportation and information services (Cant et al., 2006:282)

According to Zeithaml and Bitner (2000: 2), put in most simple terms, *Services are deeds, processes and performances*. Services are different from goods and managing a service business is different from managing in the manufacturing sector – not unique, but different. The services offered by SAPS are not tangible things that can be touched, seen and felt but rather intangible deeds and performances. To be concrete, SAPS has to offer an appropriate policing service with the broader concept of safety and security for all South Africans citizens, using up to date information technology which will assist with accurate statistics to gain confidence from the community as their customer.

2.2 What makes services different?

- 2.1.2 According to Govender (2002: 21) since services have certain unique characteristics, it has been recognised that many of the principles of marketing which were developed for marketing goods are not totally relevant to services.

These characteristics pose quality challenges unique to services and must be taken into account when designing, marketing, producing and delivering services. Generally, four aspects characterize services, namely;

- ❖ Intangibility;
- ❖ Heterogeneity;
- ❖ Inseparability of production and consumption; and
- ❖ Perishability (*Govender 2002: 21*).

These characteristics present challenges for organisations offering services calling for unique marketing programmes.

(a) Intangibility and heterogeneity:

The most basic, and universally cited, difference between goods and services is intangibility. Because services are performances or actions rather than objects, they cannot be seen, felt, tasted, or touched in the same manner that one can sense tangible goods (Zeithaml and Bitner, 2000: 12). For example, safety and security services are actions (e.g., offence committed, type of crime, investigation) performed by the police and directed towards the complainants and their families. The services cannot be seen or touched by complainants, although the complainant may be able to see and touch certain tangible components of the service (e.g., dockets opened, how complainants are being handled at the charge office when coming to report/complain). In fact, many services such as safety and security, are difficult for the consumer to grasp even mentally.

Services are performances rather than objects; performances often vary from employee to employee, from consumer to consumer, and from day to day. Fluctuations in the quality of the service delivered occurs not only among firms and service contact personnel, but also from service delivery to service delivery on the same day, and from the same staff member or service provider (*Govender, 2002: 22*).

Since they are performed by human beings, services are difficult to standardize, which implies that even the most courteous and competent service staff have “off” days for a number of reasons, and inadvertently create a poor impression on the customer. Service customers therefore rely on the tangible aspects of a service. The intangibility of services has reduced attempts to conceptualise service quality. Thus the concept perceived quality has been suggested.

A service is generally consumed while being performed (processed), with the customer often involved in the process. This involvement of the consumers can contribute to heterogeneity that leads to difficulty in standardizing service delivery (*Govender, 2002: 22*).

(b) Inseparability of production and consumption

Since the customer must be present during the production of many services, inseparability forces the buyer into intimate contact with the production process.

The simultaneous production and consumption of a service imply that the “production facility and the production tools” both contribute to the service experience. The fact that the production of services cannot normally be separated from the consumption results in producer-consumer interaction assuming great importance in the service offer. (*Govender, 2002: 22*).

(c) Perishability

The perishability of the service offers also distinguishes the nature of contact between service producers and consumer. While goods manufactures can normally hold stocks in order to meet fluctuating customer demand, services cannot be stored. This requires service organizations to manage the contact they have with their customers

carefully in order to avoid bottlenecks and delays in the service production process in which the customer is actually taking part. (Govender, 2002: 22).

2.3 Marketing Strategy

Zeithaml and Bitner (1996: 29) have proposed that in order to cope with the marketing problems posed by services, the traditional marketing mix (4 Ps: product, price, place and promotion) be broadened or extended to include 3 additional Ps, viz. physical evidence, participants and process.

Most textbooks today have refined Borden's long list of functions into just four broad categories: "4Ps". Although this framework can certainly be used for examining service marketing activities, it has some shortcomings. In particular, the time-bound nature of services and opportunities for electronic delivery of information-based services require a radical rethink of old-fashioned "place"-centered notions of distribution (Lovelock, 1996: 311).

- Product:

Bov   et al., (1995: 17 and 19) indicate that the first element of the marketing mix is product. As already mentioned, a product can be a good, a service, an idea, a place, or a person. Astute marketers realise that a product is a "bundle of value" that meets customers' expectations. For example, when one buys a pair of Nike shoes endorsed by a basketball star, one gets more than leather, rubber, and laces. You buy a little piece of the star's image.

The value that companies deliver to their customers often encompasses more than just the basic product. It can include consulting, training, manuals, installations and other tangible and intangible components. As competition grows more intense in

many industries, and as products start to look more and more alike, these extra features and benefits become important criteria for customers deciding which product to buy.

Product development is an intriguing aspect of the marketing job because one gets involved with so many aspects of the total business operation, including sales, service, research and development, package design, finance and manufacturing.

It was stated earlier that one of the differentiating characteristics of a service is heterogeneity. It is unlikely that two services are exactly alike or experienced in the same way. Heterogeneity manifests itself in a number of ways and the quality of service performance varies from one service organisation to the other. Hotels, for example, differ in a level of service they provide. It is this characteristic of heterogeneity that poses a challenge to service providers, namely: how must a service be designed. The first question to be answered is: what does the service product consist of? Part of the value proposition in the positioning statement is the differentiating benefits that the product or service must have to make it different from competitive offerings (Bov   et al.,1995: 17).

- Price:



The second element of the marketing mix is price, the amount a marketing organisation charges for its product. As a powerful component of the marketing mix, price is often expected to do more than just generate revenue. For example, a high price helps build an exclusive image for a product. A low price can take sales away from competitors, increase overall demand in a market, and can create an image of good value.

Setting prices is one of the most difficult tasks facing the marketing professional. First of all competitors and customer expectations can put a ceiling on the range of possible prices, which limits flexibility. Customers won't buy the product if they don't believe it's worth the price. So an organisation has to offer something really special if its prices are significantly higher than those of competitors.

In contrast, a low price can be the focal point of the marketing strategy. Companies that vigorously promote their low prices typically have a strategy to undercut the competition with lower prices while keeping operating costs at a minimum (Bov   et al., 1995: 19 and 19).

This concept does not only apply to companies, but other organisations such as government departments have different business units internally, others serve as customers to others and they will be charged for providing service or certain expertise. For example: the Corruption Unit within SAPS Molopo Area is situated at the Provincial office in Potchefstroom and if a corruption case is reported in Mafikeng, the Molopo Area Commissioner will request that members be "in sourced" to interrogate and investigate such offenders but the expenditure will be debited from the Molopo area Commissioner's budget (travelling expenditure, accommodation, etc.).

- Place (Distribution):

Bov   et al., (1995: 19), described distribution as the process of moving products from the producer to the consumer, which may involve several steps and the participation of multiple intermediaries. This involves selecting marketing channels, which are the people and organisations (including wholesalers and retailers) who help get products to customers (see Exhibit 1.1).

Managing product transportation, arranging storage, processing orders, and keeping track of finished-product inventory are also distribution activities.

EXHIBIT 1.1 MARKETING CHANNELS

EXAMPLE A

Manufacturer → Wholesaler → Retailer → Customer

EXAMPLE B

Manufacturer → Customer

Source: Adapted from: Bovée C.L., Houston M. L., Thill J. V. 1995 Marketing. 2nd Ed. USA: McGraw-Hill, p 19

- Promotion (Marketing Communication): This is a variety of techniques, including advertising, sales promotion, public relations, and personal selling, that are used to communicate with customers and potential customer. Exhibit 2.2 lists some common examples of each type. Advertising is being exposed to hundreds of consumers every day, everything from TV to T-shirts. Personal selling plays a big role in many major purchases, from automobiles to airlines. Marketers use public relations in a variety of ways, including press conferences and support for cultural events. Sales promotion is a major force in marketing today; coupons, rebates, and free samples are some of the techniques that fall into this category (Bovée et al., 1995: 19).

EXHIBIT 2.2 COMMON PROMOTIONAL TECHNIQUES

Category	Examples
Advertising	Radio Television Billboards Stadium signs
Sales Promotion	Coupons Sweepstakes Frequent flyer programs Free samples
Public Relations	Press conferences Press releases Sponsorship of sporting events
Persona selling	Corporate sales Door-to-door sales Seminars

Source: Adapted from: Bovée C.L., Houston M. L., Thill J. V. 1995
Marketing. 2nd Ed. USA: McGraw-Hill, p 19

- Physical Evidence:

The intangibility of a service and the difficulty of customers to evaluate a service, necessitates that service organisations should provide tangible evidence of the service. Physical evidence is defined as “the environment in which the service is delivered and where the firm and the customer interact, and any tangible

commodities that facilitate performance or communication of the service” (Cant et al., 2006: 316).

Physical evidence consists of the organisation’s physical facilities (services cape) and other tangible communications.

Physical facilities: can be exterior design; signage; parking; landscape; interior design (décor) and furnishings.

Tangible communication: can include business cards; stationery; corporate identity and colours.

These cues support the positioning of the service organisation and give tangible signals to customers about the organisation’s reputation and image. Banks, hospitals, restaurants, courier services, attorneys, auditing organisations and insurance companies use physical evidence to a lesser or greater extent to build a consistently positive image (Cant et al., 2006: 316).

Equipment-based services tend to be more consistent than labour-based services because they reduce or eliminate the influence of human variability. Automation can also let one service more customers more cost-effectively (e.g. ATMS).

Telkom’s long distance network handles millions of calls daily, which would swamp the company if it had to rely exclusively on human operators. However, basing service delivery on equipment presents two potential disadvantages. First, if the equipment fails, the company loses its ability to deliver service. Second, relying too heavily on automation could prevent a company from providing personalised service.

If Telkom eliminated all its operators, customers couldn't call for directory assistance, refunds for wrong numbers, or help with calls that are not answered. Even though it relies on a complex, automated system to handle the bulk of its traffic, Telkom realizes it must also provide the personalized service available only from human operators.

- Participants (People):

According to Cant et al. (2006: 311), the fifth element in the value marketing mix is people. It has been said that one does not have a second chance to make a first impression and contact staff must ensure that professionalism in service encounters always prevail. The nature of this interaction will largely determine the buyer's perception of and satisfaction with the service organisation.

Cant et al. (2006: 311) further indicate that the people component is regarded as one of the most important elements in the service value mix. Employees are pivotal in delivering customer satisfaction and negative experiences of customers are frequently associated with employees' behaviour and attitudes and not necessarily rooted in the service component.

Some issues which are pertinent include employees who do not understand their roles, employees who are involved in conflict between customers and company management, wrong appointments, inadequate systems and processes, non-market related pay packages, service competencies, service culture, service inclination, empowerment and lack of team work (Cant et al., 2006: 312).

The following elements are important in designing an employee management programme:

- ❖ Recruitment;
- ❖ Job design;
- ❖ Motivation;
- ❖ Organisational culture;
- ❖ Training and development (some organisations have the preferred philosophy of “hire for attitude and train for skills”);
- ❖ Empowerment;
- ❖ Reward and recognition programmes;
- ❖ Measurement of customer satisfaction;
- ❖ Delegated authority of decision-making;
- ❖ Cross-functional teams (Cant et al. 2006: 312).

An employee in service organisations or “back-office” staff’s visibility to the customer is low. Examples are: a chef in the kitchen of a restaurant; accounting people, assistant developing photos at CNA; and a software technician in a bank.

Customer contact staff is also called the frontline personnel. They are in direct contact with the customer and are highly visible to the customers.

A diagram illustrating these roles is shown in exhibit 2.3

EXHIBIT 2.3 TYPES OF SERVICE EMPLOYEES

DEGREE OF CUSTOMER CONTACT			
V I S I B I L I T Y	H	HIGH	LOW
	I	Sales Consultant	Security Guard
	G		
	H		
	L	Accounts Clerk, Telephone Operator	H R Staff Back Office
	O		
	W		

Source: Adapted from: Cant M.C., Strydom J.W., Jooste C.J. and Du Plessis P.J. 2006. Marketing Management 4th Ed. Cape Town: Juta, p 314

- Process:

A service can be broken down into various processes from initial contact by the customer through to delivery of the service and beyond (for instance customer complaints handling an service recovery). Customer needs have to be translated into actual processes which will enhance the delivery of the service. Documenting the various processes into a flowchart is called service **blueprinting**. This exercise must indicate time dimensions of activities (customer actions, contact employees actions and “back-stage” operations); identify errors; capacity constraints; and the degree to which the process is allowed to deviate from the set standard.

Critical incidents can be identified in the process where specific interactions between the customer and the service provider can influence the level of satisfaction. Effective management of these critical incidents could mean the difference between an average service provider and an excellent one.

The house of quality comprises three constructs namely: customer quality criteria (e.g. reliability, responsiveness, assurance, empathy and tangibles); how these criteria are created by the organisation (e.g. training, attitude, capacity, information and equipment); and how the previous two are related. (Cant et al., 2006: 214)

2.4 Service Delivery

Govender (2002: 22) indicates that, since services are performed, the importance of people or the “human element” in the service offering cannot be overemphasized. Therefore, much of the research on service quality has been on the social psychology perspective. The human element can embed itself in the service offer in three principal ways:

- most service-production processes require the service organisation’s own personnel to provide significant inputs to the service-production process, both at the frontline point of delivery and in those parts of the production process that are relatively removed from the customer.
- many service processes require the active involvement of the consumer of the service, and the consumer therefore becomes involved as a “co-producer” of the service.
- other people who simultaneously consume a mass-produced service can influence the benefits that an individual receives from the service.

Many organisations are becoming critically dependent on their Information Technology and Systems for success. At the same time the pressures of an increasingly competitive environment, combined with rapidly changing technology, mean the issues to be managed and the factors influencing success with ICT are becoming more demanding and complex. SAPS like any other organisation, experiences the same problems. It will not become any easier in the future unless these problems are understood and new ways are found in addressing them.

Information technology pervades contemporary life, in the workplace, the market place and home, as well as in national and regional economies. Institutional boundaries are shifting in response to dramatic new capabilities still unfolding at a rapid pace. Within the organisation, information technology can now integrate all functional areas as well as supplier and industry relationships worldwide (Emeraldinsight.com).

2.5 Services and customer service

When discussing services marketing and management, it is important to draw the distinction between services and customer service. Services as broadly defined above, encompasses a wide range of industries. All of the following organisations are considered to be in services:

- ABSA, Standard Bank (Financial services);
- Telkom (Telecommunications);
- South African Airlines (Transportation); and
- SAPS (Public Safety and Support).

In addition, customer service is also provided by all types of organisations, manufacturers and service companies. Customer service is the service provided in support of a company's core offerings. Customer service most often includes answering questions, taking orders, dealing with bill issues, handling complaints and perhaps scheduling maintenance and repairs (Zeithaml & Bitner, 2000: 234)

2.6 Standards (How can service be measured?)

Setting standards in broad conceptual terms, such as "improve skills in the company" is ineffective because the standard is difficult to interpret, measure and achieve. Effective service standards are defined in very specific ways that enable employees to understand what they are being required to deliver. At best, these standards are set and measured in terms of specific responses of human behaviours and actions (Zeithaml & Bitner, 2000:234). SAPS measures its members on cases reported and closed through statistics gathered. It has to be asked however, how is SAPS relationship with the public, are they providing solutions timeously and are their customers satisfied?

Research indicates that service organisations lose customers mostly because of poor service rather than poor products. Poor service can be attributed to inter alia; (Govender, 2002: 22).

- ❖ uncaring employees;
- ❖ poor employee training;
- ❖ negative attitudes of employees not being empowered to provide good service;
- ❖ poor treatment of employees as customers (internal service quality);and

- ❖ differences in perception between what service businesses think they provide and what customers think they receive.

In *Govender* (2002: 22), Keaveney (1995: 77) ascertained that service-encounter failures, attributed to some aspect of the service employees' behaviour, were the second most important reason for switching services (pricing being the first).

From the service customer's point of view, the most immediate evidence of service occurs in the service encounter or the "moment of truth" when the customer interacts with the company. The face-to-face interaction or "personalization" between the customer and service personnel is vital to the outcome of the service experience. At its simplest, an interaction can be seen as a series of discreet transactions with ongoing relationships. Strategies for achieving such relationships and managing particular problems posed by the same service encounter need to be developed.

Service quality is generally thought to be the result of a comparison between expected service and an evaluation of the service actually received during service delivery (Parasuraman, Zeithaml and Berry, 1985: 41).

2.7 Customers/Clients

- Expectations of service:

There is one constant in business and that is, quite simply, that customers are the lifeblood of the business. No matter how many times one hears it, no matter how business fashions changes; no matter what product or service is on offer; or what field of endeavour one is engaged in – the fundamental truth remains the same.

Customers are the business' most valuable asset and it is vital that organisations look after their customers, ensure that they are contented (and even delighted) with the service they receive, and take every opportunity to cross-sell, up-sell and re-sell to them. Why not deliver according to your customer's expectations?

According to Zeithaml & Bitner (2000: 48), customer expectations are beliefs about service delivery that function as standards or reference points against which performance is judged. Because customers compare their perceptions of performances with these reference points when evaluating service quality, thorough knowledge about customer expectations is critical to services marketers.

When they take time and effort to complain, customers generally have high expectations. They expect to be helped quickly and in terms of crime-related issues, they really need to be assisted speedily because they expect to be attended to for their grief and for the hassle of being inconvenienced and expect to be treated efficiently in the process.

Customers expect outcomes, or compensation, that match the level of their dissatisfaction. This compensation can take the form of actual monetary compensation, an apology, future free services, reduced charges, repairs, and/or replacements. They expect equity in the exchange – that is, they want to feel that the company has “paid” for its mistakes in a manner at least equal to what the customer has suffered. The company's “punishments should fit the crime” (Zeithaml & Bitner, 2000: 48).

There are some instances where customers feel very much uncomfortable if they are overly compensated, e.g. in cases of Scooters Pizza, where customers have to be compensated if the driver arrived 20-minutes late, it becomes difficult for a customer to really complain and not to ask for any compensation, in this case “the punishment was greater than the crime”.

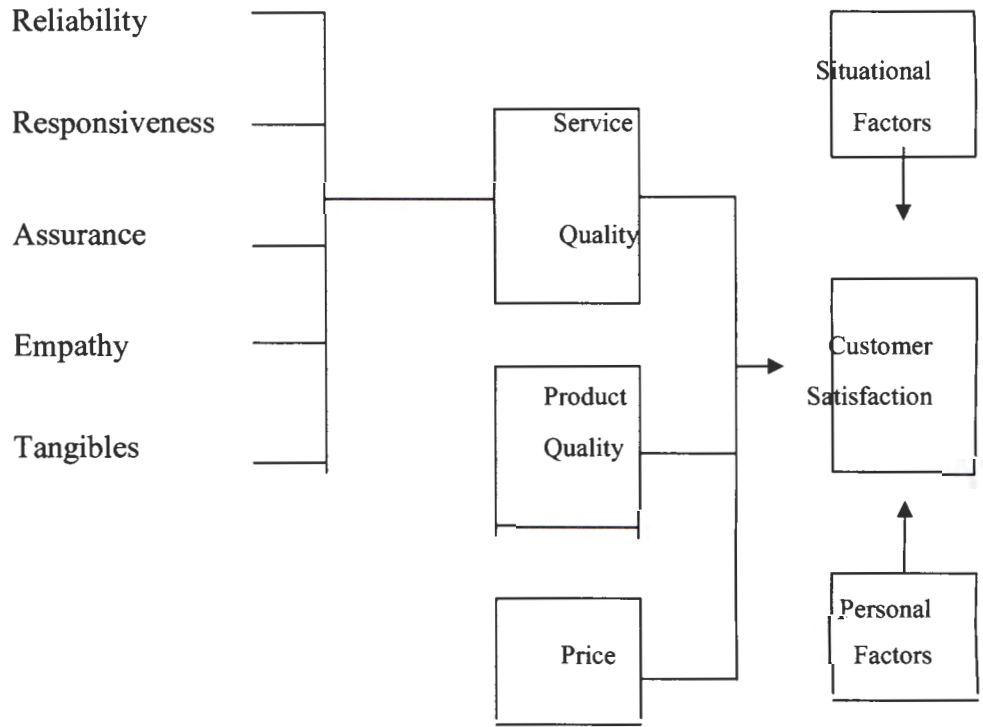
- Perceptions of service:

How customers perceive services, how they assess whether they have experienced quality service and whether they are satisfied, will be the main discussion here and it has to be kept in mind that perceptions are always considered relative to expectations. Because expectations are dynamic, evaluations may also shift over time – from person to person and from culture to culture. What is considered quality service or the things that satisfy customers today, may be different tomorrow (Zeithaml & Bitner, 2000: 74).

Customers perceive services in terms of the quality of the service and how satisfied they are overall with their experiences. Companies and organisations recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improved customer satisfaction.

Figure 2.1 graphically illustrates the distinctions between the concept of satisfaction and service quality. These two concepts have certain aspects in common, according to Zeithaml & Bitner (2000: 74). Satisfaction is generally viewed as a broader concept while service quality assessment focuses specifically on dimensions of service. Based on this view, perceived service quality is a component of customer satisfaction.

FIGURE 2.1 Customer perceptions of quality and customer satisfaction



Source: Adapted from: Zeithaml V.A., Bitner M.J.,2000. Services Marketing: Integrating Customer Focus Across the Firm. 3rd Ed. Boston: Irwin McGraw-Hill, p 74.



