

Ensuring service excellence by realising the full potential of police officials

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DECLARATION

I, Shaun Tyron Hicks, hereby declare that this mini-dissertation entitled *“Ensuring service excellence by realising the full potential of police officials”*, which I herewith submit to the North-West University as completion/ partial completion of the requirements set for the MBA degree, is my own work, has been text edited and has not already been submitted to any other university.

S T Hicks

20 November 2008

“Ineffective people live day after day with unused potential. They experience synergy only in small, peripheral ways in their lives. But creative experiences can be produced regularly, consistently, almost daily in people's lives. It requires enormous personal security and openness and a spirit of adventure.”

-Steven Covey (2004)

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I dedicate this mini-dissertation to my
beloved late parents Herby and Joy Hicks.

ABSTRACT

ENSURING SERVICE EXCELLENCE BY REALISING THE FULL POTENTIAL OF POLICE OFFICIALS

A new day has come for South Africa after the election of the first democratic government in April 1994. Citizens of a country vote the government to power and it is now for the government to live up to their election promises. All over the world the general public's perception of government is based on the nature and quality of the services it receives from public servants. These public servants are the frontline service providers to the citizens of South Africa, the "face" of the government. The government published the Batho Pele White paper as an initiative, to improve the lives of the People of South Africa by transforming the public service. The government adopted a client-orientated approach and placed the citizen in the centre of service delivery. This great initiative has overshadowed the public servants and government neglected the unlocking of the full potential of these public servants who are responsible to keep Batho Pele initiative alive. An empirical research was conducted to determine a relationship between the level of unlocked potential of employees and the level of service delivery. The local community of Carletonville were requested to rate the service quality of the police officials working in the Community Service Centre (CSC) at Carletonville police station. The research revealed that the community has high expectations of these police officials and that there is a service gap due to these unmet expectations. A total of 37 CSC police officials were subjected to this research to determine their level of unlocked potential. It was revealed that the majority of these police officials' potential were unlocked potential, but was never managed due to lack of encouragement, support, recognition, active mentoring and coaching from their immediate supervisors/ commanders at the station management resulting poor service delivery to the local community. The study was concluded with a proposed model of the relationship between unlocked/ unleashed potential and the poor service delivery and recommendations to manage the unlocked potential of these police officials to improve service delivery to the local community of Carletonville.

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LIST OF ABBREVIATIONS

BAC	:	Business Against Crime
CPF	:	Community Policing Forum
CSC	:	Community Service Centre
CSVR	:	Centre for the Study of Violence and Reconciliations
DPSA	:	Department of Public Service and Administration
FEDUSA	:	Federation of Unions of South Africa
IQ	:	Intelligence Quotient
ISS	:	Institute for Security Studies
JIT	:	Just-In-Time
SAMDI	:	South Africa Management Development Institute
SAPS	:	South African Police Service
SARS	:	South Africa Revenue Services
SDIP	:	Service Delivery Improvement Programme
SPPS	:	Support Partnership for Police Station Programme
TQM	:	Total Quality Management
UNDP	:	United Nations Development Programme
WPTPS	:	White Paper on Transforming Public Service Delivery

CHAPTER ONE

PROBLEM STATEMENT AND THE PURPOSE OF THE INVESTIGATION

1.1 BACKGROUND TO THE STUDY

This research is concerned with an investigation of the relationship between the level of unlocked potential and improved service delivery or performance by police officials.

1.2 PROBLEM STATEMENT

Improved service delivery by all public sectors, has become one of the priorities of the government. The South African government launched the “Batho Pele” initiative in an effort, (1) to achieve greater motivation on the part of public servants, (2) to strive for excellence in service delivery, and (3) to commit to continuous service delivery improvement (Batho Pele Handbook - A Service Delivery Improvement Guide, 2003:8). What is Batho Pele? It is a Sotho translation for “People First”. This initiative is based on a strong vision, mission and eight firmly rooted principles. Covey (2004:35) refers to principles as guidelines for human conduct that are proven to lead to enduring, permanent value. He regards principles as the fundamental foundation of sustainable high levels of performance in any organisation. Batho Pele is a transparent mechanism, which allows citizens to hold public servants accountable for the level of service they render. After the introduction of this initiative all government departments faced the challenge of accelerating service delivery (Batho Pele Handbook - A Service Delivery Improvement Guide, 2003:8). For a moment, one will need to pause in order to consider this idea and ask whether this initiative is really effective when considering the performance of individual public servants and their service delivery?

Government departments at both National and Provincial level are compelled to align their service delivery improvement plans with the overall delivery priorities of the government, based on the needs of the citizens. Service standards are to be determined with clearly defined outputs and targets, as well as benchmarking of the performance indicators against international standards (DPSA, 2008).

Also required, are monitoring and evaluation mechanisms and structures to measure progress on a continuous basis, as well as the following:

- ❑ the alignment of staffing plans, human resources development processes and organisational capacity building focus on the needs of citizens;
- ❑ the development of financial plans that link budgets directly to service needs and personnel plans;
- ❑ the identification of and entering into partnership agreements with the private sector, non-governmental organisations and community-based organisations which will provide more effective forms of service delivery, and most important;
- ❑ the development of a culture of customer care and sensitivity towards the diversity of citizens in terms of race, gender and disability (DPSA, 2008).

At this point, one is tempted to ask, whether these requirements are sufficient to ensure that public servants are fully equipped to render this improved kind of service delivery. Public servants within government departments are subjected to prescriptive departmental policies, procedures and legislation which inhibit the innovation of employees. Tasks have to be performed according to laid-down procedures. A lack of motivation of government employees, is seen as a major problem in many government departments, especially when considering that employees are capable of much more than they currently

contribute. There is a widespread tendency that supervisors are not in contact with front line service providers and they easily get caught up in command and control situations that alienate them from meaningful service delivery improvement initiatives. They measure service delivery according to internal control measurements instead of the expectations of the client and the customers.

Furthermore , supervisors get caught up in standard working procedures and are easily satisfied with current levels of performance, despite the many complaints of customers or clients, as long as the employees meet the set standards. Service delivery and performance management are two concepts that are very closely related to one another. According to Grobler, Warnich, Carrell, Elbert and Hatfield (2006:262), performance management is a Total Quality Management programme (TQM), that emphasises the utilisation of all management tools, including performance appraisal, to ensure achievement of performance goals. According to these authors, companies are interested in finding ways to ensure implementation of strategic goals at lower levels in the organisation; especially with the emphasis on TQM, and on pushing decision making and responsibility further down the organisational hierarchy.

In a comprehensive survey of nine leading South African organisations conducted by the University of Stellenbosch Business School, major problems were identified with performance management. These problems included the existence of a rather negative working culture; changes in corporative strategy did not result in corresponding behaviour changes and insufficient line management support for performance management (Grobler, Warnich, Carrell, Elbert and Hatfield, 2006: 263).

Like all the other government departments, the South African Police Service is committed towards their responsibility to uphold the principles of Batho Pele. Despite their commitment, members of the Police Service are constantly under attack by the media and the community they serve for poor service delivery. Police officials are often accused of corruption, police brutality, and low service levels; but most of all, they are being accused of not living up their social responsibility to create a safe and secure environment for all the people in South Africa. Poor service delivery by police members has always been a matter of concern. Addressing poor service delivery has become one of the greatest challenges for police managers. Poor performance by the Police Service is a very widely defined concept. The measuring of the performance and service delivery by the Police Service is subjected to the personal experience of a client or complainant.

Coetsee (2002:7) defines performance as realising goals, agreed upon or set by the individual for him/herself and meeting his/ her own expectations or those of other people, such as managers or colleagues, to whom a product is delivered or for whom a service is rendered. If one pauses for a moment at this definition, one can define expected performance by the Police Service as the realisation of the vision and mission of the Service agreed upon, the understanding thereof by all officials within the Service, and the meeting of the expectations of all external clients (the people of South Africa), and internal clients (the commanders, supervisors and colleagues) to whom a service is being rendered.

It can be concluded that performance is based on the realising of the goals, or mission and vision of the organisation and the meeting the expectations set by the employer, clients and by the employees for themselves.

Coetsee (2002:7) highlights that this description of performance is not satisfactory as no reference is made with regard to the unleashing of human potential. This statement is the core departure point for this research in addressing the need for improved service delivery by the Police Service. In addressing the performance of the Police Service, one needs to focus on the individual performance and the organisational performance. Based on this statement by Coetsee (2002) it is important that the Batho Pele needs to place more emphasis on the unleashing of the potential of public servants to add value to this great initiative by the government.

It can be asked whether the full potential of public servants is unleashed in an attempt to render this expected performance and service delivery. The realisation of full potential and personal mastery are important concepts that are being overlooked in order to ensure that employees are capable of meeting the set expectations. Coetsee (2002:139) refers to an equation to describe performance as:

$$P = S \times M \times R$$

Where P = Performance
 S = Skills and abilities
 M = Motivation
 R = Resources

According to this formula, the manager is tasked to ensure that team members have the required skills and abilities (effective selection and training), that they are motivated and have the necessary resources (equipment, tools, information) to do their work (Coetsee 200:139). Taking this to a higher level of peak performance, modification to this formula is required. The departure point will then be the creation of a motivating environment. Coetsee (2002:139) defines peak performance as the realisation and utilisation of the potential of team members and the achievement of goals and expectations.

Human resources are the most important assets of any organisation. They confer stature on the vision of the manager-leader of the organisation and act as ambassadors of the undertaking. Like any other resource, these human resources need to be taken care of and need to be maintained. According to Kreitner and Kinicki (2004:169), good management involves taking time to get to know each employee's unique combination of personality, abilities, and potential and then to create a productive and satisfying person-job fit. In large service organisations such as the Police Service that consists of large number of police officials, this good management practice might not be practically executable. Kreitner and Kinicki (2004:169) explain that individuals vary in terms of how much personal responsibility they take for their behaviour and its consequences. They refer to Julian Rotter, a personality researcher, who has identified a dimension of personality, which is labeled locus of control, to explain these differences. In brief, people who believe that they control the events and consequences that affect their lives, portray an internal locus of control, whereas individuals who tend to attribute outcomes to environmental causes, such as luck or fate possess an external locus of control (Kreitner and Kinicki 2004:169).

Kreitner and Kinicki (2004:170) highlight the major characteristics of employees who portray internal or external locus of control that were revealed during the research. According to these research findings, individuals tending towards an internal locus display a greater work motivation and they have stronger expectations that effort leads to performance. Internals exhibit higher performance on tasks, involving learning or problem solving, when performance leads to valued rewards. Research also reveals that there is a stronger relationship between job satisfaction and performance for internals than for externals. Furthermore, internals earn higher salaries and greater salary increases than external. Lastly, externals tend to be more anxious than internals. These research findings on locus of control have important

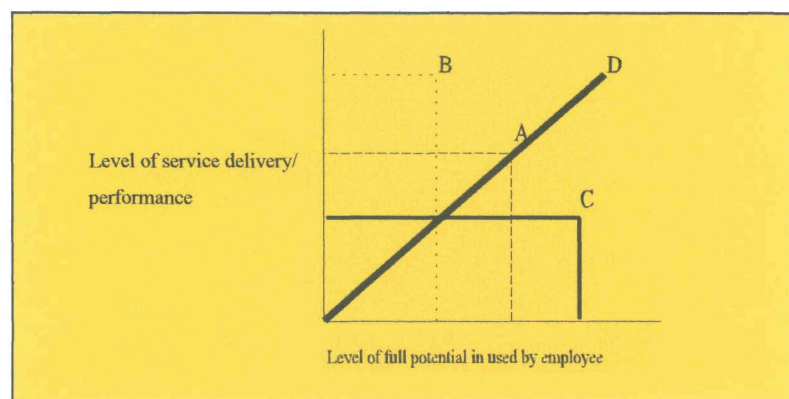
implications for managing people at work and it is important for managers to know these implications. After mastering these implications, the police manager will have the task in changing the attitudes of those police officials, reporting to them by unlocking their potential and by empowering them in order to use their full potential.