As shown in Figure 2.1 service quality is a focused evaluation that reflects the customer’s perception of specific dimensions of service: reliability, responsiveness, assurance, empathy, tangibles. Satisfaction, on the other hand, is more inclusive: It is influenced by perceptions of service quality, product quality, and price as well as situational factors and personal factors. For example, internal service quality of SAPS is judged on attributes such as whether transport is available and roadworthy when needed, how responsive the police are to customer needs, how skilled the members are based on ICT for capturing of case data as well as processing cases to relevant units, whether computers and vehicles are well-maintained. Customer satisfaction in the SAPS

is a broader concept that will certainly be influenced by perceptions of service quality (e.g. how victims of crime are being treated, quicker response), empathy, personal factors such as the complainant's emotional state, and even uncontrollable situational factors such as the crime scene and experiences driving to/walking to/telephonically calling the police station.

Zeithaml & Bitner (2000: 74) indicate that when referring to customer perceptions, it is assumed that the dimensions of service and the ways in which customers evaluate service are similar whether the customer is internal or external to the organization. External customers are those individuals and businesses that buy goods and services from the organisation. These are the people who are usually thought of when the word customer is used. To illustrate, in a telecommunications setting, external customers include residential telephone users, business customers, and government at all levels.

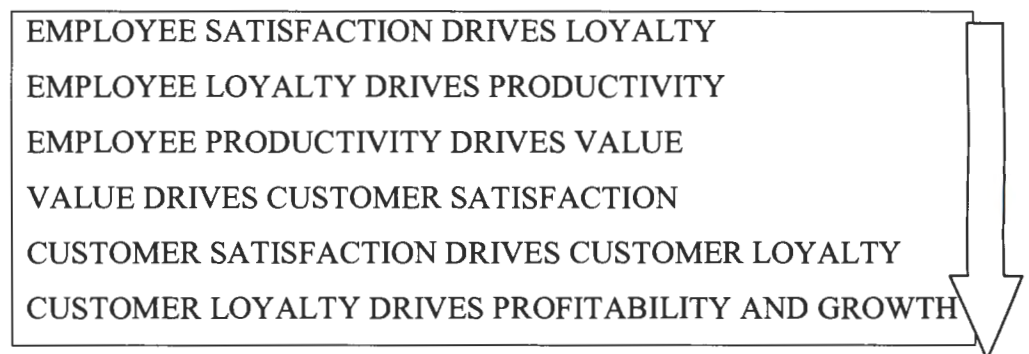
In this same setting, internal customers are employees within the organisation who, in their jobs, depend on others in the organization for internally provided goods and services. For example, a telephone repair person depends on services provided by dispatchers and vehicle maintenance crews to do their job effectively. For the dispatchers and the vehicle maintenance crew, the repair person is their internal customer. If failure occurs to provide quality service to the repair person, then it is more difficult for the repair person to do the same for external customers. It can be assumed that both internal and external customers are included on how customers evaluate services and that the definitions, strategies and approaches can apply to either group.

- Loyalty:

Learning how to compete on the basis of loyalty may be complex, but it is not mysterious. It only requires first of all, an understanding of the relationships between customer retention and the rest of the business

and being able to quantify the linkages between loyalty and profits. Customers are obviously an essential ingredient of a loyalty-based system, and success depends on their staying with the company a long time, in the case of the government department, such as SAPS, loyalty is expected from the police by the community. Relationship between employees and profits based on their loyalty is illustrated on Table 1.2 below.

TABLE 1.1 THE RELATIONSHIP BETWEEN EMPLOYEES AND PROFITS



Source: Adapted from: Cant M.C., Strydom J.W., Jooste C.J. and Du Plessis P.J. 2006 Marketing Management 4th Ed. Cape Town: Juta, p 314

From the above it is postulated that employee satisfaction drives loyalty and influences productivity and value.

Lovelock (1996: 248) when discussing “Loyal Employees” says that many companies diminish their economic potential through human resource policies that ensure high employee turnover, in part because they can’t quantify the economies of retaining employees. Executives might say they want to keep employees, but if doing so means raising salaries, their conviction soon fades. He further says that, the longer employees stay with the company the more familiar they become with the business, the more they learn, and the more valuable they can be.

Policemen and women for instance, who deal directly with the public/community, day after day, have a powerful effect on the community loyalty. Long-term employees can serve customers better than newcomers can; after all, a customer's contact with a company is through employees, not the top executives. It is with employees that the customer builds a bond of trust and expectations, and when those people leave the bond is broken.

- Culture

Looking at the holistic picture, beyond the specific strategies, it is apparent that the behaviour of employees in an organisation, are the pervasive norms and values that shape individual and group behaviour. Culture has been defined as "what we do around here", or "Organizational glue", or "central themes". Service culture exists if there is an "appreciation for good service". It is not enough to promise excellent service to final customers; all people within the organization deserve the same kind of service, SAPS has both internal (other SAPS employees) and external customers (community/public they serve).

2.8 Summary

According to Cant et al. (2006: 336), basically service can be viewed as an intangible product which cannot be stored, sometimes inseparable from the service provider, relies to a large extent on the people element, and it cannot be tasted, touched or smelled. Services can be classified into equipment-based and people-based as well as based on the type or skills of operators involved in the service delivery process.

Services can provide added value such as convenience, amusement, entertainment, comfort, and health that are essentially intangible. The differences between services and marketing and tangible products are

intangibility, inseparability, heterogeneity, perishability and demand and supply management. The intangibility of services poses challenges to marketers in terms of advertising a service that no one can see, price a service which has no cost of goods sold, and induce trial without giving free samples.

The ultimate goal of services marketing is to attract new customers, retain the customer base by providing service above customer expectations and have the right people in the organisation to provide value.

Based on what has been discussed in this chapter, transformation of the public service into one of people and for the people is beginning to bear fruits, it is known that transformation of the public service has been one of its key priorities, with the aim of embracing democratic values and principles internally, as well as ensuring development and public service delivery in the post-apartheid South Africa. The next chapter will look at the history of SAPS and how far it has progressed with their ICT developments and how it impacted on their service delivery to the community.

CHAPTER 3

LITERATURE SURVEY

3.1 Introduction

The advent of democracy in South Africa in 1994 demanded a fundamental reassessment and transformation of the nature and style of policing. The Constitution, Act 108 of 1996, prescribes the establishing of a national police service required to be representative, legitimate, impartial, transparent and accountable. A police service that upholds and protects the fundamental rights of all people and executes its mission in consultation and cooperation with, and in accordance with the needs of the community and Government. Since 1945, an extensive amalgamation and rationalisation process, supported by a comprehensive transformation process, was undertaken to create the current SAPS in accordance with the prescripts of the Constitution, Draft 2 Paper for SAPS Strategic Plan 2002/2005.

This chapter will mainly focus on the history of the old South African Police Service (SAPS) that will be presented in terms of changes that took place with regard to service delivery and later on will focus on IT developments. The previous SAP was known as a Police Force where everything was done forcefully even the handling of their customers i.e. the community. After the new dispensation emphasis was placed on the SAPS being a police service rather than a force.

Due to the fact that this research is not based on issues such as race and gender, the researcher will not give the history of how SAP started but will only deal with developments before and after the new dispensation based on service delivery and the impact of IT. However, some of the issues prevalent will be highlighted, the reason being that the researcher contends that they were very important in the development of SAP and these were some of the issues that hampers SAPS service. It will be argued that members perceive themselves as not being acquainted to modernised methods as compared to old

fashion, as well as having the wrong perception that computers, for instance are meant for Whites only.

3.2 Transformation in previous SAP

(a) The period 1927 – 1945

During the 1945 general elections, JBM Hertzog came to power. The new government addressed racial issues on two levels: Labour policies, which protected Whites, especially Afrikaners and segregation policies, which restricted the resources to only Whites; as well as social policies, which hampered the development of Blacks (Brewer, 1994:106). Hertzog considered Coloureds to be closer to Whites than to Africans in many respects and wanted them to be accommodated among Whites industrially, economically and politically.

(b) The period 1946 – 1959

Where the police were sent for their training was called a Depot and this name was changed to be a Police College in November 1947. In 1948, of the 412 staff members employed in training, only 52 were black. One of the biggest advances in modernising training was the decision taken in 1947 to train black policemen. A training centre was accordingly opened in Umtata on 10 March 1947 (Brewer, 1994: 175).

It is important to note that the racial hierarchy in the police did not really change with the transition to apartheid, but that the policing underwent a transformation and the “own area” policing strategy was adopted. Coloured, Asian and African policemen were given responsibility for their own area. For the first time a Xhosa-speaking member of the SAP was appointed as an African Station Commander on 1 October 1951. However, black policemen were generally still not trusted to be left in charge, White supervisory staff were retained in all their townships (Everton, 1999:28).

De Klerk assumed the State Presidency in 1989 and he introduced a radical change in style and policy of Government. Heyman and Matthews are quoted in Everton (1999:30) saying that President de Klerk took a historic step on February 1990 by unbanning the African National Congress (ANC), the Pan Africanist Congress (PAC), the South African Communist Party (SACP) and various other political parties and organizations. Another great achievement was the opening of Parliament in February 1991 leading a new South Africa to take a new stand. Various changes took place, one of them being that special attention given to policing. President De Klerk announced that all people will henceforth be equal before the law and enjoy equal rights.

3.3 Transformation literature from previous SAP to SAPS

Since 1994 the new government has faced tremendous challenges in the field of safety and security crime, victimisation and internal problems in the SAPS have come to a head. Compounding this, has been the rationalisation, amalgamation and transformation process taking place in the SAPS. This implies the rationalisation of staff from all the police agencies that policed in the “old” South Africa, for example, the TBVC countries and other self-governing states.

The amalgamation of these forces and the previous SAP culminated into one South African Police Service. The transformation of the police took place from a force to a service line with the principles and objectives of community policing. To effectively achieve all that has been mentioned, there has to be modernised tools to meet the global standard of bringing service to the community and the main one is to be on par with other countries based on Information and Communication Technology (ICT).

Many internal studies were done in 1996 by the Research Centre of SAPS. The research was mainly based on management issues but many questions were on diversity. This was done after realising that effective policing is seriously hampered when relationships among members of the SAPS are dysfunctional and in an attempt to assist employees of the SAPS to fully

recognise and appreciate the value of social and cultural differences among themselves, diversity workshops were introduced.

These sour relationships affected police members who were from the TBVC states due to a lack of ICT equipment making them feel inferior and gave birth to the thinking that they are discriminated against. Initially they had no network infra-structures or IT equipment.

The political leadership of SAPS also changed in terms of racial composition. South Africa underwent major political and social changes, when Mr Nelson Mandela was elected the first President of the new South Africa in the first democratic elections, which brought the era of “apartheid” to an end. This new democratic order brought about many changes in the country and also had a substantial impact on policing. A black male, Sydney Mufamadi, was appointed as the first Minister of Safety and Security and he was assisted by another African male, Deputy Minister Joe Mathews.

The SAPS vision is to create a safe and secure environment for all people in South Africa.

The mission of the SAPS is to:

- prevent anything that may threaten the safety or security of any community;
- investigate any crimes that threaten the safety or security of any community;
- ensure criminals are brought to justice, and participate in efforts to address the root causes of crime.

3.5 IT developments within SAPS

The Molopo Area in the North West province used to be the Bophuthatswana Police’s Head Office. When amalgamation with SAP gave birth it was again

taken as the Molopo Area office's Headquarters where the Area Commissioner is presently residing.

Few will disagree that information technology, along with human resources, is a key building block in designing an effective organisation. Organisations are information-processing systems. To manage and to make decisions, managers need information. Without useful information, an organisation cannot function effectively.

The challenge here, is not really how or where to obtain information, but rather how to manage information overload. Information alone cannot ensure effective management it is the effective use of information that increases efficiency.

3.6 Information management in the SAPS

According to Reynecker & Fourie (2001: 29), the SAPS transformation document of February 1996 conveys some idea of the state of information management at that time.

Information is mostly managed at inappropriate levels. Management are saturated with irrelevant information – thus hampering the decision-making process. Often information is not available in time, in an incorrect format or not authenticated or verified. In many instances, decisions have to be taken without the required information at hand.

Since then, there does not appear to have been any significant improvements. The apparent discontent with information technology (IT) is not uncommon and its values have been debated for several years. While some authors attribute large profits, productivity improvements and customer benefits to IT, others report that it has little or no impact. While the SAPS strives towards improving its ICT, IT must not be seen as a quick fix. Spending a lot of money on IT does not guarantee success. The task facing management is one that involves not only selecting appropriate information systems, but also

merging these systems with human factors governing the police. Organisations have always used some kind of information system, although it was not known as this.

Advances in technology also make previously impossible ideas viable. For example, it is now possible to store criminal records and fingerprints on a database, to connect all police stations and other units to a central database, to electronically communicate worldwide in a matter of seconds or minutes, and to obtain detailed information on crime and related statistics.

It is not technology that makes the difference, but what people do with them. The same applies to information: information itself cannot make a difference, but it needs to be managed to make a difference. If managed, one can safely say that technology, in principle, contributes significantly to productivity. Computers are just tools, identical machines with identical software which may perform efficiently in an organisation, but only make matters worse if there is an inferior management.

(a) The period 1980 – 1989

The information on the history of the Molopo Area in Mafikeng for this section was gathered through interviews with SAPS employees working at the Area office.

The first communication equipment within Bophuthatswana Police was a Telex machine, two-way radio and carbon paper typewriter. Telex machines were used to send and receive messages from and to stations and it used yellow tapes which were scrambled when sent and when they reached their destination, they were unscrambled.

Typewriters were operated manually and were used to type letters, used by the Whites staff only. Typed letters were put in envelopes and put into the locked mail bags which were then given to Black members to deliver to the post office.

Two-way radios were also used for communication purposes. There were also telephones, known as “farm lines” where a code of a certain town would be dialled (e.g. four numbers).

(b) The period 1989 – 1990

During this period, Bophuthatswana Police had hired typists who used electrical typewriters for typing. In 1990 they acquired four computers at the Special Branch Unit. There were also changes on telephone systems (“land lines” and fax machines). Telkom introduced a modernised network infrastructure where data lines were put in place.

(c) The period 1991 – 2003

After the full amalgamation and transformation, ICT was introduced, where the first change took place when a new computer room was established at the Molopo Area office. A data line with the speed of 64K was installed and five computers were connected to the server to communicate with other Area’s i.e. Marico and Mooiriver.

All stations which operated within SAP before the changes took place were having computers of which some was already on the network. Vryburg, Reivilo and other stations where Whites dominated, were referred to as the “advantaged” group. Such stations were all having fax machines for different SAPS sections and around the Molopo Area one fax machine was used for the whole area which hampered service delivery because if this fax was damaged, it meant that they had no communication or had to travel to places where faxes are available to send documents.

In 1995 the Radio Communication Unit which used to be a section within the old Bophuthatswana Police, had to be changed to become the Information Systems component but some of its members who specialised in fax repairs (technicians) moved to this new section. Each section was led by a white

officer and there was no proper training given to black members; they only had skills transfer or on-job-training methods.

In 1996, five computers were also installed in the Finance Section of the Molopo Area office but due to a lack of network infra-structure, they were centralised in one room referred to as the “Computer Room”. Human Resource, Finance and all Police stations staff had to travel there to access PCs. These PCs were dumb terminals and they were used to feed in information e.g. PERSAL (Personnel and Salary System), and such information was saved on a database.

During 1999 various developments in ICT materialised for instance, the introduction of the State Information Technology Agency (SITA). SITA was established after the promulgation of Act No. 88 of 1988 and their mandate was to:

- Provide information technology, information systems and services;
- Maintain information systems security; and
- Act as a procurement agency of the South African Government.

That meant that the main function of SITA was to transform services, working towards e-government. It also promoted interoperability for the public to have better access, more convenient, more responsive and more cost-effective services.



According to ITWeb Informatica Publication's *Effective e-Government*, 2006: 3, in the foreword column, SITA CEO, Mavuso Msimang says that, “The dawn of the information age has opened doors and presented fresh challenges to governments across the world, but more so than our own. For a nation faced with redressing centuries of cultural social and economic imbalances, e-government offers new hope through the enabling of more efficient service delivery. The first question is whether there is a role for e-government in South Africa in the face of more immediate challenges. The answer is ‘yes’. Whilst investment in e-government might not be able to show the same

immediate impact as building a house, it has the potential to permeate every corner of public sector and raise levels of service delivery across the board.

- E-government will drive efficiencies within public sector operations, eliminating bottlenecks, cutting through red-tape, and ensuring that taxpayer's money is spent on building a future rather than running the present.
- E-government will allow government departments to deliver services to communities quicker, more accurately and undoubtedly more cost effectively, thereby maximising the impact of those investments made.
- But perhaps most importantly to our fledging democracy, e-government will open the doors for citizens to engage with and participate within government at all levels, delivering power to the people.

But challenges remain, the greatest of which is turning theory into practice and delivering effective e-government. At SITA, we are mandated to be government's 'right hand' in achieving this".

One of the assumptions is that SAPS members are not technologically literate and are always unable to respond quickly. To succeed in e-government, as in any other programme of major change, one needs to be clear about what one is trying to achieve, how the organisation will deliver it and how one will know one has succeeded. ICT is one of several, major, new technologies present in the social, economic and political systems, therefore the way in which people, organisations and government deal with ICT and understand their current impact is an important issue.

In many respects, the SAPS service delivery sets an example. Multilingualism, for example, is regarded as important in the SAPS and the police agency endeavours to service members of the public in the

language of their choice. In order to realise this, the SAPS launched a pilot project for the Telephone Interpreting Service for South Africa (TISSA) under Senior Superintendent Karen Calteaux in March 2002. The pilot project provides for immediate access to an interpreter in any of the official languages of the country via a landline and a speaker-telephone. TISSA at the time of the project was available at 70 police stations across the country (SAPS, 2002b: 26).

In the Communication Strategy of the government's Justice, Crime and Security (JCPS) Cluster, which includes SAPS, circulated in June 2002, the objectives include:

- promoting a sense of security and safety in communities by communicating the efforts of the SAPS and government in implementing service delivery; and
- informing and educating the public on the role, progress and campaigns of the SAPS and other departments in the JCPS Cluster (JCPS CLUSTER 2002:7).

Recently in 2003, SAPS implemented a project for the Crime Administration System (CAS) that will administer cases reported at station level and used by the crime investigators to feed in information gathered during their investigations. In order to log into this system, each member had to undergo training, get his/her own password and if the password was not used for a certain period of time, it would revoke such member. The main objective of this system was to minimise the problem of lost case dockets, information/evidence as well as to be able to assess SAPS members' productivity.

SAPS members even after new systems were introduced, would ignore using their passwords for a certain period which resulted in passwords being revoked. They preferred to carry dockets to other stations and ask

other members to borrow their passwords in order to access the system. This was a security risk because one might ask whether this was a skills problem, lack of interest in doing their job, lack of management control or a lack of equipment. This prompted the researcher that there are problems concerning ICT at SAPS and that members do not understand what impact they can make with this powerful tool.

3.6 Developing the SAPS website for optimal service delivery

The SAPS National Strategy (SAPS, 2002a: 6) underlines that, all police agencies worldwide have a common purpose namely, to deliver effective service to the communities in which they are situated.

Consequently police agency websites also aim for service delivery. SAPS too, in essence promulgates service delivery that emphasises the importance of providing service to its clients, namely the members of the South African public. This is in line with its own mission and with government strategy, which is very clear on the purpose of service delivery. It further embodies the Service Delivery Improvement Programme (SDIP) of the SAPS, namely: “The primary goal is service to the public”.

The SDIP seeks to improve service delivery to communities at local level. The programme provides police station managers with practical tools to improve service delivery while seeking to inculcate a culture of participative management and increased community involvement. In this regard the emphasis is on an approach of ownership. Development is important and that people should be empowered to take part in the process.

The SDIP also ties in with the South African government’s *Batho Pele* (“People first”) initiative to improve the delivery of public services. Improving service delivery is one of the government’s eight priorities as set out in the White Paper on the Transformation of the Public Service (Department of Public Service and Administration, 2002a).

Service delivery within the SAPS includes determining and meeting the public's information needs that pertain to safety and crime combating and prevention. The vision of the SAPS Information and Systems Management (ISM) Strategic Framework is "to enable the optimal use of information by the SAPS in creating a safe and secure environment for all people in South Africa" (SAPS, 2002a).

The SAPS website, one of the tools utilised to cater for the public's information needs, was established in 1997. It has since grown to be a sizable online publication. In July 2002 the content of the website was printed and it amounted to almost 2 000 A4 pages.

In line with the concept of e-Government, which is fast gaining recognition worldwide and in South Africa, it is important for the SAPS, as a government department, also to start looking into how its website could implement the relevant principles and deliver service this way.

e-Government is defined as "the use of information technology, in particular the Internet, to deliver public services in a much more convenient, customer oriented, cost effective and altogether different and better way. It affects the Government's dealing with its citizens business and other public agencies as well as its internal business processes and employees" <http://www.saps.gov.za/site/developing>.

3.7 Services rendered by SAPS

3.7.1 Quality

Even though there are IT systems put in place for SAPS to render quality service, there is still a lack somewhere, either due to members being lazy to utilize resources allocated to them or just being ignorant. A recent case that was reported after the rape of a domestic worker as well as the missing child in Johannesburg has proven this. A child was reported to have been kidnapped, the police were send out to look for the child and criminals whilst

the child was strangled and put underneath her parent's bed. She was found after 24 hours by the fingerprints experts who had equipments in place and could have found her earlier than 24 hours. This shows how SAPS members ignore using allocated ICT equipment placed at their stations or units to render quicker service to the community.

Planning is an essential prerequisite because without change being properly managed, Management Information System (MIS) cannot succeed. The transformation of the South African political system to a democratically elected government resulted in very dynamic policy changes. The role and responsibilities of police management have also changed. The scarcity of experienced and/or efficient system professionals is a major restraint on IS planning.