Coetsee (2003:131) refers to the role of the manager-leader in this regard as assisting his or her team members to think differently about themselves and to see themselves differently, by creating new mindsets regarding their self-concept, self-esteem, self-efficacy and removing the fear of failure. According to him, it requires the wiping out of the negative conditioning.

Based on the unlocking of the potential of every police official, police managers need to know not to doubt the capability of the police officials they lead, but also to create an environment of possibilities for them. This research aims to determine whether there is a relationship between the unlocking/ unleashing of the full potential of police officials and their performance/ service delivery. If a positive relationship exists between the utilisation of full potential of an employee and performance as illustrated in the line chart in figure 1.1, the employer is facing new challenges to manage the full potential of the employees or to uplift the service delivery of employees with unlocked/ unleashed potential.

Figure 1.1: Proposed model of a positive correlation between service delivery/ performance and the level of unlocked/ unleashed of full potential

Source: Own compilation



If straight line D represents a positive relationship between the level of used potential by an employee and his/ her performance, then employee A shall be considered to perform his/ her duties to his/ her full potential and abilities. If this situation is a true reflection of the unlocking of the potential of employees, the question can be asked what drives employee B to have a high output performance, but with a low level of unlocked potential and the opposite situation regarding employee C.

1.3 OBJECTIVES OF THE STUDY

The objectives of the study involves primary as well as secondary objectives.

1.3.1 PRIMARY OBJECTIVE

The primary objective of the study is to establish the relationship between the unlocking/ unleashing of the full potential of police officials and their performance/ service delivery.

1.3.2 SECONDARY OBJECTIVES

The secondary objectives, as means of achieving the primary objective, include;

- the conducting of a literature study on relevant theories for the unlocking/ unleashing of the full potential of employees, and
- developing of a model to explain the reasons for poor service delivery of unlocked / unleashed potential of employees or the excellent service delivery of employees with low level of unlocked/ unleashed potential.

1.4 SCOPE OF THE STUDY

1.4.1 FIELD OF STUDY

This study will consist of a literature study and an empirical study. The literature study will include a brief discussion on the concepts of unlocking/ unleashing and managing the full potential of employees and relevant studies in this regard. An empirical study will be conducted by means of questionnaires. Based on the SERVQUAL questionnaire developed by Parasuraman, Zeithaml and Berry during the mid eighties, a customised SERVQUAL questionnaire that will fit the S A Police Service will be developed. It will be used to determine the expectations and the perceptions of the community regarding the services rendered by members of the Community Service Centre (CSC) of Carletonville police station. The level of unlocked/ unleashed potential of police officials working in the CSC at Carletonville Police Station will be determined by another questionnaire developed for this purpose. The questionnaire will contain questions regarding, (1)client orientation, (2) creativity and innovation, (3) empowerment in the working environment, and (4) level of unlocked/ unleashed potential. This questionnaire is based on a seven point Likert-type scale with scores ranging from strongly disagree (1) to strongly agree (7) with no verbal labels for scale points two (2) to six (6).

1.4.2 GEOGRAPHICAL SCOPE

The research for the study will be conducted within the policing precinct of Carletonville Police Service.

1.4.3 STRUCTURE OF THE STUDY

The study will consist of the following chapters:

Chapter 1 outlines the nature and scope of the study, including the problem statement and objectives.

Chapter 2 consists of a literature study on (1) the government's initiative to improve service delivery, and (2) the unlocking/ unleashing and managing of the potential of employees and all relevant theories.

Chapter 3 focuses on the empirical research which entails the development of the questionnaire in order to determine a relationship between service delivery/ performance and the level of unlocked/ unleashed potential within the policing precinct of Carletonville Police Service.

Chapter 4 will conclude the study with the results of the empirical study, conclusions and recommendations on how to unlock/ unleash and manage the potential of the police officials for improved service delivery/ performance.

1.5 LIMITATIONS OF THE STUDY

This study will be limited to the research of the unlocking and managing of the full potential of police officials employed in the CSC at Carletonville Police Station.

1.6 SUMMARY

There is no quick fix for the poor service delivery problem by members of the Police Service. Poor service delivery by the South African Police Service can only be addressed by acknowledging behavioural differences of police officials. This research aims to determine the relationship between poor service delivery/ performance by police officials and the unlocked potential of police members. By evaluating the level of service delivery/ performance and the level of unlocked potential of police officials, police managers will be able to address root causes for poor service delivery/ performance. Police officials with low levels of service delivery/ performance records and with high levels of unlocked potential requires

intervention by supervisors, as these officials could have become victims of negative conditioning. On the other side, police managers facing the challenge to encourage police officials to maintain their high levels of service delivery/ performance. To conclude, this study will focus on the improvement of service delivery by members working in the CSC at Carletonville police station by realising the full potential of these police officials.

CHAPTER TWO

LITERATURE OVERVIEW ON THE UNLOCKING OF POTENTIAL

2.1 INTRODUCTION

Meeting the expectations of their customers appears to be problematic for the members of the South African Police Service. The Police Service has the social responsibility to ensure the safety and security of all people within South Africa. This social responsibility is included in the mission statement of the South African Police Service (SAPS). Adding to this, the government passed a progressive policy [White Paper on Transforming Public Service Delivery, 1997, also known as the White Paper of Batho Pele] with the aim of ensuring improved service delivery by all government departments, including the S A Police Service. The SAPS committed themselves to this initiative and has adapted a strategy called the Service Delivery Improvement Programme (SDIP). Measured by the amount of negative publicity by the media, it appears that police officials are not totally committed to service improvement.

Excellent service delivery is measured against the level of satisfaction of the complainants or customers by meeting their expectations. To meet these expectations, a total change of perceptions and attitudes from the community and police officials is required. This study aims to investigate the realising/ unlocking of the full potential of police officials in an attempt to address poor service delivery. As a departure point, the model of a motivating climate by Coetsee (2002: 97) was adapted with specific focus on the elements of unlocking of full potential such as intelligence and more specifically, emotional intelligence, skills and abilities, training and development, experience and self-concept, self-esteem and -efficacy. Concepts such as creativity, innovation, mentoring, coaching and empowerment of police officials are considered to

support the unlocking of full potential in order to improve service delivery and will also be explored in this literature study.