Reynecke and Fourie (2001: 28) indicated that every difficult personality type has a need. If one can master the art of identifying that need, one will master the art of dealing with difficult people quickly! The most common needs are: to get things done, to get it right, to get along and to be appreciated.

There is ample evidence to support the fact that organisations spend a great deal of money on buying and training individuals who do not bother to use such knowledge. With changes taking place rapidly, it is a social imperative for service organisations to commit employees to quality service delivery.

In the previous section, the main focus was based mainly on what services are and how they may be delivered, and in this section the researcher will focus on how these services are structured within SAPS with the aid of a computer.

The SAPS Information Technology Resources Strategic Plan for 2002/2005 developed a vision and mission for IT:

The vision is to enable the optimal use of information by the SAPS in creating a safe and secure environment for all people in South Africa.

The mission is to:

- facilitate the establishment of information management within the SAPS; and
- facilitate the management and innovative use of information, information systems (IS) and information technology (IT) that optimally support the SAPS business processes.

To fulfil its purpose, Information Systems Management (ISM) will establish the required organisational capability by means of:

- developing capable human resources;
- adding more value to the relationship with stakeholders;
- maintaining efficient and effective internal processes;
- subscribing to sound management principles practices.

Computers are tools, they are identical machines with identical software that may perform magnificently in one organisation, but only make matters worse in an organisation with inferior management.

According to Reynecke and Fourie (2001: 30), Ackoff stated that,

In fact, few computerised management information systems have been put into operation. Of those that have been implemented, most have not met expectations and some have been outright failures.

Although countless information systems have been implemented since the 1960s, efficiency does not appear to have increased proportionally. Management information systems have been around for a long time, but so has their mismanagement. Reynecke and Fourie (2001:30) quote a study by Davis (1991) which showed that, out of 100 Australian general managers:

- only 13% said changes to the system were delivered on time;
- 36% did not receive the information they required, but rather the information technologies could provide;
- 56% did not feel that the MIS department communicated regularly with managers about new trends;
- 68% claimed that information was not well summarised in graphical form;
- 41% could not get information for a particular purpose when they needed it; and
- 45% believed they did not get value for money.

It is not surprising therefore, that 36% of all IT directors are appointed because computer systems are unable to respond to an organisation's needs. It seems that spending vast sums of money on information systems does not guarantee success, as mentioned above. In fact, many information systems do little more than add to an organisation's dysfunctions. Reynecke and Fourie (2001: 30) state that access to more information and more advanced decision aids do not necessarily make decision-makers better informed or more able to decide.

This means that it is not computers that make the difference, but what people do with them. The same applies to information, in itself it cannot make a difference, it needs to be managed to make a difference. If managed, one can safely say that technology, in principle, contributes significantly to productivity.

3.7.2 Expectations

The researcher has visited most police stations during site visits and one will find that a fault has been reported by the policemen during the morning shift that computers are off line but not checking whether they have been plugged in properly, sometimes the night shift plug in heaters or kettles and forget to put back computer plugs. Victims of

crime will return back home without service being rendered to them. The police must make every effort to understand the needs and aspirations of all members of the community. There is also a great need for the public to understand the role to be played not only by police agencies but also by the entire criminal justice system with the community in our changing society. Such an understanding is impossible to achieve if it is forgotten that the police are essentially a service agency. Change must be based on an understanding of the community and an appreciation of what the community can be tomorrow and the day after.

Law enforcement often becomes the object of animosity against the establishment. Because of the police officer's traditional role, this may be an expected sociological or psychological occurrence. It seems clear that if new methods of reducing tensions are not found, an increased polarisation in society will take place, which can only lead to more violence and retaliation. In an atmosphere of fear and destruct, the only problems themselves lose proportion and cooperative solutions become impossible. Police agencies generally reflect the community. If the community is progressive, its police agencies become progressive. If the community is belligerent, police agencies become belligerent. If the community has racist tendencies or is indifferent to the plight of minority groups, police agencies will almost always reflect the same tendencies (Mayhall et al., 1995: 90-91).

3.7.3 Consumer behaviour

The behaviour of consumer plays a vital role in the operations of businesses all over the world. All businesses that want to thrive should study consumer behaviour in order to understand it fully. Marketers must know what their consumers' needs and wants are and how they make decisions about buying and consuming products. It is essential for a police official to know the needs and wants of their clients to enable them to render a quality service to their clients. Some clients

report a case to the police, while others expect only a case number from the police, while others expect cases to be fully investigated and followed up. Although police clients do not make decisions about buying and consuming products, they make decisions on how they want to use the service.

As a service industry, the SAPS are concerned about the labour-intensive and intangible nature of its service. Police services cannot be displayed, demonstrated or communicated easily, and quality control and the service standardisation are difficult to reflect. Van Vuuren (2000) defines such services as “the rendering and sustaining of explicit and implicit services to customers by using human and physical resources”. An explicit service rendered by police officials refers to their attending to complaints or investigating reported criminal cases. Such a service has significant tangible elements, making it suitable for direct and indirect monitoring and assessment. An implicit service refers to the involvement of police officials in crime prevention activities in a specific area, where their endeavours affect many people, without those beneficiaries having demanded it (Reynecke & Fourie, 2001: 20).



While SAPS strives towards improving its information systems, IT must not be seen as a quick fix. Spending a lot of money on IT does not guarantee success. The task facing management is one that involves not only selecting appropriate information systems, but also merging these systems with the political, human and economic factors governing the police.

3.7.4 Customer roles

The three customer activities are as follows:

- selecting or choosing a product;
- paying for it;

- using or consuming it.

The role of the traditional customer is to select or choose a product or service, pay for it and use or consume it. A victim of crime who is the client (customer) of the police chooses to make use of the service without paying for it. When the victim approaches the police, s/he has already decided to make use of the service. The victim cannot select the kind of service s/he wants because when s/he makes a case there is a standardised service that must be rendered to each client. A victim of a serious crime is a person against whom a serious crime (robbery, rape, assault) has been committed.

The golden thread through all definitions is the decision-making process of the consumer to make use of or consume a service or product and to pay for it (Servamus, 2004: 53).

3.7.5 Mental and physical activities

Physical activities include actions such as visiting a store, discussing the product with sales people and buying the product. Mental activities take place when customers assess to what extent a product will satisfy their previous experience with the products, and any other opinions or feelings they have about the products.

Physical activities for a victim of serious and violent crime include such actions as visiting the Community Service Centre (CSC) and discussing the service with the officer assisting him/her in the CSC. In most cases the victim has already decided to make a case when s/he comes to the police. Mental activities take place when victims assess to what extent the service will satisfy their previous experience with the service and any other opinions or feelings they have about the Police Service (Servamus, 2004: 53).

The logic behind what has been discussed above is that conceptual skills are needed to understand how logistics, finance, human resources and proactive and reactive policing affect each other. If there are no resources or skills to be able to utilize such resources, service delivery will be hindered in attending to victim's complaints. If the community do not receive policing services they will feel unprotected.

According to Reynecke and Fourie (2001: 21), systems process can transform inputs into outputs as depicted in Figure 3.1.

Figure 3.1 SYSTEM PROCESS



Source: Reynecke and Fourie (2001: 21)

- * **Inputs** are start-up forces that provide the SAPS with operational resources such as police officials and civilians, buildings, equipment, vehicles and computers.
- **Transformation** is the conversion of inputs into outputs. For the SAPS, this includes complaints, reported crimes or other services required, and determining the resources that will be spent on their resolution.
- **Outputs** are services offered to clients. These include attending to clients in community service centres, at home, at work and in public, investigating a crime or gathering information to solve a problem, a

criminal case or to reach a decision. Service delivery is the primary output of the SAPS.

- **Feedback** provides a means of control to ensure that the inputs and transformation process produce the desired results. Are crimes investigated and solved? Are police officials attending to complaints? Are firearm licences being issued? Overseeing this process is a managerial function. Supervisors (shift commanders, branch commanders and others) are appointed to ensure that the process is both effective and efficient.

As an organisation, the police can be seen as an open system – sub-system of the community, government and the criminal justice system. A closed system is one that tries to operate on its own, ignoring other systems in the environment. The SAPS has a history of being a closed system and transformation to an open system is challenging (Reynecke and Fourie, 2001: 21).

3.8 ICT at the Mafikeng Police – Molopo Area

Aligning new information technology with the needs of the police organisation is increasingly becoming the responsibility of everyone in the police, and not just that of the information technology specialists. There used to be a computer room where all the police officials will bring along their jobs or dockets to capture data, where sometimes, they would be lazy and would ask other members found there to do this sensitive job for them.

The police do not understand that these are now easy-to-use systems, online tutorials, rapid improvements in technology, declining costs, and powerful but user-friendly programs, which shifted the responsibility into the hands of the end users.

One case study about Computer-Aided Dispatch (CAD) systems, this was quoted by Reynecke and Fourie (2001: 37) has found that automating their workplace has made their jobs faster, easier and a lot safer. Westmont Communication Centre Police Chief Dick Metzger said there was some resistance at first, but because their system is so easy to use, even the last holdouts wonder how they would ever get along with it. With computer-aided dispatch system, there is greater accuracy because the information is typed into the system rather than read over the radio. This eliminates the need to repeat information and creates less radio traffic, which frees up the dispatcher to handle other calls. However the biggest challenge change is quicker response time to incidents. Officers feel safer with the system, too. Using terminals in their cars, officers can check on a licence plate number to obtain information before approaching a vehicle. The police used the system to give map coordinates to the Coast Guard to get a helicopter to locate robbery suspects. The suspects were apprehended due to the quick response time the system prompted”.

The above statement only indicates how effective computer systems can be for any organisation. Computer systems eliminate distorted information because once captured it will stay forever and it cannot be tampered with and that is why each user must have a password to access such system.

This can be of great use if the Mafikeng police can understand the importance of ICT because they will understand that this eliminates a great deal of criminal confronting them and killing them on the roads, because with systems such as these, information in the computer may sometimes be used for new patterns of criminal behaviour and how easily they can be able to trace them.

The researcher attends Service Level Agreements meetings with SAPS every month to review the impact of ICT and as per monthly reports it

clearly shows that there are problems concerning the usage of computers and other IT equipment by SAPS members.

3.8 Summary

In this chapter the main IT trends in the development of IT within SAPS were discussed. The challenge here is to transform the SAPS workforce from being negative about ICT, to being creative and co-operative teams in order to be able to deliver service quicker and to their customers' satisfaction. They also have to understand what is expected of them in order to render quality service to the community.

In the next chapter the problem statement and objectives will be discussed.

CHAPTER 4

PROBLEM STATEMENT AND OBJECTIVES

4.1 Introduction

In the previous chapter emphasis was placed on SAPS Information Technology literature survey. In this chapter the focus will be on the reasoning behind the impact of ICT within SAPS. The problem will be expanded as well as objectives which will be formulated.

4.2 Background to the problem

In chapter two, service delivery was the main topic because the researcher wanted to emphasise the changes brought about by the ICT in delivering service by SAPS to the community. Many organisations and companies re-engineer their business' processes and implement paperless technologies such as workflow, believing that once their processes are streamlined and certain manual activities eliminated, productivity and overall process performance will be improved dramatically on a sustained basis. This, however, is not always the case. Although a number of factors contribute to this, including poor re-design of the processes, a common cause of re-designed or re-engineered processes not meeting expectations down the line, is that there is not enough focus placed on the process management (the day-to-day operational management) that continues once the project is implemented and the implementers have left (Tissiman, 2003: 40). In chapter two the researcher identified various systems (e.g. Criminal Administration System (CAS) project), which one need have knowledge about it and they are to be used, and if not, why?

Usually with re-engineering projects such as workflow implementation, the focus is primarily on achieving efficient and 'smart' processes using IT technology to speed up certain process tasks and steps, as well as to eliminate others. The same production output is then achieved using less human effort,

often in a shorter time, and with greater quality consistency, and so a more efficient process is achieved (Tissiman, 2003: 40)

According to Domegan (1996: 56), the strategic uses of information technology are only one of three ways in which information technology can be deployed as a business tool. Information technology can also be used in routine data processing and internal operational efficiency. Combining the two concepts – customer service and information technology – one finds that the adoption process in the police environment is not specifically considered to a great extent in the literature. However, it is evident from information technology in customer service. First, there is the accepted information technology development path, which is defined as:

- Paper work/routine activities;
- Middle management operations/internal processes; and
- Strategic purposes.

From this perspective, SAPS as most of other organisations use information technology in customer service to deal with routine paperwork activities, e.g. accurate capturing of information. Such use either increases the efficiency of activities and/or reduces costs. Information technology is also used in internal management operations, e.g. management may get their crime statistics timeously. Finally, in relation to the third stage of information technology development, many organisations are aware of the strategic benefits of information technology in customer service, but are having difficulty when identifying and managing such applications.

Once technology has been introduced and applied, this does not mean that it will take over without having people involved and things may go wrong during day-to-day operations. Technical problems, lack of skills and resource shortages do occur, and sooner or later backlogs can develop. With backlogs processes and/or service delivery will take longer with concomitant customer queries as well as deterioration in the overall performance. These situations do not normally resolve themselves and someone has to assess the situation

and plan corrective action and implement it to bring production and process performance back to target. This is a common day-to-day process management phenomenon and remains a key requirement to achieving the target process performance levels of service delivery.

4.3 Foundation to the problem

As previously mentioned in the previous chapters of this research, the State Information Technology Agency (SITA) was established in 1999 and their mandate was to:

- Provide information technology, information systems and services;
- Maintain information systems security; and
- Act as a procurement agency of the South African Government.

SAPS was one of the first government departments which SITA had to give service to because they had a signed Business Agreement (BA) as well as the Service Level Agreement (SLA) document drawn between them and SITA.

The SLA document stipulates how service will be rendered by SITA to SAPS and if not, SITA will be charged penalties on monthly basis.

For the purpose of control and good relationship maintenance, SAPS holds monthly SLA meetings with SITA and matters of concern are discussed. The researcher attends these meetings as the Technical Area Head responsible for Molopo Area. Even with the introduction of IT there was no impact on service delivery to the community, members complained about training, discriminatory allocation of equipment and the mismanagement.

Members of SAPS will deliberately switch off computers at a sensitive point, i.e. border gates where stolen cars would pass by without a trace. Members who received computer training would go back to stations and enjoy playing games and when asked why they do not attend to complainants they would start alleging that Whites have been doing this but because they are black they are now being victimised.

Other problems were that during winter, members of SAPS would just switch off computers and plug on heaters and/or kettles which means that there is mismanagement of equipment, IT did not have any effect due to problems as outlined. These were some of the frustrations which were always reported by the researcher at the SLA meetings because the researcher always sends technicians to sites to attend to faults reported which are sometimes “no fault found, user damage, etc.”

Based on monthly reports discussed during service level agreement meetings held between SAPS and their IT service provider (SITA), it transpired that there are problems with the usage of ICT within SAPS and instead of improving the service, things are getting worse. Unlike at National level, SAPS around Molopo Area do not use a great deal of applications used by others but still, they have problems of using ICT properly. The management of a process, however, is an ongoing post-project set of day-to-day activities, depending on departmental team leaders and managers. If it's not carried out effectively, overall process performance or service delivery to the community decreases.

The attitude towards the introduction of this new technology to the previously disadvantaged SAPS members is a great challenge because without any knowledge, experiences and skills they cannot use computers effectively. Even if they are trained with well-equipped computers, without having any interest to use IT in their delivery of service, there will always be a complaint of poor service delivery by the police. They first have to adjust and change their negative attitudes and also have an interest in using IT.

According to Reynecke and Fourie (2001: 29-30), the SAPS transformation document of February 1996 conveys some indication of the state of information management at that time:

“Information is mostly managed at inappropriate levels. Management are saturated with irrelevant information – thus hampering the decision-making process. Often information is not available in time, in an incorrect format or

not authenticated or verified. In many instances, decisions have to be taken without the required information on hand.”

Since then, there does not appear to have been any significant improvements. The apparent discontent with IT is not uncommon and its value added has been debated for several years. While some authors attribute large profits, productivity improvements and customer benefits to IT, others report that it has little or no impact.

4.4 Primary problem

This study is aimed at examining the management of the effect of ICT within SAPS in the Molopo Area of the North West.

4.5 Secondary problems

The secondary problems are:

- Poor service delivery;
- Mismanagement of IT equipment;
- Unskilled computer users;
- Allocation of equipment not done properly.

4.6 Objectives

The main objectives of this study are to establish whether:

- there are feelings of mismanagement of transformation of service delivery within the Molopo Area;
- there are perceptions on lack of IT equipments;
- there are beliefs of unfairness in the distribution /allocation of IT equipment and unfair distribution;

- there are concerns of lack of training among members of the other races.

4.5 Conclusion

In an attempt to reap the purported benefits that knowledge workers bring to organisations, many police departments have shifted to a community problem-oriented policing philosophy. This means that rather than focusing on enforcement and incarceration, this philosophy is based on the dissemination of information to promote a proactive, preventative, approach to reduce crime and disorder. IT is now viewed as a business tool, with the ability to again competitive advantages if correctly harnessed.

In chapter 5 the research design and methodology will be discussed.

CHAPTER 5

RESEARCH DESIGN AND METHODOLOGY

5.1 INTRODUCTION

Research on the topic of the effect of ICT within SAPS in the Molopo Area of the North West can take many forms, guided by different strategic paradigms or approaches. Since very little research has been done in the SAPS on the topic, as indicated in chapter 1, one option would be to use a deductive research method, based on quantitative data analysis, comprising a representative sample, by way of focussed research of lesser scope than sampling the whole organisation, for instance, focussing only on one or two stations around Molopo.

According to Welman and Kruger (1999: 46) a research design is the plan by which research participants and collection of information is obtained. In it, it is described what is going to be done with the participants, with the objective of reaching conclusions about the research problem. Sellitz (in Mouton and Marais, 1990: 32), states that research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose, with economy in procedure. For a limited research report with limited budget, such as this study, economy of procedure, as Sellitz indicates, is of the essence.

5.2 JUSTIFICATION OF THE METHODOLOGY



5.2.1 Population

Although limited in scope, the researcher still has to specify the following in the research design:

- The research population;
- The groups or individuals to be used from that population; and
- Whether these groups are to be drawn randomly from the population or otherwise.

The target population is the SAPS members at the Molopo Area office, presently there are 506 members and because of limited resources to research, the researcher decided that only 100 members should be targeted to execute a decent sample. On the other hand, the researcher was fully aware of the tested value and validity as well as reliability of good sampling (De Vos, 2002: 200) but it was felt that using a bigger sample would logically produce problems in terms of population's availability as well as time needed to complete the questionnaire. The point is also that research theory does not forbid bigger samples than might be required. In the end one would have a very precise knowledge of what the personnel at the Molopo Area think of the effect of IT.

5.2.2 Sampling

In this study the objective is basically to describe perceptions at the Molopo Area and for this purpose the researcher used a structural data collection method. Schnetler et al. (1989: 49) indicate that structured questions means questions that contain specific, mutually exclusive categories of responses from which the respondent selects the one category that best suits his/her response.

According to Bless & Smith (1995: 84) sampling is the subset of the whole population which is investigated by a researcher and whose characteristics will be generalized to the entire population. A sample can consists of every tenth car produced in a factory, every fiftieth house in a town, etc.

Some of the main advantages of sampling, as compared to the collection of data on the whole population are:

- (a) Gathering data on a sample is less time-consuming;
- (b) Gathering data on a sample is less costly since the costs of research are proportional to the number of hours spent on data collection;
- (c) Sampling may be the only practical method of data collection;
- (d) Sampling is a practical way of collecting data when the population is infinite or extremely large, thus making a study of all its elements impossible.

The researcher has chosen to draw a quota sample by age, gender, race, population group, home language and rank from the SAPS Molopo Area office. The sample size itself was based on the guidelines by De Vos (2002: 201) where it is stated that for a research population of ± 200 , a 32% sample should be drawn. The researcher actually aimed at 55% sample, knowing that problems with responses might occur.

Of the sampled population at the Molopo Area office, 60% are females and 40% are males. Approximately 90% of the personnel are of the black population group, 3% Whites, 1% Asians and 6% Coloureds.

5.2.3 Measuring instrument

There are many possible ways of gathering information directly from participants if such information cannot be obtained from observation. These methods also have advantages and disadvantages. The first of these methods is the interview. An interview involves direct personal contact with the participant who is asked to answer questions relating to the research problem (Bless & Smith 2000: 104).

Advantages and disadvantages of interviews:

- They help overcome misunderstandings and misinterpretations of words or questions;

- Answers given are clearer;
- Interviewers can ensure that all items on the questionnaire have been considered and that respondents did not omit difficult questions (Bless & Smith 2000: 108).

However, according to Bless & Smith (2000: 108-109) interviews have quite important disadvantages:

- Personal interviews are costly in time and money;
- Interviewers have to spend a certain number of hours interviewing each participant separately and they may also have to travel extensively to reach respondents;
- The respondents may be embarrassed by questions which touch on confidential and private issues in front of the interviewer

The researcher chose a questionnaire as a measuring instrument and consisting of 30 items or questions, eight items on biographical information and twenty two questions based on allocation of resources, training and management thereof.

The advantages of structured questions are:

- Structured questions are easy to administer, since they are coded beforehand; and
- They are more economical and less time consuming to administer than interviews.

The disadvantages of structured questions are:

- It can lead to a loss of reporting and to frustration when respondents feel that the response options do not accommodate their personal opinions; and
- If posted, the response to a questionnaire can be very slow and

special arrangements such as follow-up actions, which are costly, are normally needed.

As per Annexure “B” which contains the questionnaires, a questionnaire has been designed and planned for the researcher to meet the objectives mentioned in chapter 1. The questionnaire contained two sections, the first section concerned 22 questions based on allocation of resources, training and management thereof, which will address the objectives. The questionnaire comprises a five option scale, where the respondents will have to choose one answer per question.