Improved service delivery will contribute to the achievement of the strategic goals of the Police Service. A safe country will stimulate tourism and attract foreign investors. This will create more jobs and stimulate economic growth. Improved service delivery requires a total mind change of police officials - moving beyond the obstacles the S A Police Service is facing today and rising to the occasion. Due to the limitation of this study, other contributing factors of poor service delivery will not be addressed.

2.2 BATHO PELE - PEOPLE FIRST

All over the world the general public's perception of government is based on the nature and quality of the services it receives from public servants. The face of the government is these public servants - the frontline service providers. The citizens of a country rate the government according to the services they receive. If the service is bad, government is bad and if the service is good, government is good and this is no different in South Africa (Batho Pele Handbook - A Service Delivery Improvement Guide 2003: 1). In order to put a smile on the face of government and its customers, the government introduced the Batho Pele, a Sotho translation for People First. This initiative aims to get public servants to be more service orientated, to strive for excellence in service delivery and to commit themselves to continuous service delivery improvement (Batho Pele Handbook - A Service Delivery Improvement Guide 2003: 8).

For the first time, citizens can now hold public servants accountable for the level of services they deliver. As proof of the government's seriousness regarding service delivery in South Africa, this notion of putting people first was expanded

in the White Paper on Transforming Public Service Delivery (hereafter WPTPS) as published in the Government Gazette No 18340, 1 October 1997. Also known as the Batho Pele White Paper. According to this White Paper, service delivery improvement must be seen as a dynamic process out of which a new relationship is being developed between the public service and its individual clients (WPTSP 1997: 11).

Citizens do not hesitate to express their disappointment and their perceptions about the public services in the media. During the preparation of the WPTPS these perceptions were confirmed during interviews which include a lack of transparency and openness and consultation on required service standards, lack of responsiveness and insensitivity towards citizens' complaints, and discourteous staff. The same perceptions are shared by many public servants themselves (WPTPS 1997:12). The WPTPS puts pressure on systems, procedures, attitudes and behaviour within the Public Service and reorientates public servants in the customers favour. The WPTPS aims to create a framework for the delivery of services which treats citizens more like customers and to enable the citizens to hold public servants accountable for the services they receive. For the public servants, this same framework must free up their energy and commitment to implement a more customer-focussed way of working (WPTPS 1997: 12).

Batho Pele needs to be embraced as an integral part of all management activities. Citizens must be at the centre of planning and operations. This will ensure improved service delivery and customer satisfaction. Batho Pele is the soul of the public service and the heartbeat of the Nation (Batho Pele Handbook - A Service Delivery Improvement Guide 2003: 9).

2.3 THE VISION AND MISSION OF BATHO PELE

The vision and mission of Batho Pele, emanated from the realisation that service delivering mechanisms need to be changed in order to meet the needs of the citizens. The vision and mission statements were developed to energise the transformation efforts of public servants (DPSA, 2008).

The objectives of the Batho Pele strategy are:

- “to introduce a new approach to service delivery which puts people at the centre of planning and delivery of service;
- to improve the face of service delivery by fostering new attitudes such as increased commitment, personal sacrifice, dedication;
- to improve the image of the Public Sector; (DPSA, 2008).

2.3.1 VISION

“To continually improve the lives of the People of South Africa by transformed public service, which is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all” (DPSA, 2008).

2.3.2 MISSION

“The creation of a people-centred and a people-driven public service that is characterised by equity, quality, timeousness and a strong code of ethics” (DPSA, 2008).

2.4 CLIENT ORIENTATION

In the past, public sector institutions had an inward approach focusing on activities within the institution such as bureaucratic conformity. Improved service delivery was never targeted. During the last few years the emphasis has shifted to quality service delivery due to the following reasons:

- ❑ the community (citizens/ clients) had more complex expectations of public services, and
- ❑ improved service delivery attracted public attention, and developed management authority allowed more decision-making discretion in meeting the needs of the community.

One of the new Public Personnel Administration and Management Systems is the client-oriented sub-system. This system forced government to become immediately involved in service-delivery issues that are intended to put the client first (Erasmus, Swanepoel, Schenk, Van Der Westhuizen, and Wessels, 2005:67). The South African Government showed their commitment to a citizen-centred approach to service delivery through their initiative of the Batho Pele and the eight principles of service delivery.

2.5 THE EIGHT PRINCIPLES OF THE BATHO PELE

The guiding principle of this new strategy is that the public service must be of service to the citizens. Eight principles for transforming public service delivery - the Batho Pele principles- have been identified and formalised in the White Paper of Transforming Public Service Delivery of 1997. These principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. The Batho Pele principles are, in every

sense, part and parcel of public sector human resource management.

These principles are:

- “1. *Consultation - Citizens should be consulted about the level and quality of the public services they receive and , wherever possible, should be given a choice about the services that are offered.*
2. *Service standards - Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.*
3. *Access - All citizens should have equal access to the services to which they are entitled.*
4. *Courtesy - Citizens should be treated with courtesy and consideration.*
5. *Information - Citizens should be given full, accurate information about the public services they are entitled to receive.*
6. *Openness and transparency - Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.*
7. *Redress - If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.*
8. *Value for money - Public services should be provided economically and efficiently in order to give citizens the best possible value for money “*
(WPTPS, 1997:15).

These eight principles are the gauges at the disposal of the citizen to measure the services they receive from all public servants.

2.6 A CLIENT ORIENTATED APPROACH

The concept of citizens being “customers” evokes many arguments and is a confusing concept. Many argue that it is not important within the public services due to the fact that “customers” cannot choose to take their business elsewhere, and many public services are not paid for directly by the “customer”, therefore no department will go out of business if they fail to satisfy their “customers”. Departments such as the South African Police Service (SAPS) , South Africa Revenue Services (SARS), and others render regulatory functions rather than act as service providers. Citizens accept these departments as essential for the maintenance of a safe and civilised society. Based on these facts the concept of the citizen as customer may be seen as inappropriate (Batho Pele Handbook - A Service Delivery Improvement Guide, 2003:28).

Be that as it may, defining citizens as customers is a useful term in the contexts of improving service delivery. Defining citizens as customers embraces certain principles which are fundamental to the rendering of public service delivering (WPTPS, 1997: 13).