Several meetings were held with the Superintendent Metsing, the Molopo SAPS ISM Area Head, who was also asked by the researcher to assist with the distribution of questionnaires as well as the collection of responses received from SAPS members.

Questionnaires will be distributed to the targeted group.

The administration of questionnaires took the form of what De Vos (2002: 173-174) calls personal questionnaires as well as group-administered questionnaires. De Vos says the following on personal questionnaires: “In this case the questionnaire is handed to the respondent who completes it on his own, but the researcher is available in case problems are experienced. The researcher limits his own contribution to the completion of the questionnaire to the absolute minimum. The researcher thus largely remains in the background and can at most encourage the respondent with a few words to continue with his contribution”. One hundred (100) questionnaires will be distributed.

5.3 STATISTICAL TECHNIQUES EMPLOYED

The method used for this research to analyse data will be descriptive, because it involves a collection of information on a wide range of cases. Descriptive presentation of data will provide answers to address the objectives.

In this way one is creating scientific knowledge and, although generalisations can basically only be made about a particular station or stations, research in future, can then be of a more deductive nature, drawing on, or using, the many “smaller” studies as part of more comparative research.

5.4 ETHICAL CONSIDERATIONS

Respondents are assured that all information supplied will be regarded as strictly confidential and will only apply for the purpose of this research. For this purpose, names and other personal particulars are thus unnecessary.

5.5 LIMITATIONS

There is a limited scope based on problems experienced by usage of ICT at SAPS due to the lack of research previously done on this topic. It was deemed practical to target a certain station within a specific area because it would be very costly to distribute questionnaires to the whole of the SAPS/nationally and the survey of the gathered data was going to delay the process.

5.6 CONCLUSION

The discussion on this chapter was based mainly on how research has been designed and tools which will be used to effectively meet the objectives. The next chapter will be based on the interpreted results from the distributed questionnaires.

CHAPTER 6

RESEARCH RESULTS

6.1 INTRODUCTION

This chapter presents research results of the study collected through the medium of questionnaires distributed and completed by members of the SAPS within the Molopo Area. This questionnaire was intended to examine whether SAPS employees play a role in enhancing their service delivery using ICT.

6.2 DESCRIPTION OF THE SAMPLE/RESPONDENTS

One hundred questionnaires were distributed to the sample group and only 33 were completed, returned and were all used for data analysis. Most SAPS members were negative towards completing these questionnaires because they thought that they were being investigated or spied by the researcher and this made it very difficult for the researcher to deal with the situation, because they knew that they have equipment but do not want to use it effectively.

Of the sampled population at the Molopo Area office, 52% are females and 40% are males. Approximately 67% of the personnel are of the Black population group, 9% Whites, 12% Asians and 9% Coloureds.

The first section of the analysis examines the biographical data that encapsulates age, gender and cultural groups with regard to answering of the questions. The second section analyses the statistical fit of the data. The third section of the analysis looks at the results obtained from the questionnaire in a tabular and graphical manner.

6.3 ANALYSIS OF DATA

Figure 6.1 shows the number of respondents per age group.

FIGURE 6.1 AGE OF RESPONDENTS

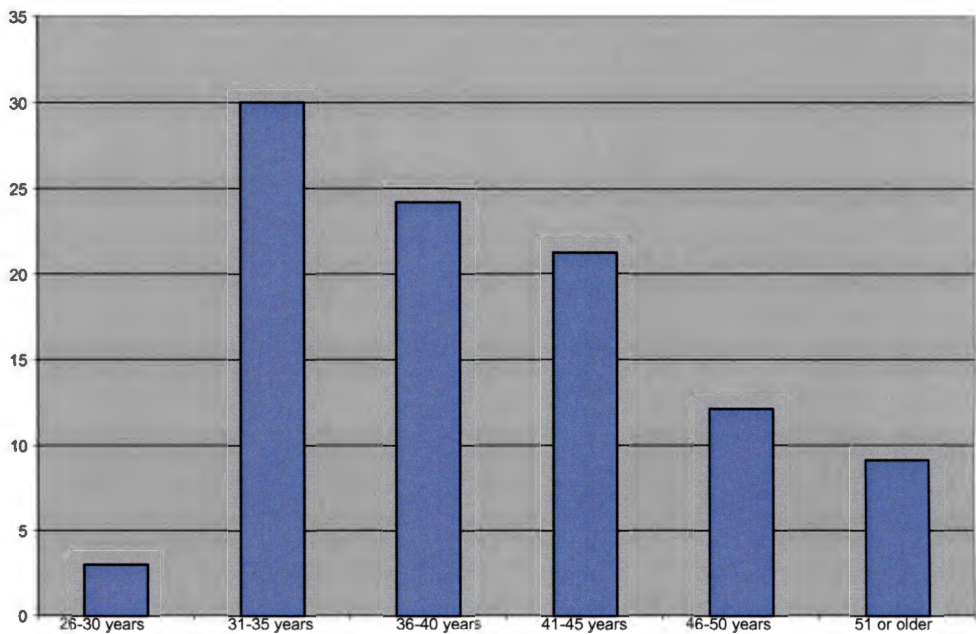
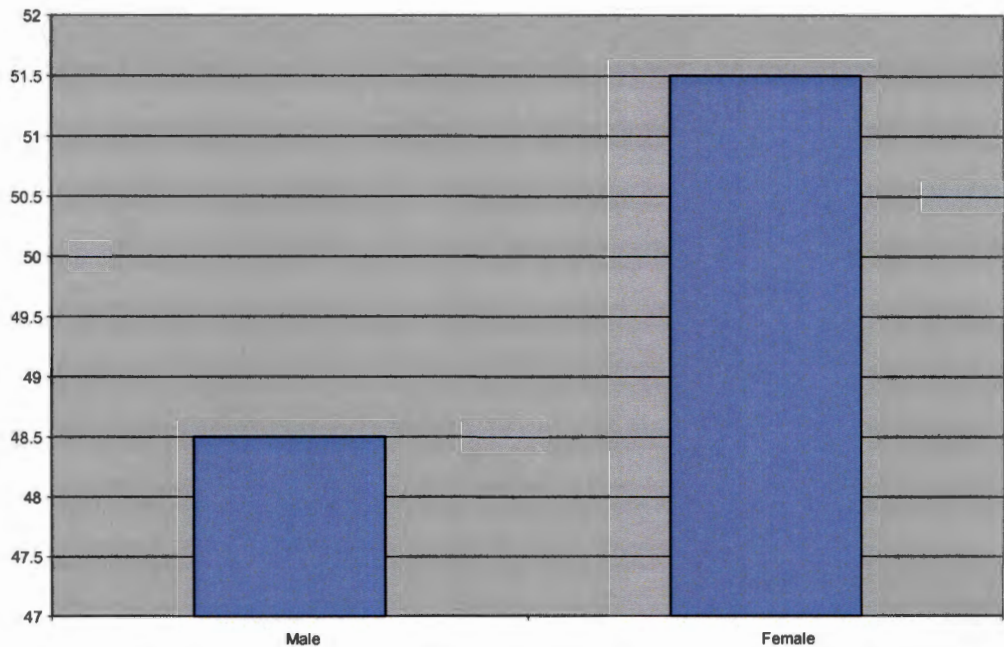


Figure 6.1 indicates that 1(3.0%) are SAPS employees from ages 26-30, 10(30.3%) are from ages 31-35, 8(24.2%) are 36-40, 7(21.2%) are ages 41-45, 4 (12.1%) are ages 46-50 and 3(9.1%) are ages 51 or older.

Figure 6.2 indicates the number of respondents per gender group.

FIGURE 6.2 GENDER OF RESPONDENTS



From figure 6.2 it can be observed that the distribution was relatively even (male 48%; Female 52%).

In Figure 6.3 the number of respondents per home language is depicted.

FIGURE 6.3 HOME LANGUAGE OF RESPONDENTS

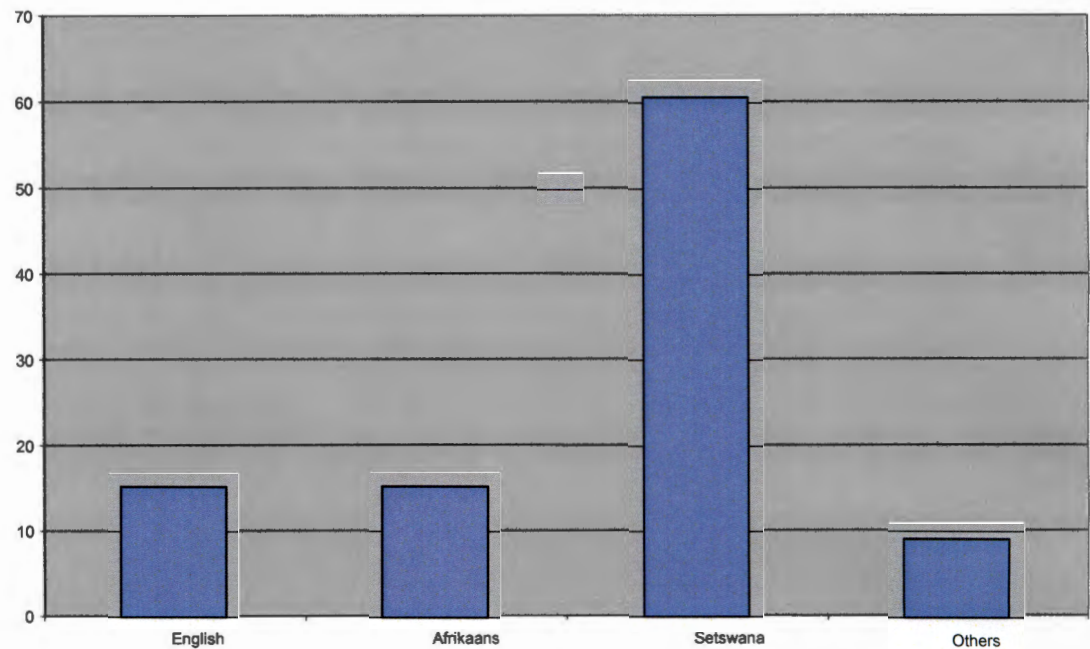


Figure 6.3 indicates that 5(15.2%) are English speaking people, 5(15.2) are Afrikaans speaking, 20(60.6%) are Setswana speaking and 3(9.1%) are others who did not specify their home language.

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Figure 6.4 indicates the number of respondents per population group.

FIGURE 6.4 NUMBER OF RESPONDENTS PER POPULATION GROUP

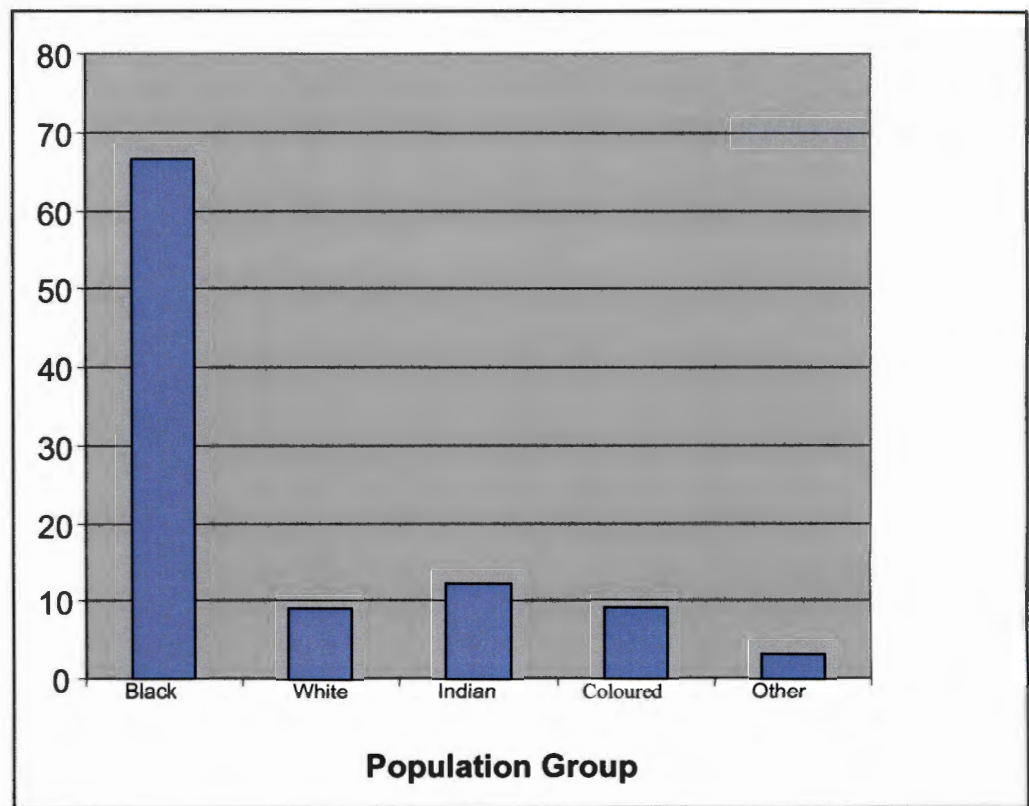


Figure 6.4 indicates that 22 (66.7%) of the respondents are from an African culture, 3 (9.1%) from Whites, 4 (12.1%) from Indian/Asians, 3 (9.1%) from Coloureds and the other 1 (3.0%).

Figure 6.5 indicates the number of respondents per ranks.

FIGURE 6.5 NUMBER OF RESPONDENTS PER RANK

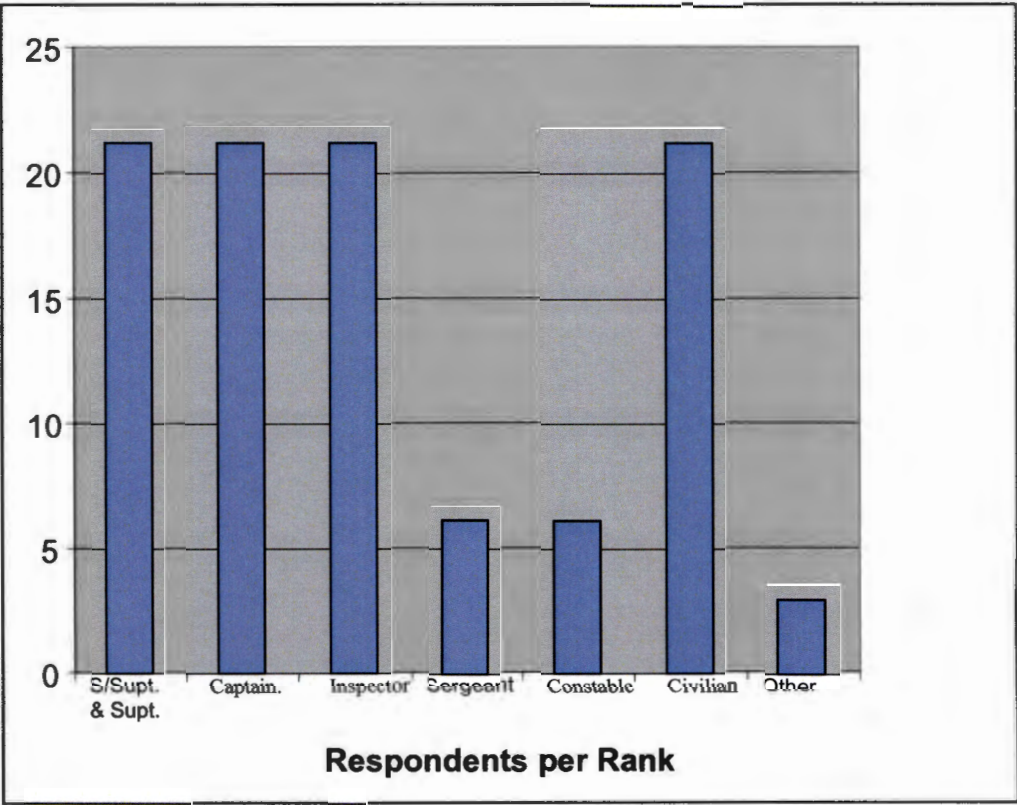
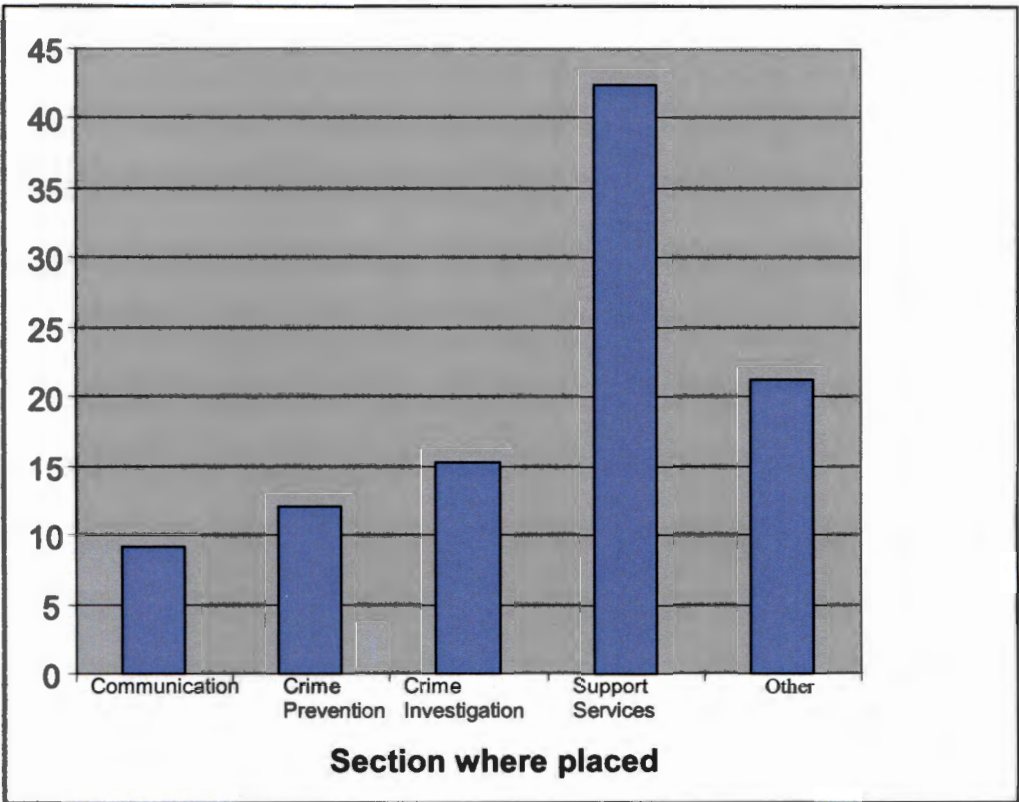


Figure 6.5 shows that the number of respondents per SAPS ranks are mostly 7(21.2%) from higher ranks and civilians because of being office- bound and a high usage of ICT equipment.

Figure 6.6 depicts the number of respondents of the different sections.

FIGURE 6.6 RESPONDENTS PER SECTIONS



In Figure 6.6 14(42.4%) members from the support service and others 7(21.2) responded highly, 4 (12.1%) Crime Prevention and Crime Investigation 5 (15.2%). The low response from the latter was due to the fact that their “office” is on streets.

Figure 6.7 indicates the number of respondents by computer use is shown.

FIGURE 6.7 RESPONDENTS PER COMPUTER USE

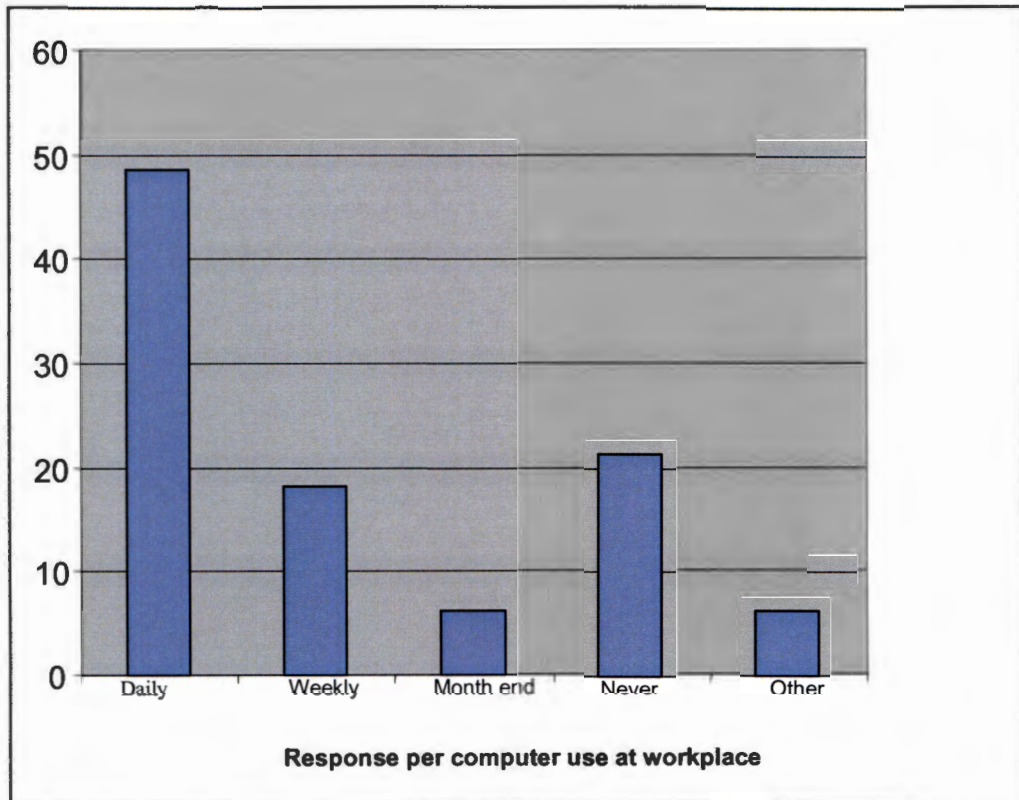


Figure 6.7 reveals that 16(48.5%) of the respondents use their computer daily, 6(18.2) weekly, 2 (6.1%) month-end only, 7 (21.2%) never and other 2 (6.1%) did not specify.