To treat citizens as “customers” implies:

- ❑ *“to listen to their views and take account of them in making decisions about what services should be provided;*
- ❑ *treating them with consideration and respect;*
- ❑ *making sure that the promised level and quality of service is always of the highest standard; and*
- ❑ *responding swiftly and sympathetically when standards of service fall below the promised standard.” (WPTPS 1997: 13)*

With regard to customer satisfaction, Fitz-enz and Davison (2002:33) state that work must be measured in terms of quality and quantity. Without an objective review, performance improvement is difficult.

According to these authors, management measure performance in terms of numbers, quality, quantity and the level of customer satisfaction. They need to know whether value was added, as that is what management is paid for (Fitz-enz and Davison, 2002:33).

Due to these reasons, it is therefore important to develop an objective view with regard to the services rendered by police officials. It is no simple relationship between expectations and community satisfaction. Members of the public which have very high expectations of the police are likely to become frustrated when the police fail to meet these expectations (Rothmann, 2005).

2.6.1 KNOWING YOUR CUSTOMERS - THEIR NEEDS AND EXPECTATIONS

Police officers should become more aware of the critical role of public perceptions of and experience with the police in any determination of police effectiveness (Beck, Boni, and Packer, 1999). A concept that is applicable to the police-citizen relationship is that of expectancy disconfirmation. This concept refers to the extent to which citizens perceptions match their expectations. Expectations provide the baseline with which to compare perceptions of service performance (Reisig and Chandek, 2001). Research has shown that disconfirmation has the largest effect on customer satisfaction and that expectations have a direct impact on satisfaction. Individuals with lower expectations often report higher levels of satisfaction. In applying this theory to policing, satisfaction can be viewed as a function of the interrelationship

between what citizens expect from the police and their perceptions of police performance (Rothmann, 2005).

Louw (1997) argues that in the absence of direct experience with the police, the mass media has a strong influence on the development of public attitudes about policing and police work. In recent research conducted by Rothmann (2005) in order to assess the expectations of policing of citizens and police members and to determine the citizens perceptions of the police within the North West Province, it was revealed that members of the community and the police differ regarding perceptions of present policing priorities. Most of the police members reported that their performance in serving the community was good. Forty seven percent (47 percent) of the community members who had contact with the police showed little confidence in the police, whilst 44 percent felt dissatisfied with the service they received from the police (Rothmann, 2005).

South African citizens hold negative attitudes toward the police due to their role during the time of apartheid. The traditional role of the SAPS has changed from crime fighting to community policing (Pelser, Schnetler and Louw, 2002). Rothmann (2005) refers to the statement of Couper, that it is important for the police to know how satisfied or dissatisfied their clients are. He also highlights Worrall's statement that if the police want to serve the public effectively, law enforcement officials should know what citizens expect from them. According to Leggett (2003) public satisfaction is the ultimate gauge of service delivery by the Police Service. In the case of South Africa, public satisfaction is true to the context of South Africa in which the police transformed from an agency of repressive social control to a community orientated service. Leggett (2003) highlighted the fact that prejudice against the police, which might be informed by media reports about activities outside the subject jurisdiction, could

influence public opinion. David (2000) found that people's feeling about the police are affected by direct experience, but reports that people depend even more on culturally transmitted norms and beliefs. In a country like South Africa, this was supported by victimisation surveys which show stark contrasts in perceptions between ethnic groups and communities.

In a recent survey commissioned by the SAPS and conducted by the Institute for Security Studies (ISS) with regard to the general opinion and that of service recipients who had recent experience with the police, it was concluded that people who had recent experience with the police had far better opinions of the SAPS than the general public (Leggett, 2003:66). Leggett (2003) reported that the SAPS will have to contend with the fact that the diverse constituencies often have contradictory expectations, needs, and responses to interventions. He also recommended that matters of fact need to be tested rather than just opinions. He referred to an independent evaluation of real service provision that can be conducted which is not tainted by the vagaries of public perception. This can be done, for example by checking that complainants receive case numbers after they file a complaint and have received detective contact. He also stated that the level of public knowledge about what service should be provided must be put at test. According to him are low expectations the result of unfounded high satisfaction ratings.

Leggett (2003) stated that public opinion is dynamic and that public reception to policies must be continually reevaluated. In a study conducted by Mofomme and Barnes (2004:5) in the North Rand policing area of Gauteng Province, it was revealed that internal customer satisfaction will lead to better quality service rendered to the community. According to Mofomme and Barnes, happy employees will provide quality service to external customers and they will be

able to apply the principles of Batho Pele and the values of Ubuntu.

As part of Business Against Crimes (BAC), Support Partnership for Police Station Programme (SPPS), service delivery in 33 police stations in the Gauteng Province was evaluated in late 2003. According to this study, approximately 80 percent of people who visit the police stations deal only with the members in the Community Service Centre (CSC). Therefore the onus for excellent service delivery lies very much with the CSC members of every police station (Pennington, 2004:28).

Corruption is the main complaint about the police, which is based on general perceptions rather than actual experience (Pennington, 2004:29). It was concluded that 12 percent of the respondents who visited the CSC's reported that members need training, whilst eight percent requested more personnel in the CSC's. The remaining 80 percent responses concerned the CSC environments. With regard to the detectives, the general attitudes of the detectives were rated excellent, but their communication skills were lacking. Respondents rated the detectives' referral to victim support as poor and their feedback to victims on the progress with their cases as very poor. It was concluded that the high case loads most detectives are facing, hampers their ability to provide feedback to victims. This study concluded that police officials should be more sympathetic and professional in dealing with victims visiting the CSC in order to elicit a positive response from their clients (Pennington, 2004:30).

2.7 INNOVATION IN PUBLIC SERVICES IS A NECESSITY

The Minister of Public Service and Administration, Geraldine Fraser-Moleketi established the Centre of Public Service Innovation (CPSI) in September 2001.

This Centre functions as an enabler, facilitator and champion of innovation ideas (FEDUSA, 2004: 5).