In Figure 6.8 the number of respondents who attended computer training is illustrated.

FIGURE 6.8 RESPONDENTS WHO ATTENDED COMPUTER TRAINING

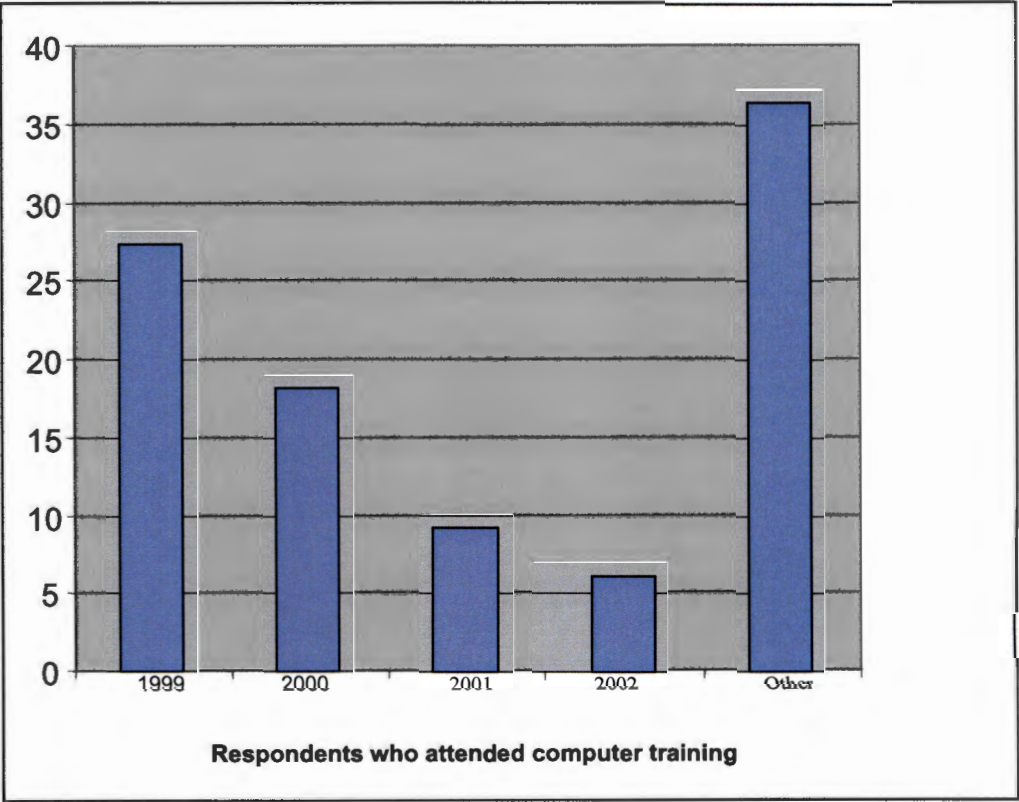
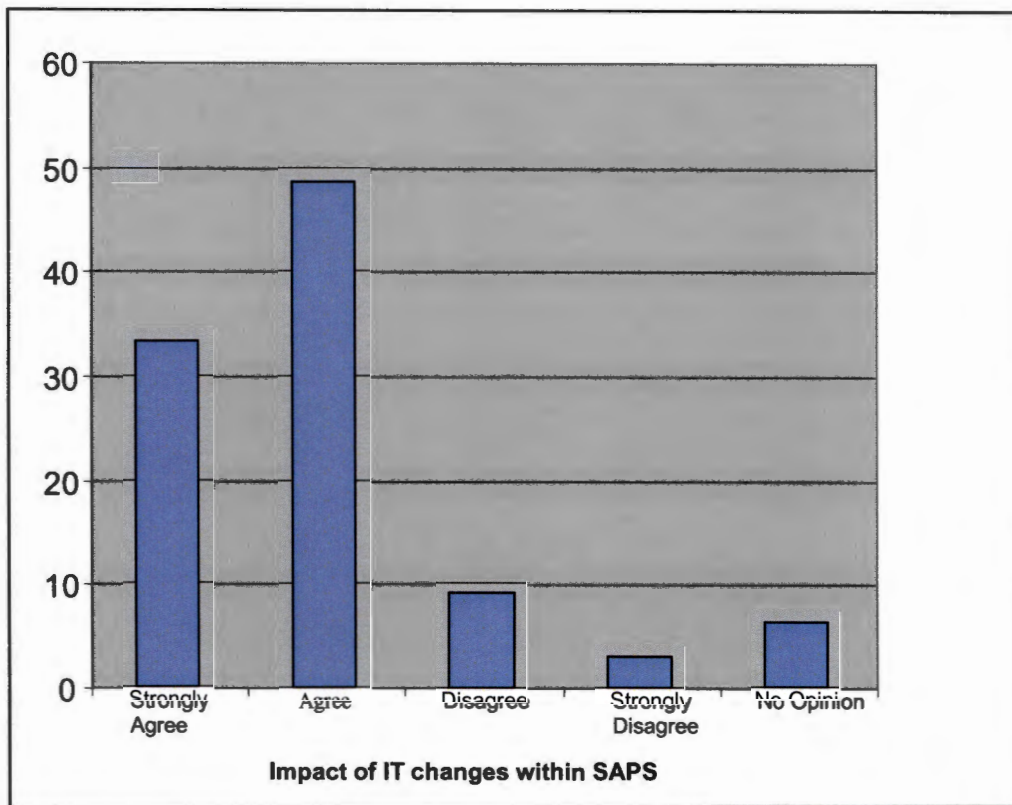


Figure 6.8 illustrates that 9 (27.3%) of the respondents have attended computer training in 1999, 6 (18.2%) attended in 2000, 3 (9.1%) attended in 2001, 2 (6.1%) attended in 2002 and 12 (36.4) could not remember when they have attended, meaning that there is no impact on service delivery.

Figure 6.9 demonstrates that IT changes which took place within SAPS made a great impact as per number of respondents.

FIGURE 6.9 IMPACT OF IT CHANGES



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Figure 6.9 reveals that 11 (33.3%) of the respondents strongly agree that IT changes which took place within SAPS made a great impact, 16 (48.5%) agree, 3 (9.1%) disagree, 1 (3.0%) strongly disagree and 2 (6.1%) have no opinion. Thus: more than 80% of the respondents agreed that IT changes had an impact.

Figure 6.10 shows that changes within the SAPS Molopo Area will be easier if all members have a better understanding of IT as per number of respondents.

FIGURE 6.10 UNDERSTANDING OF INFORMATION TECHNOLOGY

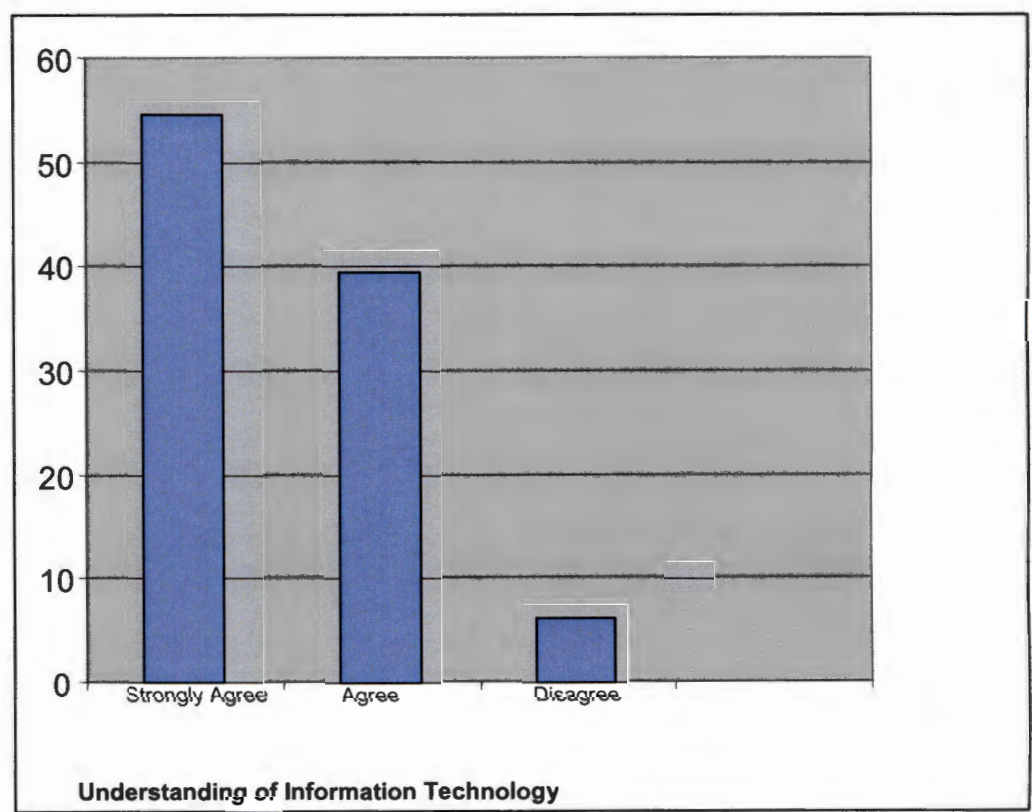


Figure 6.10 indicates that 18 (54.5%) of the respondents strongly agree that changes within the SAPS Molopo Area will be easier if all members have a better understanding of IT, 13 (39.4%) agree, and only 6% disagreed with this statement.

Figure 6.11 illustrates that the section head needs IT training according to respondents.

FIGURE 6.11 TRAINING NEEDED BY SECTION HEADS

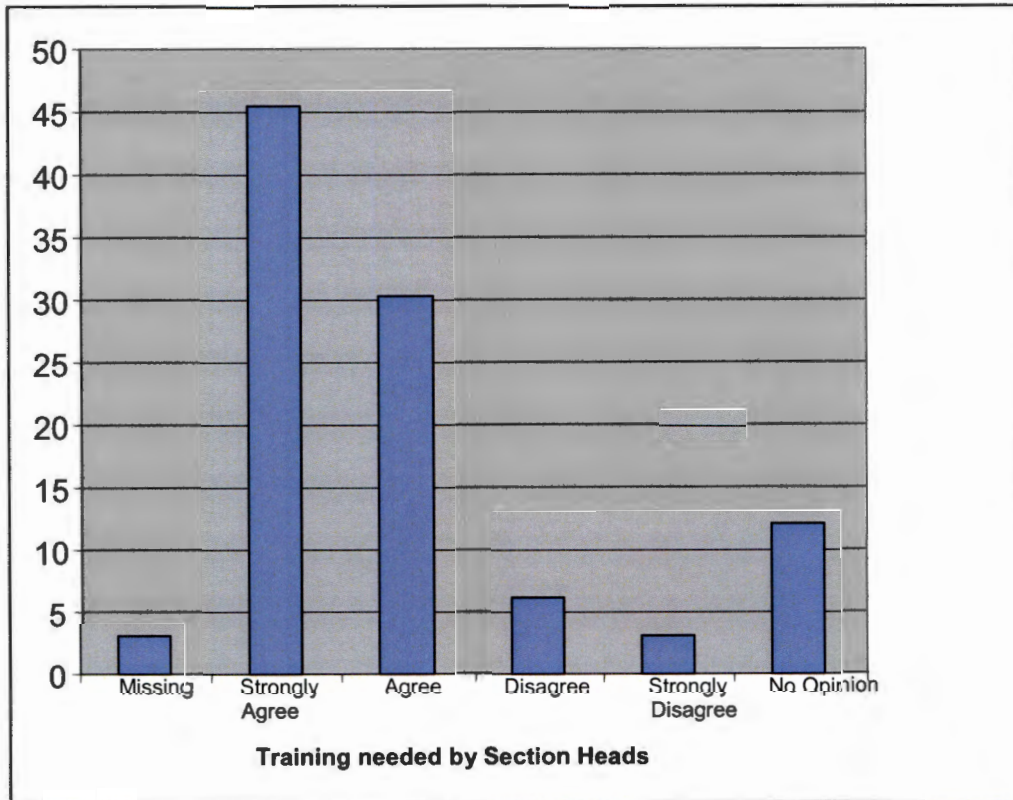


Figure 6.11 displays that 15 (45.5%) of the respondents strongly agree that their section head needs computer training, 10 (30.3%) agree, 2 (6.1%) disagree, 1 (3.0%) strongly disagree, 4 (12.1%) have no opinion. It can be concluded that more than 75 % agreed with this statement.

Figure 6.12 indicates that training can make a difference towards IT management in the Molopo Area.

FIGURE 6.12 IMPACT OF TRAINING

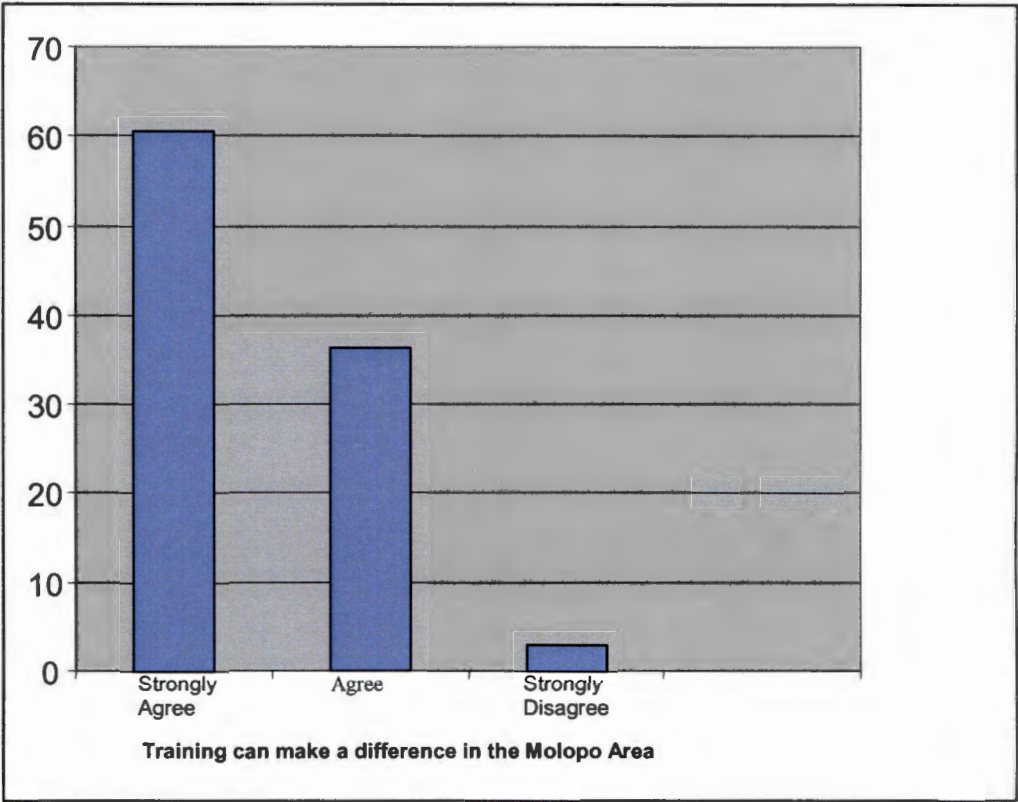


Figure 6.12 indicates that 20 (60.6%) of the respondents strongly agree that training can make a difference towards IT management in the Molopo Area, 12(36.4%), 1 (3.0%) strongly disagree.

Figure 6.13 depicts the impact of computer training.

FIGURE 6.13 IMPACT OF COMPUTER TRAINING

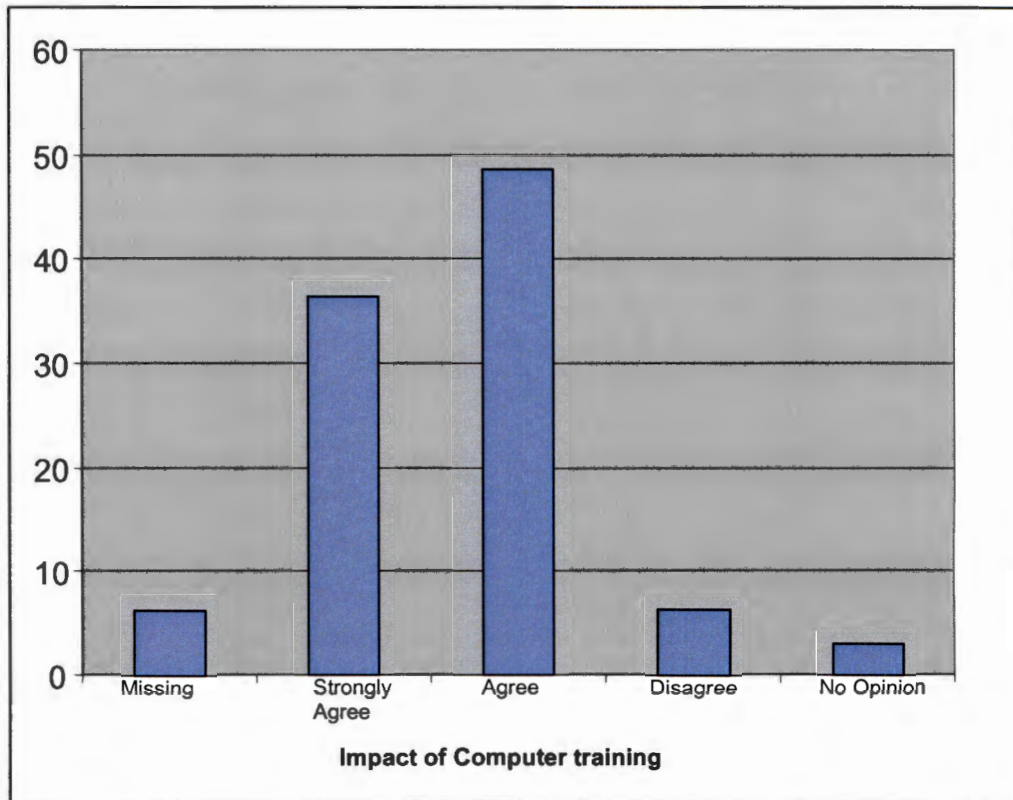
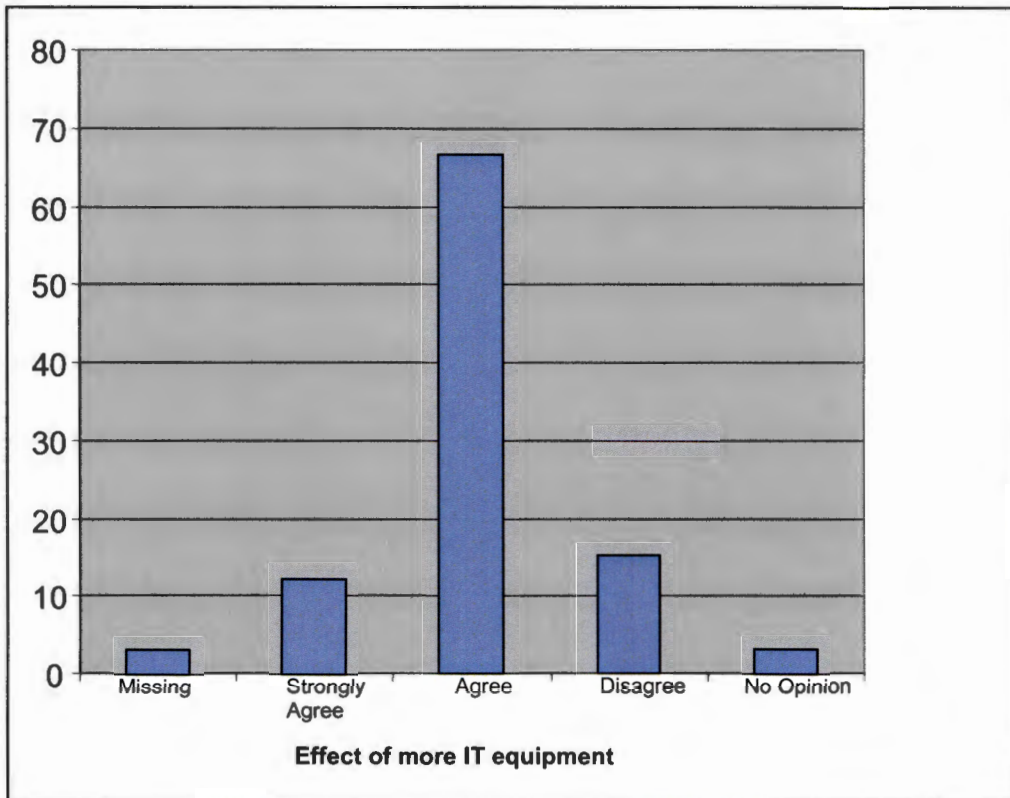


Figure 6.13 indicates that 12(36.4%) of the respondents strongly agree that members who have already attended computer training are working on it on a daily basis and are making a difference, 16 (48.5%) agree, 2 (6.1%) disagree, 1 (3.0%) has no opinion.

Figure 6.14 shows the effect of the allocation of more IT equipment.

FIGURE 6.14 EFFECT OF MORE IT EQUIPMENT



In the above figure, 12.1% of the respondents indicate that they strongly agree that allocation of more IT equipments has made a difference, 22 (66.7) agree, 5 (15.2%) disagree, 1 (3.0%) has no opinion. So: only 15% disagree with this statement.