Public service officials are being encouraged to engage in alternative ways of working, with the aim of improving service delivery in the public sector. The CPSI's support programmes include mentoring and skills development, which oversee the organisation developing organisational structures and systems that support innovation (FEDUSA, 2004: 5). Through the encouraging of employees to study, analyse, and review their work, to find ways to be more efficient and effective, one encourages employees to identify and eliminate constraints (Stephan and Pace, 2002: 29).

2.8 THE SERVICE DELIVERING IMPROVEMENT PROGRAMME (SDIP) OF THE SOUTH AFRICAN POLICE SERVICE (SAPS)

In order to comply with the government's initiative to improve service delivery the SAPS developed a strategy to improve service delivery to communities at station level (local level). The Service Delivery Improvement Programme (SDIP) was adopted by the Police Service. The SDIP was designed and developed in 1995.

The objectives of this SDIP are as follows:

1. To empower Station Commissioners with a management tool to improve service delivery.
2. To adopt a culture of participative management at police stations.
3. To increase community involvement at station level.
4. To enhance skills, knowledge and creativity to deal with problem solving.
5. To facilitate the implementation of the eight principles of the Batho Pele

White Paper.

The achievement of these objectives by the SAPS is not within the scope of this study. The Batho Pele initiative by the South African government is a well marketed concept to improve service delivery by all government departments, but the first survey conducted by the Public Service Commission in June 2000 revealed that there are still many development areas that need urgent attention.

2.9 WHAT LIMITS THE GROWTH AND DEVELOPMENT OF POLICE OFFICIALS THAT HAMPER SERVICE DELIVERY?

This study focuses on the improvement of service delivery by unlocking the full potential of police officials. The need for this study is based on the fact that members of the SAPS are constantly criticised by the general public, victims of crime, and complainants. Many authors acknowledge that employees are the most important assets of an organisation. It is also these people who must ensure that improved service delivery becomes a reality in South Africa. Similar to public servants, police officials are obliged to comply with policies, instructions and legislation in order to perform their jobs. These policies and legislation are prescriptive to the point where they restrict public servants in being innovative in their working environment. Stephan and Pace (2002: 20) reported that most organisations restrain, confine and restrict their employees from contributing their best efforts at work.

In order to encourage employees to engage themselves in alternative ways of working in order to improve service delivery, one needs to free these employees of too strict bounding rules and regulations. Employees need to be freed from

any rule, procedure, policy, routine, approval, report, job description, structure, bureaucratic expectation and workplace process that does not make sense and limits employees from growing, developing, and contributing their very best at work (Stephan and Pace, 2002: 20). According to these authors, employees will discover new and innovative approaches to increase profitability and achieving customer satisfaction once they are free to take the lead (Stephan and Pace, 2002: 21).

Stephan and Pace (2002: 44) state that freed members, have a foundation for becoming creative and innovative. These authors place a responsibility upon the shoulders of managers and say they need to create an environment in which people can contribute. According to them, the ideas of these employees will be heard and their opinions will count when decisions are being made. This statement is supported by Coetsee (2002: 17) which highlights that a manager or supervisor cannot motivate people directly, but can create a working climate or environment in which he or she can incorporate elements which encourage people to be more efficient (doing the correct things) and more effective (doing the correct things correctly). According to Coetsee (2002: 11), the realisation of potential blossoms in a motivating climate.

2.10 A MOTIVATING CLIMATE

Coetsee (2002: 92) compares a motivating climate in an organisation to an ecosystem. It is a complex system with separate identifiable elements which find their individual and collective meaning and roles in their behavioural synergistic interaction. The dynamics between these elements create the specific climate. For the purpose of this study, the definition of a motivating climate by Coetsee (2002:92) is adopted; “A motivating climate is an

organisational environment in which employees are aligned, committed, productive and satisfied...”. **Figure 2.1** illustrates how unlocking of potential fits into the model of a motivating climate.

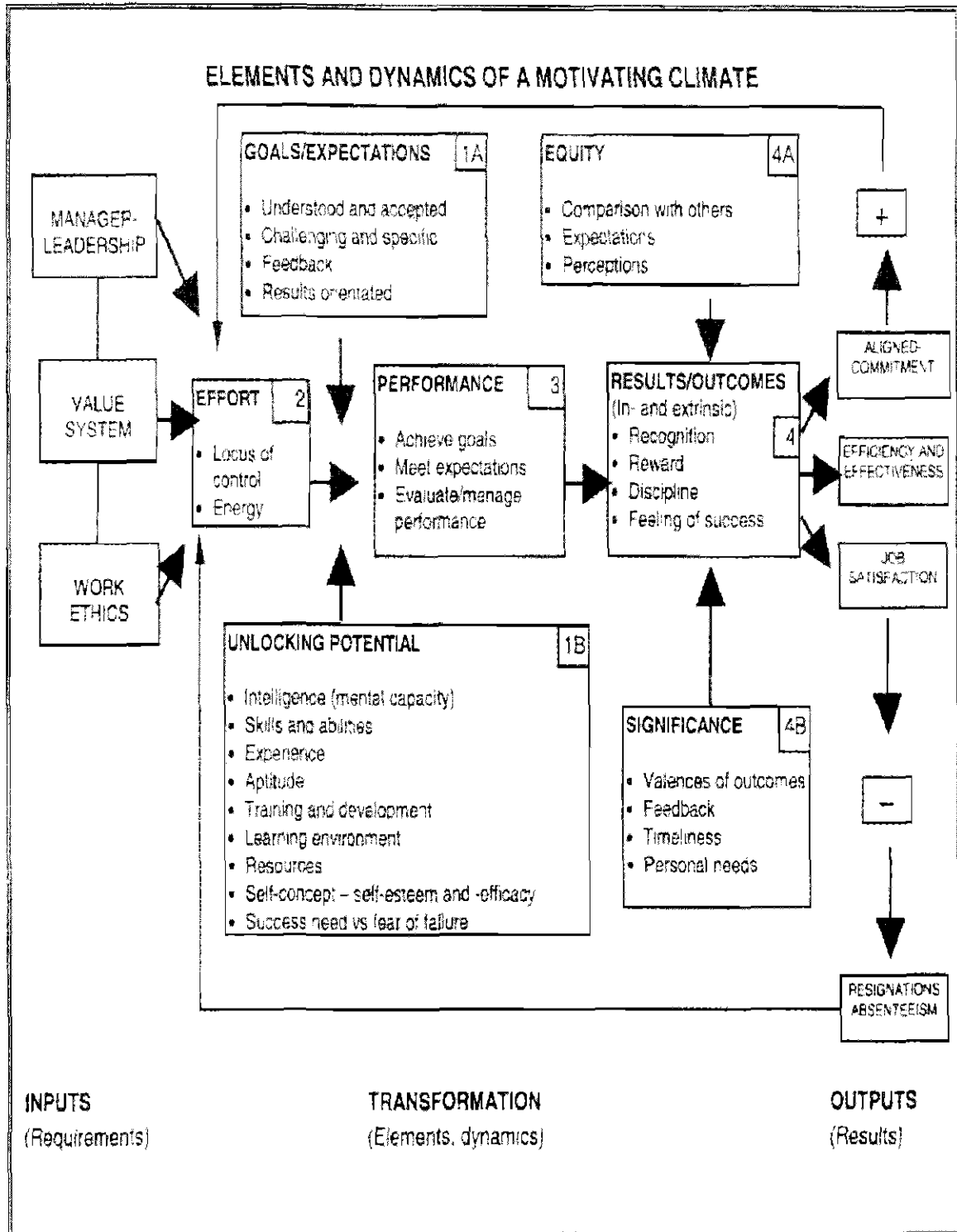
The roles of these illustrated individual elements of a motivating climate must be seen in context and in interaction with the one another (Coetsee 2002: 92). Due to the limitation on this mini-dissertation, this study will only focus on specific psychology elements which are important for the unlocking of the potential of employees that can contribute to improved service delivery.

Rothman and van Rensburg (2002) claim that a productive, motivated and healthy police service is an important contributor to the stability and resulting economic growth and development of countries. This statement was also supported by Kleyn, Rothmann and Jackson (2004) stating that an effective and efficient police service is important, seeing that crime and violence can inhibit growth and development. Based on these statements, the SAPS has an important role to play in the economic growth of the country. High crime rates and loss of trust in the police will discourage prospective investors to invest in South Africa.

According to Coetsee (2002: 10) the greatest challenge for managers and supervisors in South Africa is the improvement of performance and productivity, which includes the unlocking of the potential of people and supporting their efforts to perform. For the managers in the S A Police Service, this is indeed a challenge.

Figure 2.1: Elements and dynamics of a motivating climate

Source: Peak performance and productivity: A practical guide for the creation of a motivating climate (Coetsee 2002: 97)



The White Paper on Transformation of the Public Service of 1997, addresses important issues regarding human resource management within the public environment, but the unleashing of the potential, the inner drive to make a difference by these public servants is being overlooked. Whilst the transformation process of becoming a client-orientated public service, is being delayed by unforeseen external factors, the time is right to focus on the public servants, the “face” of the government. In the light of these statements and with the Batho Pele initiative in mind, this study takes a new approach to improve service delivery by the SAPS. The focus is more on the inner drive, the quality of the police men and police women that promotes improved service delivery as measured against the customer satisfaction. Little research has been published on public expectations of, and satisfaction with, the S A Police Service (Rothmann, 2005).

A limited amount of literature is available regarding the unlocking of the potential of employees in order to improve performance and service delivery. For this reason, this literature study is especially based on researchers findings regarding different and relevant aspects of employee behaviour.

2.11 UNLOCKING OF THE POTENTIAL OF POLICE OFFICIALS

Figure 2.2 illustrates how the unlocking of potential fits into the model of a motivating climate. The unlocking of potential is regarded as one of the elements within the motivating climate that needs to be studied in context with the other remaining elements. This study focuses on the psychology elements of the unlocking of potential and the managing thereof. Before one takes a closer look at these elements, the concept of potential needs to be defined.

In a nutshell, potential is seen as, being able to achieve something or to become something. A person has a variety of potentialities which vary from leadership potential to musical potential to academic potential, and others (Coetsee 2002: 121).

Coetsee (2002: 122) identifies four potential unlocking levels:

Level 1 - Being able to cope

Being able to cope means that the individual succeeds in meeting the minimum expectations or standards in order to survive;

Level 2 - Understanding

By understanding, the employee has the insight into facts and truths of his/ her own ideals such as goals and expectations and understands exactly what he/ she want to achieve;

Level 3 - Believe in successful outcome

By belief in successful outcome the employee is convinced that he/ she will achieve his/ her ideals. Believe he/ she can do it!

Level 4 - Commitment to the realisation of goals

Through commitment to the realisation of goals, the employee focuses on the achievement of goals to such an extent that a great deal of previously unused potential is soon used to realised the goals.

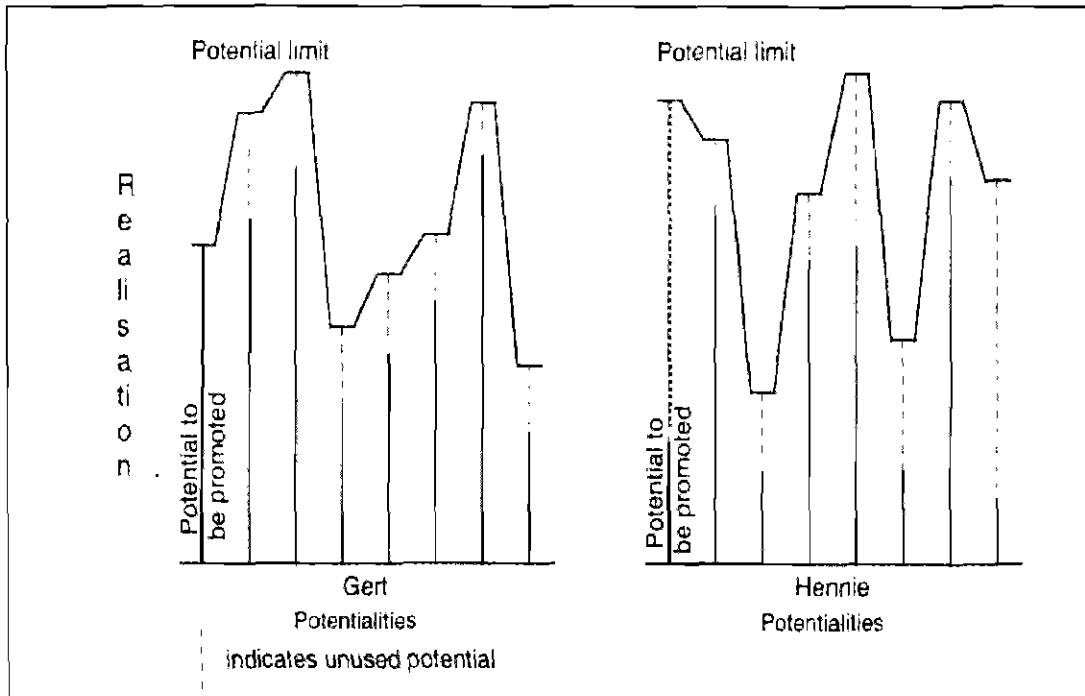
Coetsee (2002: 122) claims that people do not only differ in terms of the variety of potential, but also in the degree to which they utilise their potential. In this study the level of potential of police officials will be examined with the aim to unlock their full potential in order to render a service of excellence. Coetsee