In Figure 6.15 the responses regarding the statement whether there is no shortage of IT equipment are given.

FIGURE 6.15 SHORTAGE OF EQUIPMENT

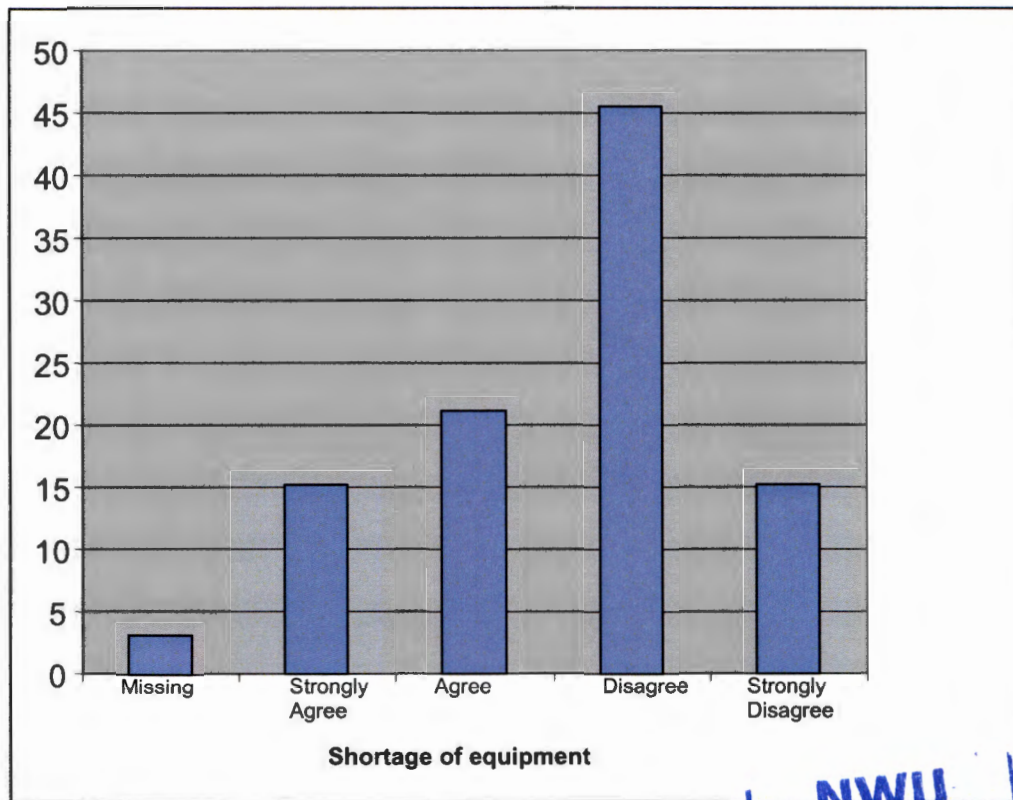


Figure 6.15 indicates that 5 (15.2%) of the respondents strongly agree that there is no shortage of IT equipment, 7 (21.2) agree, 15 (45.5%) disagree, while 5 (15.2%) strongly disagree with this statement. This finding demonstrates that there is a shortage of IT equipment.

In figure 6.16 the respect between races are shown.

FIGURE 6.16 RESPECT BETWEEN RACES

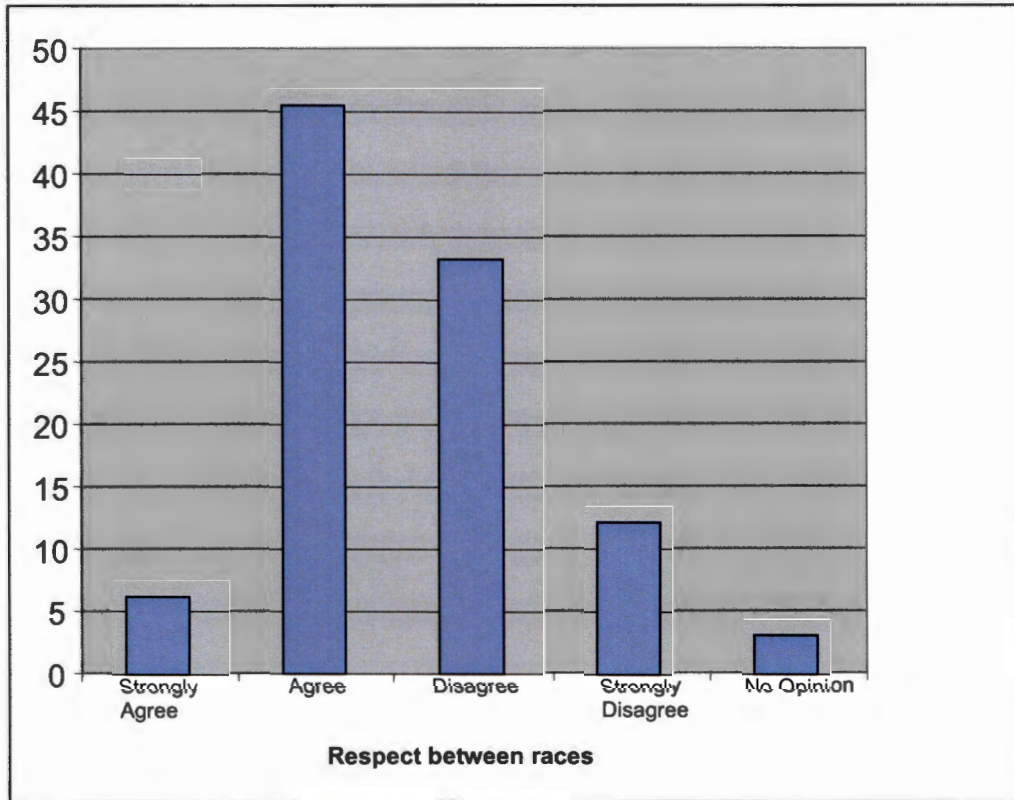
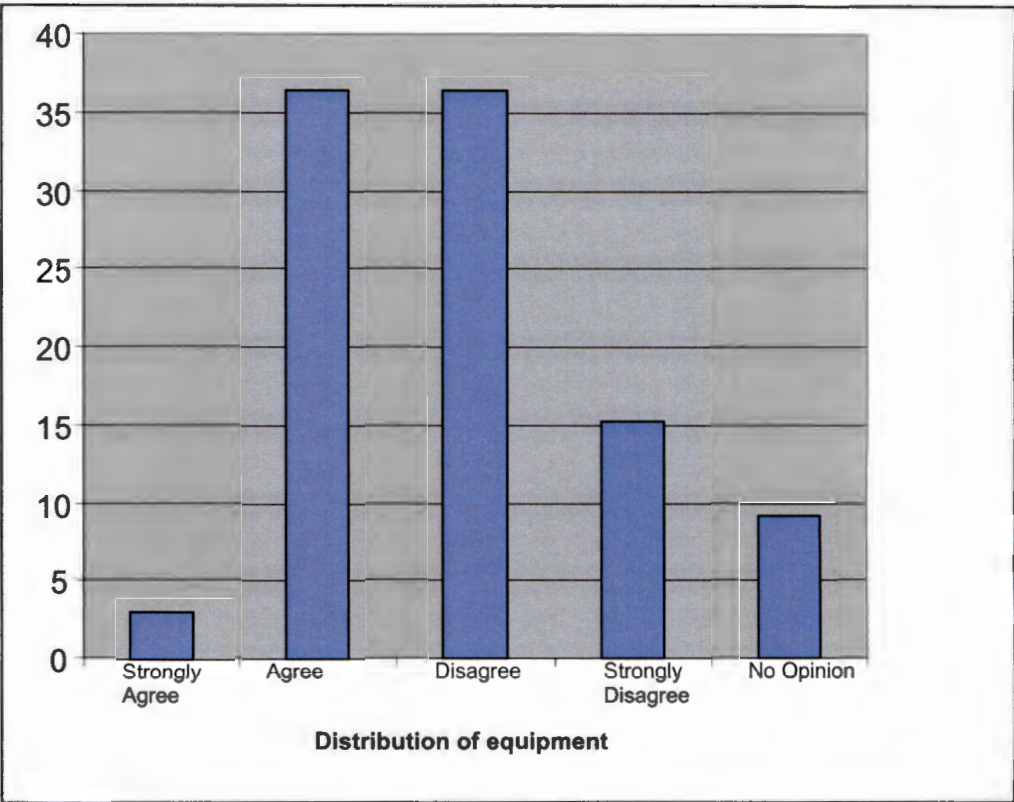


Figure 6.16 indicates that different races respect each other and help one another in operating computers, 2 (6.1) strongly agree, 15 (45.5%) agree, 11 (33.3%) disagree, 4 (12.1%) strongly disagree while 1 (3.0%) has no opinion. There is an even distribution between the agree group and those who disagree.

In figure 6.17 the distribution of equipment is indicated.

FIGURE 6.17 DISTRIBUTION OF EQUIPMENT



It is shown that 1 (3.0%) strongly agree, 12 (36.4%) agree and disagree, 5 (15.2%) strongly disagree and 3 (9.1%) have no opinion in this statement. There is a slight difference between respondents who agree and those who disagree.

Figure 6.18 indicates the responses on the statement that is much quicker to obtain new equipment when requested.

FIGURE 6.18 REQUEST FOR NEW EQUIPMENT

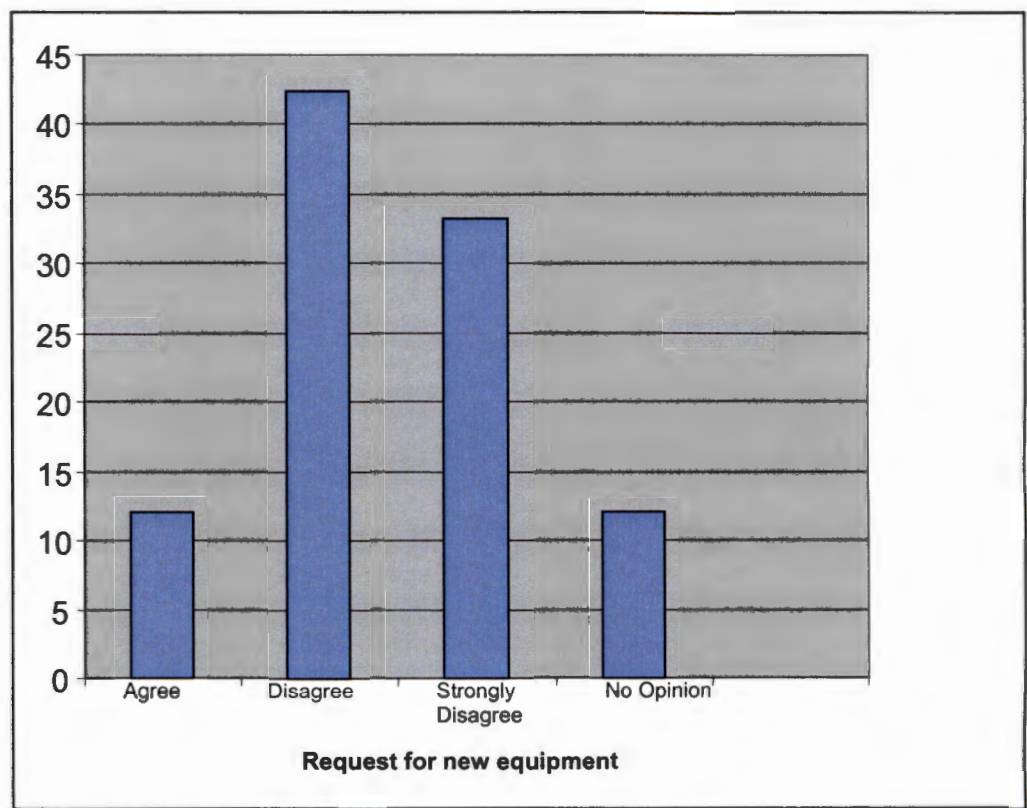


Figure 6.18 reveals that 4 (12.1%) of the respondents agree that it is much quicker to obtain new equipment when requested, 14 (42.2 %) disagree, 11 (33.3%) strongly disagree and 4 (12.1%) has no opinion with this statement. The majority (75%) of respondents disagreed with this statement.

In Figure 6.19 the question of computer uses is reflected.

FIGURE 6.19 COMPUTER USE

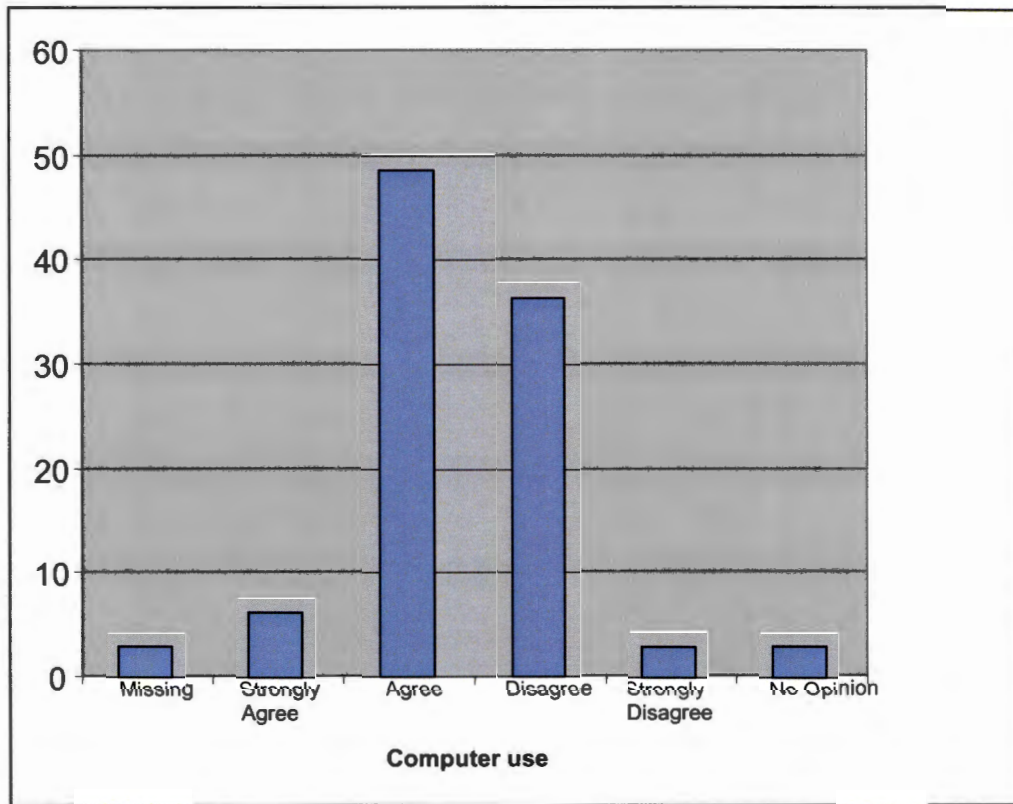


Figure 6.19 indicates that 2(6.2%) of the respondents strongly agree, 16(48.5%) agree, 12 (36.4%) disagree, 1 (3.0%) strongly disagree with this statement and those who agree is slightly over 50%.

In Figure 6.20 the effect of using computers are illustrated SAPS Information Management Services (ISM) encourages me to deliver my best by using computers.

FIGURE 6.20 COMPUTER USE: ENCOURAGEMENT BY ISM

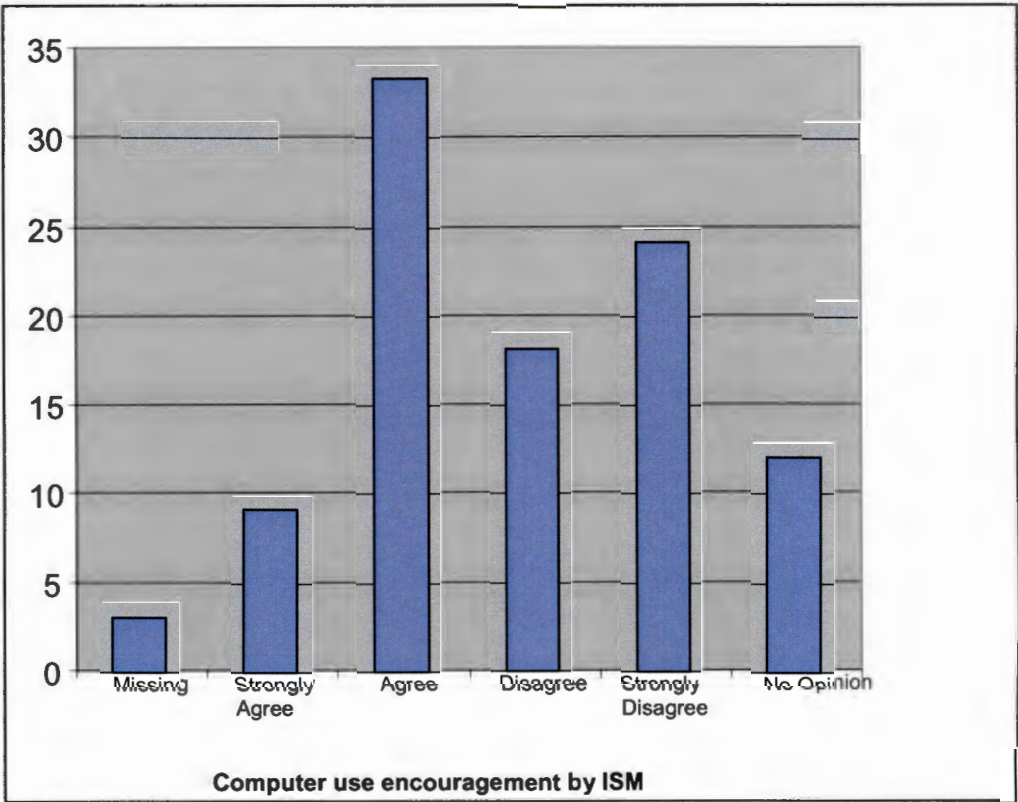


Figure 6.20 displays that 3(9.1%) of the respondents strongly agree, 11(33.3%) agree, 6(18.2%) disagree, 8(24.2%) strongly agree and 4 (12.1%) have no opinion on the statement that ISM always encourages one to deliver the best by using computers. The ratio between agree and disagree is about equal.

Figure 6.21 covers the statement whether ISM manages allocated equipment properly.

FIGURE 6.21 MANAGEMENT OF ALLOCATED EQUIPMENT

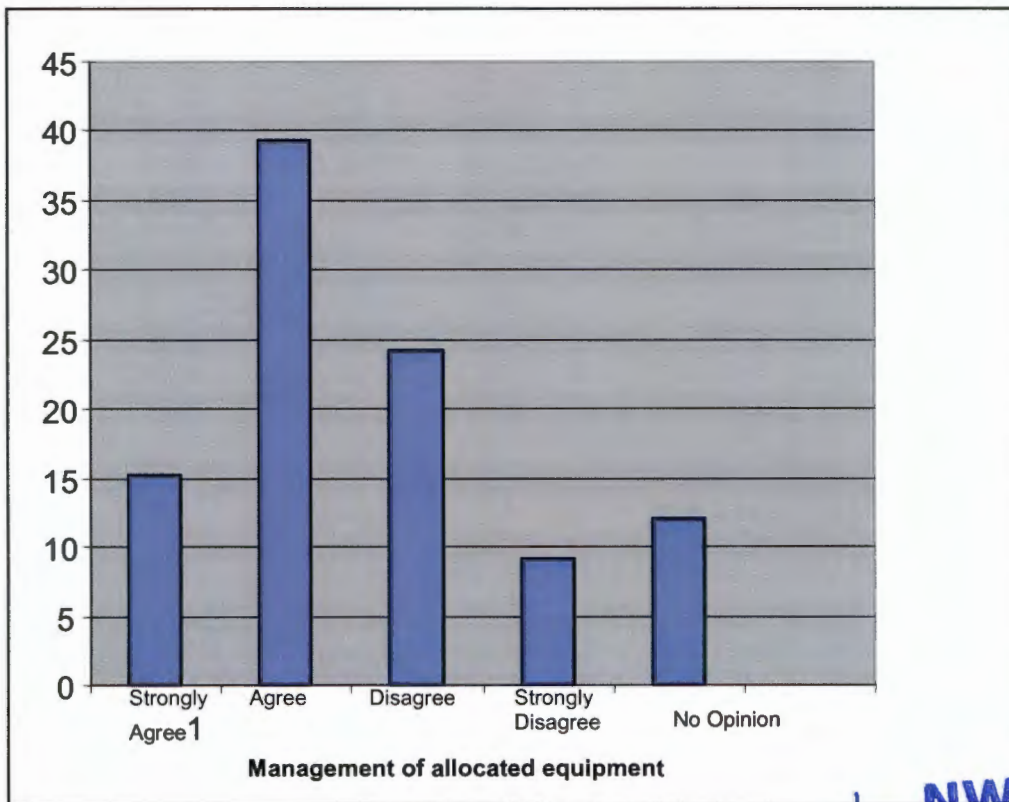


Figure 6.21 indicates that 5(15.2%) of the respondents strongly agree, 13(39.4%) agree, 8(24.2%) disagree, 3(9.1%) strongly agree and 4(12.1%) do not have opinion ISM does not manage allocated equipment properly. About 54% agree with the statement that ISM does not manage allocated equipment properly.

Figure 6.22 indicates the response on the statement that computers are excellent tools to be used for effective service delivery.

FIGURE 6.22 USE COMPUTERS AS EXCELLENT TOOLS

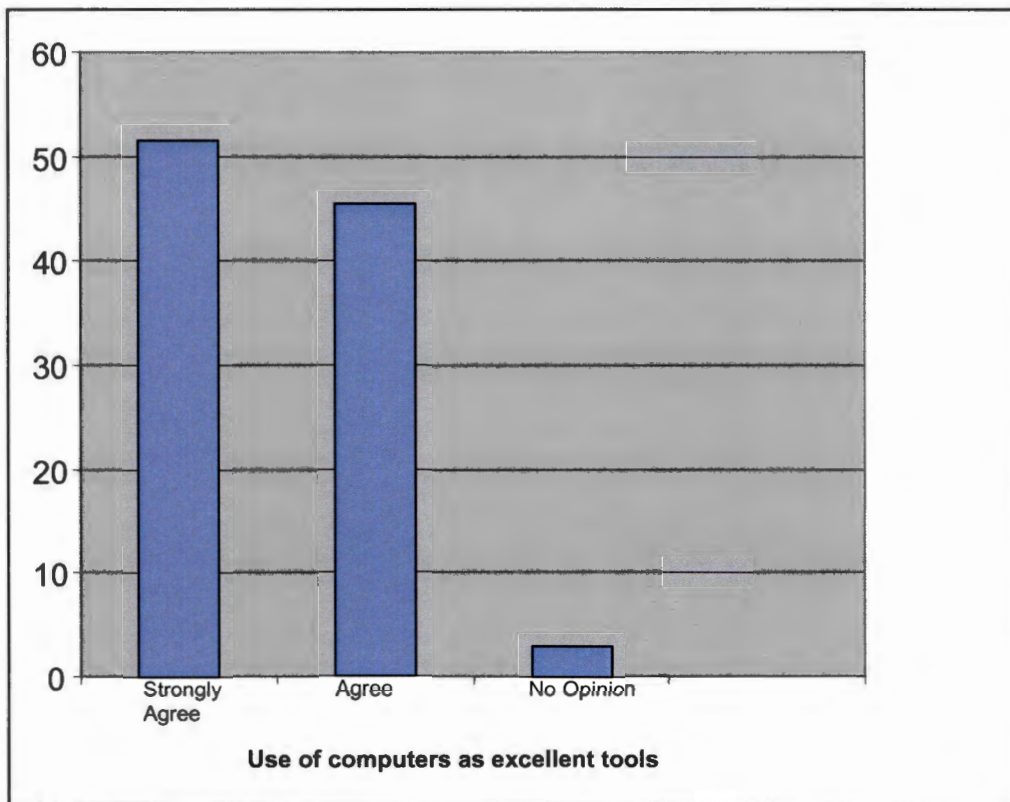


Figure 6.22 reveals that 17(51.5%) of the respondents strongly agree that computers are excellent tools to be used for effective service delivery, 15(45.5%) agree, 1(3.0%) is without opinion. The overwhelming majority (96%) agree with this statement and no respondent disagreed with this statement.

Figure 6.23 encapsulates the responses on the statement that SAPS members do not have time to use IT equipment.

FIGURE 6.23 UTILISATION OF COMPUTERS

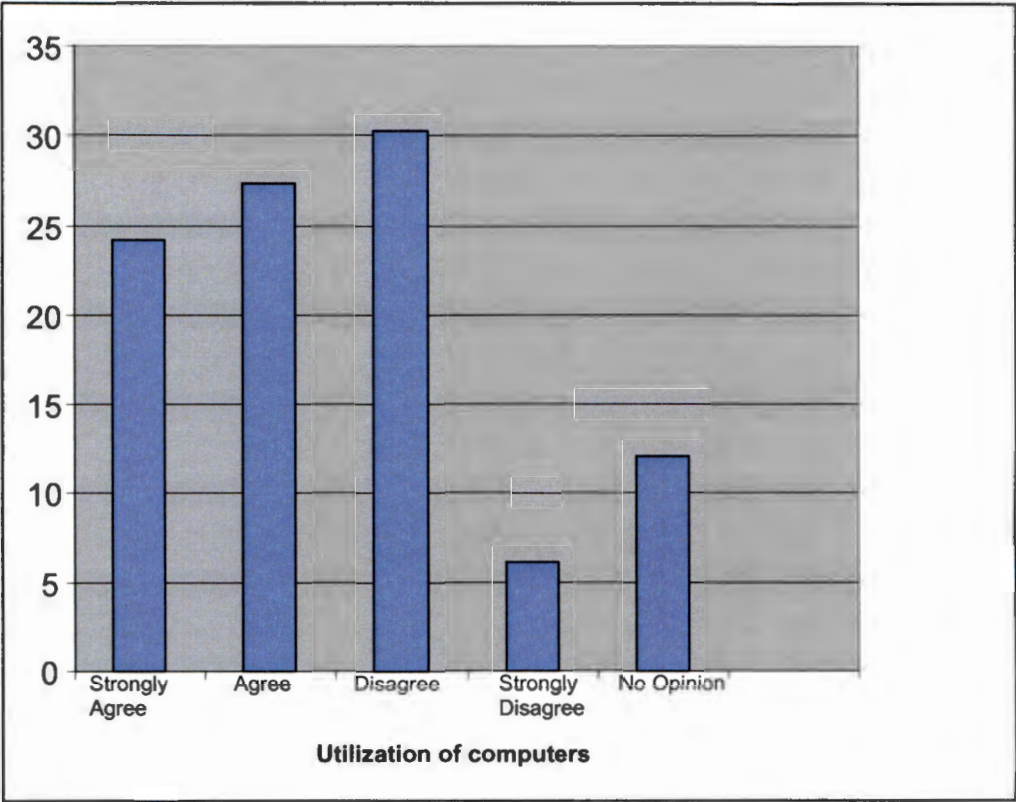


Figure 6.23 shows that 8(24.2%) of the respondents strongly agree, 9(27.3%) agree, 10(30.3%) disagree, 2(6.1%) strongly disagree and 4(12.1%) have no opinion that SAPS members do not have time to use IT equipment. More than 50% agreed/strongly agrees with this statement.

In Figure 6.24 the results are given regarding paper work.

FIGURE 6.24 PAPER WORK AS OPPOSED TO USE OF COMPUTERS

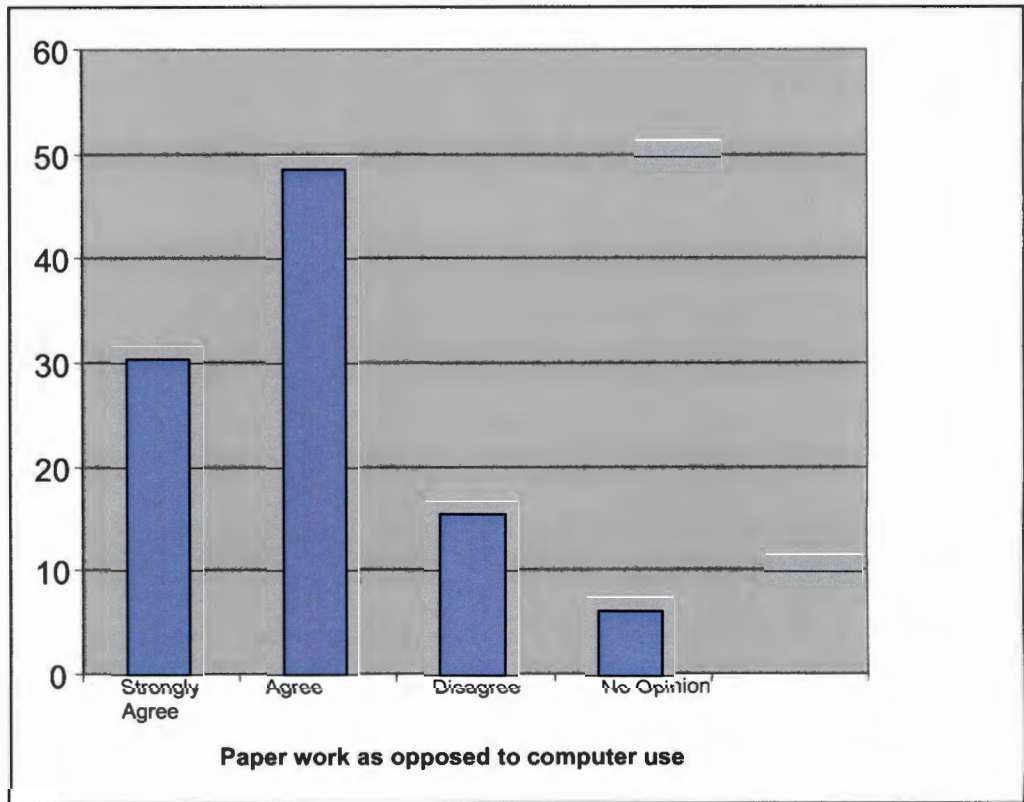


Figure 6.24 reveals that nearly 80% agree, 5(15.2%) disagree, 2(6.1%) has no opinion that SAPS members do a lot of paperwork rather than using computers.

Figure 6.25 relates to service to the community by using computers.

FIGURE 6.25 SERVICE TO THE COMMUNITY

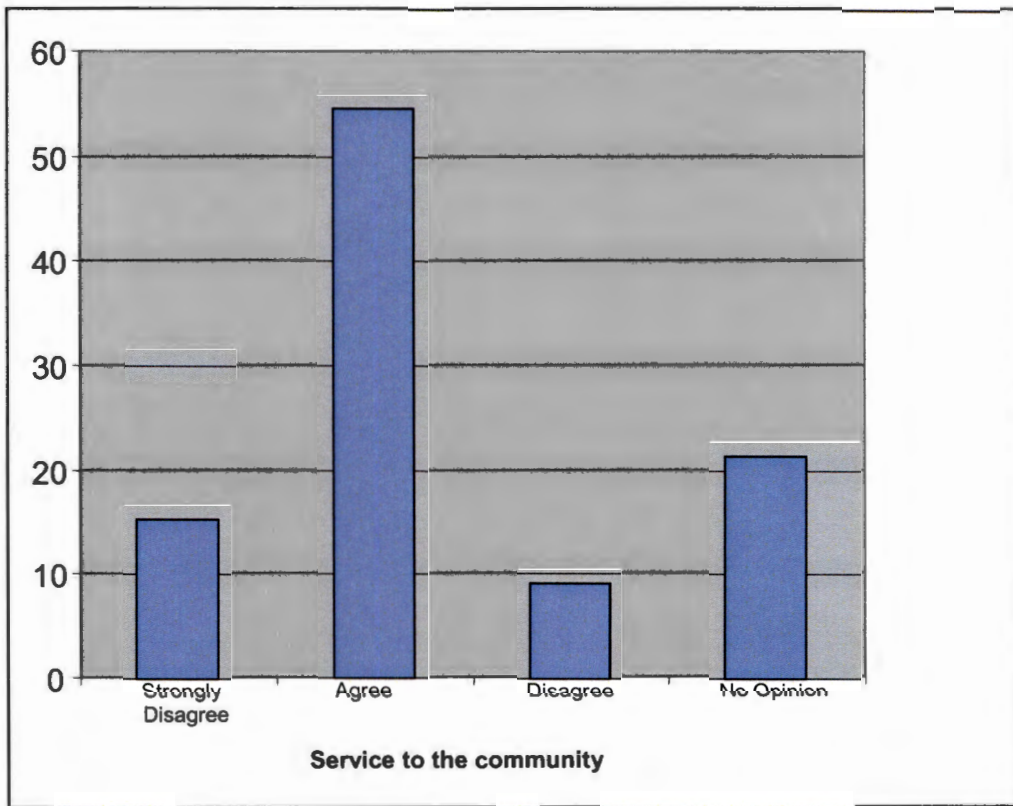


Figure 6.25 indicates nearly 60% strongly agree or agree, 3(9.1%) disagree and 7(21.1%) have no opinion that members deliver quicker service to the community by using computers. The positive conclusion from this result is that respondents are aware of the effect of using computers and the service to the community.

The accessibility of computers is reflected in Figure 6.26.

FIGURE 6.26 ACCESSIBILITY OF COMPUTERS

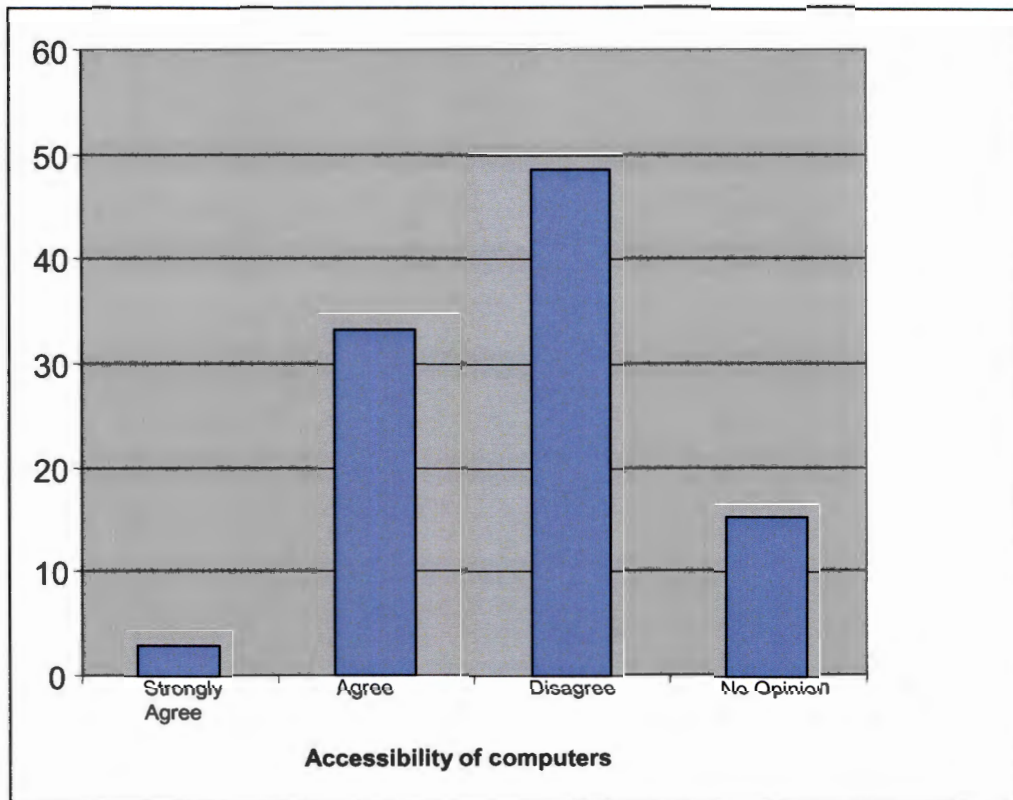
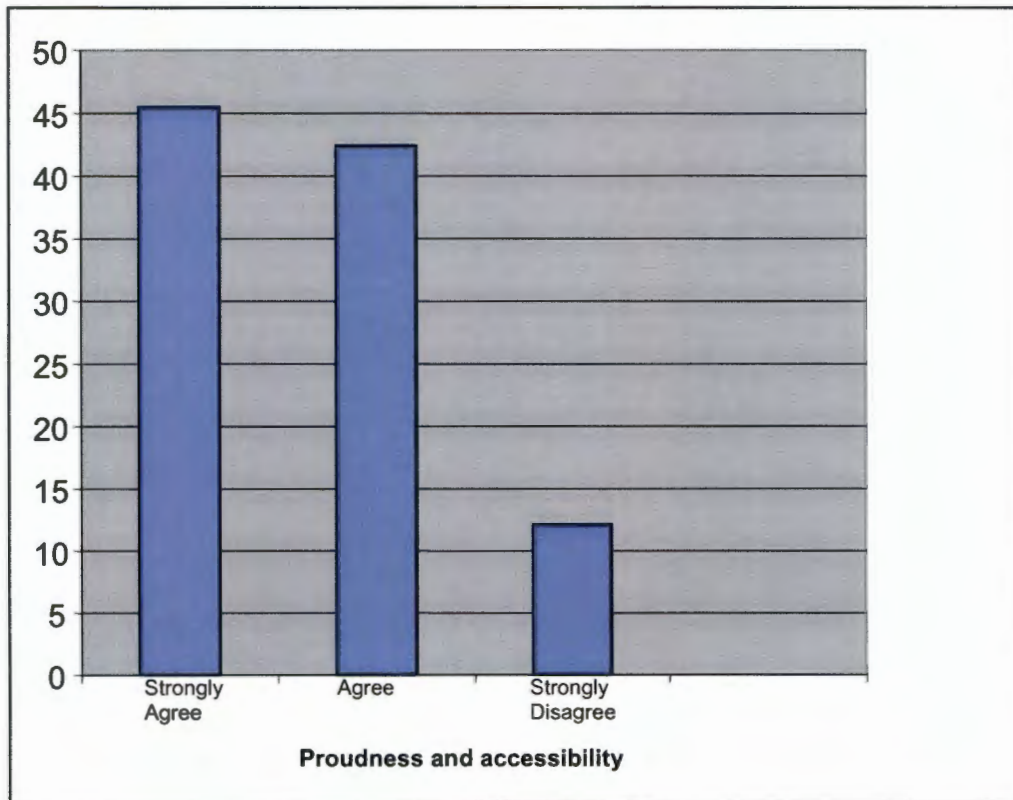


Figure 6.26 reveals that 1(3.0%) of the respondents strongly agree that resources are equally accessible to all members at the station/unit, 11(33.3%) agree, 16(48.5%) disagree while 5(13.2%) has no opinion with this statement. More respondents disagree with this statement than those respondents who agree.

Figure 6.27 indicates that SAPS members are proud to have access to computers as per number of respondents.

FIGURE 6.27 PROUDNESS AND ACCESSIBILITY



In Figure 6.27 nearly 90% of respondents strongly agree (45%) and 45% agree with this statement.

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Respondents were also questioned on the competency of ISM and the responses are reflected in Figure 6.28.

FIGURE 6.28 COMPETENCY OF INFORMATION MANGEMENT SYSTEMS (ISM)

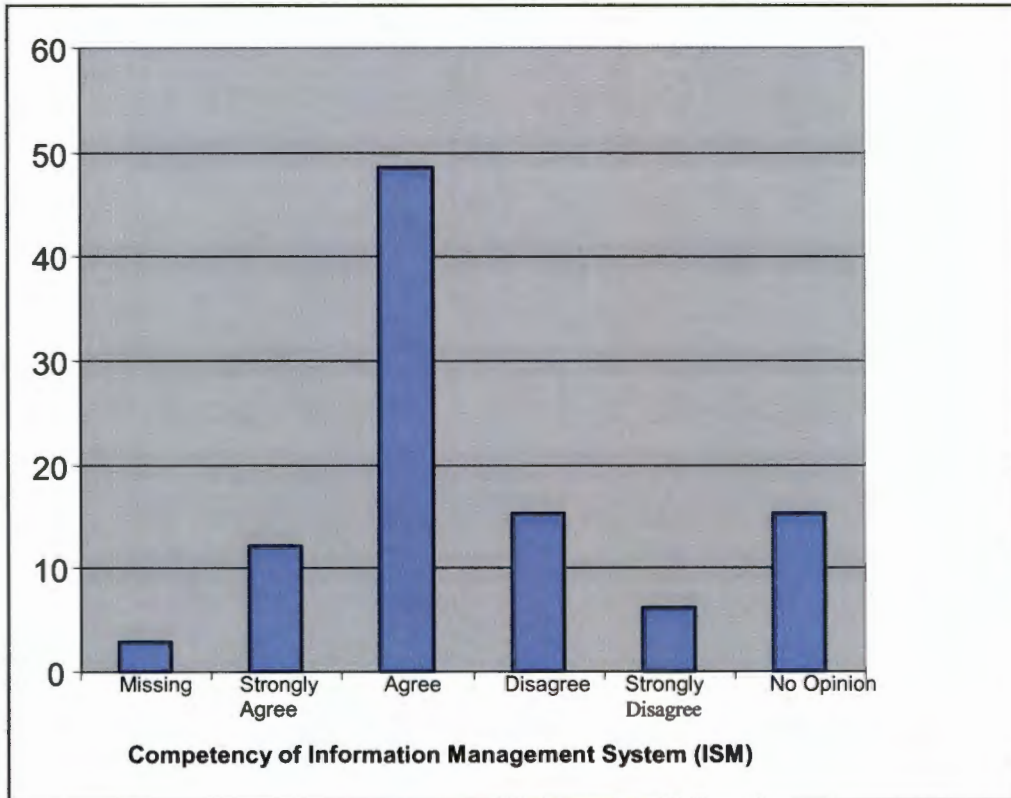


Figure 6.28 reveals that 4 (12.1%) of the respondents strongly agree that ISM is competent, 16 (48.5) agree, 2 (6.1%) strongly disagree while 5(15.2%) had no opinion. The majority of responses shows agreement with this statement.

In Figure 6.29 the professionalism of ISM is illustrated.

FIGURE 6.29 PROFESSIONALISM OF ISM

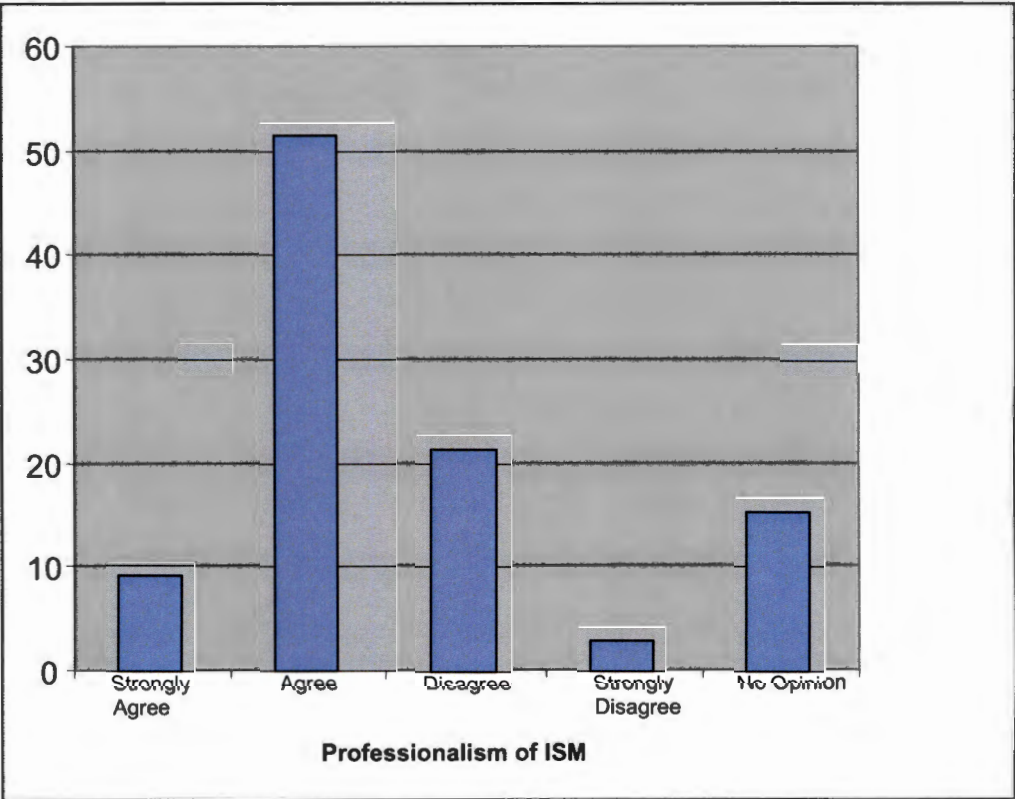


Figure 6.29 indicates that 3(9.1%) of the respondents strongly agree that ISM is competent, 17 (51.5%) agree, 7 (21.2%), 1 (3%) strongly disagree and 5 (15.2%) had no opinion. Slightly more than 60% of respondents either strongly agree or agreed with this statement.

The approachability of ISM staff was asked and the results appear in Figure 6.30.

FIGURE 6.30 APPROACHABILITY OF ISM STAFF

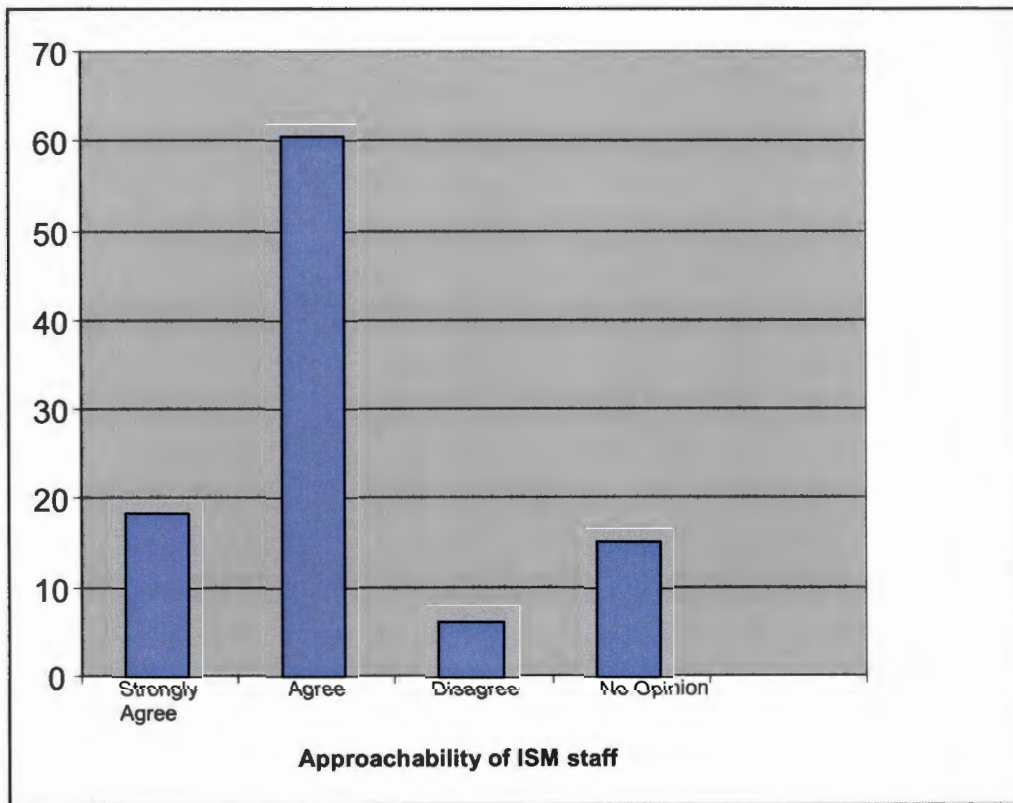


Figure 6.30 reveals that 6 (18.2%) respondents strongly agree that ISM is approachable, 20(60.5%) respondents agree, 2 (6.1%) disagree and 5 (15.2%) have no opinion to this statement. Only 6% disagreed with this statement.

6.4 CONCLUSION

This chapter presented the findings of the study due to the most outstanding issue of the effect of ICT as a tool for transformation or service delivery within the SAPS.

The implication of these results and the main findings will be discussed in the following and final chapter where they will be reflected upon, in the light of the research problem and research objectives.

CHAPTER 7

CONCLUSIONS AND IMPLICATIONS

7.1 INTRODUCTION

This chapter presents the conclusions of the study and will mainly discuss implications and recommendations based on the findings in chapter 6.

7.2 OBJECTIVES

The following objectives were formulated for testing in this study. It attempted to establish whether:

- there are feelings of mismanagement of transformation of service delivery within the Molopo Area;
- there are perceptions on lack of IT equipment;
- there are beliefs of unfairness in the distribution/allocation of IT equipment and unfair distribution;
- there are concerns of a lack of training among members of the other races.

It should be pointed out that all the objectives were formulated in negative terms due to what the researcher's observation is and based on some of the complaints tabled at the service level agreement (SLA) meetings between SAPS and SITA. On the other hand the study indicated no previous research on the effectiveness of ICT based on service delivery in SAPS.

7.3 Main Findings

7.3.1 Effect of ICT

- (a) IT changes within SAPS made a great impact (Figure 6.9) and more than 80% of the respondents agreed. This response was influenced by

the fact that most of those who sent back their questionnaires are office-based and as a result they use computers on a daily basis.

- (b) Changes within SAPS Molopo Area will be easier if all members have a better understanding of IT (Figure 6.10). Ninety four percent strongly agreed or agreed because they know that most of the SAPS members do not even want to understand what computers are all about.
- (c) Resources are equally accessible to all members at the station/unit, and most respondents disagreed which contradicts the finding in 7.3.1 (b) because if members strongly agree that changes that took place based on ICT made a great impact and later disagree that they have access to such equipment, then it means that even if equipment is there, they are not able to use them, either due to lack of training or through ignorance.
- (d) SAPS members are proud to have access to computers (Figure 6.27). This supports what has been mentioned in 7.3.1 (c).

7.3.2 Service delivery

- (a) SAPS Information Management Services (ISM) always encourages members to deliver the best service by using computers, (Figure 6.20) 4(12.1%) had no opinion, which indicates that ISM is always trying to show members the importance of computers.
- (b) From Figure 6.22 it was found that more than 95% strongly agreed or agreed that computers are excellent tools to be used for effective service delivery. If this is true it might be asked why don't they use them effectively so that they can get a positive impact because they indicated that they do have access to them (Figure 6.26). It seems that their statements contradict each other which might point to a lack of understanding.
- (c) Figure 6.23 reveals that SAPS members do not have time to use IT equipment. During meetings held with SAPS members, they indicated

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verbally that they have problems of training and lack of IT equipment which is why they do not have time to use computers. As will be indicated in the limitations section, they perceived that the research as “spying”. When this was in writing that it is not, respondents pretended to be positive.

- (d) Figure 6.24 indicates that SAPS members do a lot of paper work than using computer. Again the response contradicts the finding in 7.3.2(c) above. The introduction of ICT is to minimise the use of paper and to avoid loss of information but SAPS members still use lot of paper due to either a lack of training or shortage of IT equipment.
- (e) Figure 6.25 indicates that respondents strongly agree that by using computers, service will be delivered quickly, and that the community will complain less.

7.3.3 Mismanagement of IT equipment

- (a) Figure 6.17 indicates that a relatively high percentage disagree that ISM distribute equipment equally and according to each station’s needs and that they are not satisfied with management of equipment.
- (b) All members are given opportunity to use computers (Figure 6.19) with no clear majority agreeing or disagreeing.
- (c) ISM does not manage allocated equipment properly (Figure 6.21) and this clearly shows that there is a real problem of mismanagement.

7.3.4 Unskilled computer users

- (a) Figure 6.8 shows the number of members who attended computer training, since 1999 27.3% respondents attended training. There has been a very low attendance until after 2002 when 36.4% received training.
- (b) It was found that changes within SAPS Molopo Area will be easier if all members have a better understanding of IT (Figure 6.10) which

might indicate that members need training in order to understand what is expected of them.

- (c) Figure 6.11 indicates that the section head needs computer training. If members know that their head does not know or understand computers, they can take advantage of such situation.
- (d) It was found that training can make a difference towards IT management in the Molopo Area (Figure 6.12) which indicates training is a need in order to deliver service effectively.
- (e) Figure 6.13 showed that members who have already attended computer training and are working on it on daily basis are making a difference.

7.3.5 Allocation of equipment not done properly

- (a) Figure 6.14 indicates that allocation of more IT equipment has made a difference, 22(66.7%) agree and 4(12.1%) strongly agree, 5(15.2%) disagree. In Figure 6.21 it was found that ISM does not manage allocated equipment properly which is contradictory to this finding.
- (b) Figure 6.15 indicates that there is no shortage of IT equipment.
- (c) Figure 6.16 showed that 33% disagreed that different races respect each other and help one another in operating computers. Therefore, there is still a question of discrimination which has to be addressed, although it is not clearly indicated that this statement refers to White SAPS members helping Blacks.
- (d) Figure 6.18 showed that it is much quicker to obtain new equipment when requested and might indicate a shortage of equipment leading to scarce access which demoralises members to use computers.
- (e) It was found (Figure 6.26) that resources are not equally accessible to all members at the station/unit, which supports the finding in 7.3.5 (d) above.

7.4 CONCLUSION ON THE RESEARCH PROBLEM

Objective number one is an overarching one and can be discussed when the others have been evaluated. The second objective was to investigate the lack of IT equipment. Although members welcome the assurance that they have enough IT equipment, the majority is not happy, albeit that the majority in all questions is not a large negative majority. It can therefore be concluded that management has made progress on the lack of equipment issue but have not done enough on training and does not place enough emphasis on the importance of service delivery with the use of IT.

Objective three, stated “There are beliefs of unfairness in the distribution/allocation of IT equipment and unfair distribution”. In this instance it can be noted that the majority in all questions (Figure 6.19), contradicted their statements. It can be concluded that although management has made progress on allocation of equipment, members are still not satisfied and as a result they have lost interest in using computers.

Objective four wanted to determine the concerns of a lack of training among members of the other races. The majority in all questions (Figure 6.12) are negative which means that there is still a need for training, mentoring and monitoring after such training.

Returning to objective one which investigated the feelings of mismanagement of transformation of service delivery within the Molopo Area. Although certain issues were managed to the satisfaction of the majority of members, the handling of IT within SAPS is not yet to their satisfaction. This links up to the unacceptable performance by management not to send its personnel to computer training courses. The progress on the issues related to impact/effectiveness of ICT within SAPS and service delivery in Mafikeng could have been better, had management made a more serious attempt to train and make emphasis on the use of computer (Figure 6.10).

7.5 RELATION TO THEORY

Although certain issues were managed to the satisfaction of the majority of members within the Molopo Area, the distribution and use of ICT equipment is not yet to their satisfaction.

This links up to the unacceptable performance by management not to send their members for computer training courses, members tend to think that computers are meant for those that are sitting in offices (Figure 6.9), and as a result those working at Crime Prevention were reluctant to fill in questionnaires. Members gave up on computers because in the beginning, there were shortages of equipments and lack of training (Figure 6.21) and nobody wanted to show anybody whatever one knew.

Even if one's planning is good, the development, and especially the implementation of new IT requires change management. Managers cannot expect new technology to be seamlessly integrated into current procedure and structure by enforcing new ways of doing things. The change must be managed from conception to feedback.

Chapter 2 mainly dealt with the concept of service delivery and Figure 6.20 indicates that ISM always encourages members to deliver best service by using computers, and this means that they showed the importance of computers.

From Figure 6.22 it was found that more than 95% strongly agreed or agreed that computers are excellent tools to be used for effective service delivery.

In Chapter 3 IT changes which took place were discussed and the following are findings which link to Chapter 3. In Figure 6.9 it was found that IT changes which took place within SAPS made a great impact where respondents strongly agreed and agreed.

SAPS members are proud to have access to computers (Figure 6.27).

From Figure 6.22 it was found that more than 95% strongly agree and agreed that computers are excellent to be used for effective service delivery.

It was found that training can make a difference towards IT management in the Molopo Area, Figure 6.12 indicates that training is a need in order to deliver service delivery.

Figure 6.13 showed that members who have already attended computer training and are working on it on daily basis are making the difference.

It was found (Figure 6.26) that resources are equally accessible to all members at the station/unit, this supports the statement in Chapter 3.6 (c).

7.6 IMPLICATIONS AND RECOMMENDATIONS

It is recommended that:

- 7.6.1 Information Technology training must be emphasised;
- 7.6.2 SAPS members are to be encouraged to access computers thrice a week in order to activate their password;
- 7.6.3 ISM to monitor if equipment is used as planned. If not, they have to re-allocate them to stations/units which can use it for the purpose they are meant for;
- 7.6.4 Even if SAPS's core business is to prevent crime, management still has to strictly measure them on cases reported because they have to use the Crime Administration System (CAS) effectively for quicker service delivery to the public;
- 7.6.5 More of wireless equipment (notebooks, etc.) to be implemented to support Figure 6.9 of the research findings in order to solve the problems of members working on streets, which will minimise the problem of letting criminals at roadblocks, during police patrols to run away with valuable clues and/or information;
- 7.6.6 Efficiency Services is a new component/unit within SAPS and it is suggested that it fits in as an IT specialized unit which will have the responsibility of IT audit, monitoring and checking the impact of ICT within SAPS.

7.7 LIMITATIONS

One hundred (100) questionnaires were distributed to the sample group and only 33 were completed, returned and were used for data analysis. Most SAPS members were negative towards completing these questionnaires because they thought that they were being investigated or spied by the researcher and this made it very difficult for the researcher to deal with the situation.

Although meetings were held before the distribution of questionnaires, the researcher managed to reach only the Molopo Area office, Chain Management office and Mafikeng Police Station through the Molopo Area Head for Information Management Services (ISM).

7.8 RECOMMENDATIONS FOR FUTURE RESEARCH

Further research on why the police members fail to effectively use ICT for their service delivery should be undertaken to enhance knowledge needed on the subject. Although most of their responses seemed to be positive, this is just an external response/motivation. If one really wants to assess problems which were tabled by the researcher, visits to stations might prove fruitful.

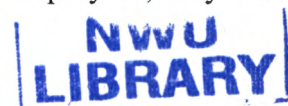
In examining the impact of ICT and the question of service delivery, this study and the findings have raised several more issues, such as IT changes within SAPS that has made a great impact (Figure 6.9) and more than 80% of the respondents agreed, but this response was influenced by the fact that most of the respondents are office-based and as a result they use computers on a daily basis. The primary problem of this study aims at examining the management of the effect of ICT within SAPS in the Molopo Area. Use of computers after attending to any complaints or making arrests must be made so that information can be kept safely and it must be relayed as required to relevant sections/units, such as fingerprints etc., which alleviates quick service delivery.

Management will have to link computer use where it has to be used with the members' performance management. Figure 6.10 indicates that changes within SAPS Molopo would be easier if all members have a better understanding of IT, members need training in order to understand what is expected of them.

Another issue is in Figure 6.11, which indicates that section heads need training because if they know what is expected then members will not take an advantage of the situation. Thus, many are for additional study and empirical research are evident, given the limitations of this research.

7.9 CONCLUSIONS

The main discussion on this chapter was based on the findings. It has been noted that individual variables are indispensable factors, without which an organisation cannot achieve its goal. Management has a duty to ensure that the organisation functions effectively and efficiently. This means that, there can be IT equipment in each office but without trained employees, they will still be dormant.



Individuals contribute to the success or failure of the organisation and training and development are very crucial elements in the improvement of service delivery. Recommendations outlined above will lead to a positive outcome based on the effect of Information and Communication Technology as a tool for transformation/service delivery within the South African Police Service (SAPS) in Mafikeng, North West Province.

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EXTRACTS:

Mayhall. 1995

Van Vuuren, 2000

UNIVERSITY OF NORTH WEST

RESEARCHER : K E NGAKANE

DEPARTMENT : NORTH WEST SAFETY AND SECURITY

QUESTIONNAIRE : This questionnaire has 5 (five) pages.

Dear Participants

RESEARCH ON: THE EFFECTS OF INFORMATION COMMUNICATION TECHNOLOGY (ICT) WITHIN SAPS IN THE MOLOPO AREA NORTH WEST PROVINCE.

The objectives of this research are to determine whether service delivery to the community is hampered by the following:

- Lack of IT equipment;
- Discrimination in the distribution of such equipment;
- Negative attitudes towards usage of IT equipments as well as ownership;
and
- Lack of proper training.

Questions are based and/or asked on and/or around the above mentioned objectives.

Respondents are hereby assured that all information supplied will be regarded as strictly confidential and will only apply for the purpose of this research. For this purpose, names and other personal particulars are thus unnecessary.

INSTRUCTIONS:

1. Kindly mark your answer in the appropriate space with an X.
2. Please answer each question as truthful as possible. There are no right or wrong answers.

Thanking you in advance for your cooperation.



SECTION 1: BIOLOGICAL INFORMATION OF RESPONDENT

INSTRUCTIONS:

1. Read the statement fully.
2. Complete each item in this section.
3. Do not spend too much time on a particular item, but rather give your first spontaneous response to each statement.
4. Indicate your answer in the relevant space with X.

EXAMPLE

How many years are you working in the SAPS	
(1) 1-5 years	
(2) 6 – 10 years	
(3) 11 – 20 years	
(4) Over 21 years	

1.1 AGE

(1) 18 - 25 years	
(2) 26 – 30 years	
(3) 31 – 35 years	
(4) 36 – 40 years	
(5) 41 – 45 years	
(6) 46 – 50 years	
(7) 50 or older	

1.2 GENDER

(1) Male	
(2) Female	

1.3 HOME LANGUAGE

(1) English	
(2) Afrikaans	
(3) Setswana	
(4) Other -specify	

1.4 POPULATION GROUP

(1) Black	
(2) White	
(3) Indian/Asian	
(4) Coloured	
(5) Other - specify	

1.5 RANK

(1) Senior Superintendent & Superintendent	
(2) Captain	
(3) Inspector	
(4) Sergeant	
(5) Constable	
(6) Civilian Employee	
(4) Other – specify	

1.6 UNDER WHICH SECTION ARE YOU PLACED

(1) Community Service Centre	
(2) Crime Prevention Unit	
(3) Crime Investigation	
(4) Support Services	
(5) Other - specify	

1.7 HOW OFTEN DO YOU USE A COMPUTER AT YOUR WORKPLACE

(1) Daily	
(2) Weekly	
(3) Month end only	
(4) Never	
(5) Other - specify	

1.8 WHEN DID YOU ATTEND COMPUTER TRAINING

(1) 1999	
(2) 2000	
(3) 2001	
(4) 2002	
(5) Other – specify	

SECTION 2:

1. Read the statement fully.
2. Complete each item in this section.
3. Do not spend too much time on a particular item, but rather give your first spontaneous response to each statement.
4. Indicate with an X your level of agreement/disagreement with the following statements.

EXAMPLE:

New members in the SAPS should get computers first before attending training.

Strongly agree	Agree	Disagree X	Strongly disagree	No opinion
----------------	-------	------------	-------------------	------------

If you disagree with the statement you will mark Disagree with X.

- 2.1 Information Technology (IT) changes which took place within SAPS made a great impact.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

- 2.2. Changes within the SAPS Molopo Area will be easier if all members have a better understanding on IT.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

- 2.3 My section head needs IT training.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

- 2.4 Training can make a difference towards IT management in the Molopo Area.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

- 2.5 Members who have already attended computer training and are working on it on daily basis are making a difference.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

- 2.6 Allocation of more IT equipments has made a difference.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.7 There is no more shortage of IT equipment.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.8 People with different races respect each other and help one another in operating computers.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.9 Information Systems Management (ISM) distribute equipment equally and according to each stations needs.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.10 It is much quicker to obtain new equipment when we request it.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.11 All members are given equal opportunities to use computers.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.12 SAPS Information Management Services (ISM) always encourages me to deliver my best by using computers

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.13 ISM does not manage allocated equipment properly.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.14 Computers are excellent tools to be used for effective service delivery.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.15 SAPS members do not have time to use IT equipment.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.16 SAPS members do a lot of paperwork than using computers.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.17 Members deliver quicker service to the community by using computers.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.18 Resources are equally accessible to all members at the station/unit.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.19 I am proud to have access to computers.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.20 Information Systems Management is competent.

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.21 ISM is professional

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------

2.22 ISM is approachable

Strongly agree	Agree	Disagree	Strongly disagree	No opinion
----------------	-------	----------	-------------------	------------