illustrates potential realisation according to a scenario of promotion potential of two supervisors, Hennie and Gert. Both these two supervisors have the potential for promotion. Hennie's promotion potential is greater than Gert. With the promotion potential of Hennie, he can progress to top management whilst Gert is limited and can only progress to middle management. But due to the fact that Gert is committed to the realisation of his potential (level 4 of unlocking of potential) through his engagement in self-development through further studies he is eventually promoted to middle manager. Hennie never committed himself in the realisation of his goals, because he is satisfied with his present situation and copes with it. He operates on level one of the unlocking of the potential levels. He is not considered for promotion. **Figure 2.2** illustrates the potential limits and potential realisation of Hennie and Gert.

The solid lines in figure 2.2 illustrate the potentials that exist within Hennie and Gert. The solid line is extended with a dotted line to the potential limit. The dotted lines illustrate the unused potential of the individual. Performance ceilings are situated beneath these potential limits. These performance ceilings are formed by believing those impressions and ideas one has of oneself and it consists of fears, anxieties, experiences of success and failures and remarks that have been passed by other (Coetsee, 2002: 123). These performance ceilings have an impact on one's life and career. This leads to an increased feeling of being powerless and one starts to accept this as the reality. A reality of powerlessness and helplessness. This results in negative thought processes.

Figure 2.2: The potential limits and potential realisation of Hennie and Gert.

Source : Peak Performance and Productivity: A practical guide for the creation of a motivating climate (Coetsee, 2002:123)



People condition themselves to feel and behave in this manner and it becomes a self-fulfilling prophecy known as the Pygmalion effect. All these contribute to the formation of one's self-concept. This self-concept is an important determinant of one's potential ceiling (Coetsee, 2002: 124). The following paragraphs will explore the immediate aspects that are required for the unlocking of this potential of police officials that create the gaps between service expectations of the community and the service standards of the police officials.

2.11.1 INTELLIGENCE

Coetsee (2002: 120) refers to intelligence as the mental ability, mental capacity or intellectual capacity in his study regarding the unlocking of potential. He

further states that IQ or mental capacity is directly related to performance in most jobs and inherited brain capacity puts a definite ceiling on what one can achieve mentally. He also illustrates that an average mental capacity can, with excellent environmental stimulation and activation, perform very well, but probably never on the level of a genius.

All this borne in mind, the focus moves more to emotional intelligence. This is a relatively new concept for many police managers. Police officials who deal with the complainants, victims of crime and the general public on a daily basis are exposed to the negative perceptions of the community they serve. These officials need to find ways to survive, sometimes undeserved negative critique in order to render excellent service. These insensitive negative perceptions have a negative emotional impact on police officials.

According to Mayer, Salovey and Caruso (2000a) emotions can act as mechanisms to prioritise thinking or inhibit thought processes. According to these authors, emotional intelligence develops when thought processes lead to enhanced problem solving and direct an individuals attention toward the problem situation. These authors confirm that corruption is a general problem in society and specifically in the police. According to them corruption as a social problem can be addressed through emotional intelligence.

Emotions may be seen as skills in themselves that play a part in motivation. In the process of the unlocking of potential, the value of the emotions of the individual can not be over-emphasised. Bergh and Theron (2007:164) concluded that emotions have motivational value as they are activators of behaviour towards functional ends. As emotions are functional in an individual's personal and interpersonal adaptation, the recurrence of some of these emotions can

become embedded in the individuals personality as traits (Bergh and Theron, 2007:164). These authors define traits as personality characteristics that are relatively stable over time and become typical of the individual's behaviour. Emotions contribute to flexibility in adapting to the environment. Flexibility is the mark of emotions as they are being determined by innate factors, learning and cognition (Bergh and Theron, 2007:164).

Emotional skills involve emotional intelligence, as Salovey quoted Goleman, 1995:

- ❑ the knowing of ones own emotions, that is being certain of what ones real feelings are when making decisions;
- ❑ managing ones own emotions, that is being able to handle feelings of distress, anxiety and gloom, and soothing oneself;
- ❑ motivating oneself towards mastery and creativity by setting goals to accomplish; and
- ❑ recognising emotions in others by being empathic and being able to handle relationships with social competence.

Coetsee (2002: 71) identifies symptoms of low emotional intelligence which include;

- ❑ immature behaviour;
- ❑ inability to listen to people; and
- ❑ preoccupation with self, egoism and self-centredness.

Emotional intelligence involves cognition and motivation (Bergh and Theron, 2007:167).

2.11.2 SKILLS AND ABILITIES

Ability can be defined as an individual's capacity to perform the various tasks in a job. Robbins, Odendaal & Roodt (2007: 47) acknowledge that people are not created equal in ability. It is important for management to know how people differ in abilities in order to increase the likelihood that an employee will perform his or her job well. FEDUSA (2004: 4) refers to the legacy of apartheid as the reason for the skills deficit and lack of opportunities to gain experience, and the ongoing difficulties that are being faced in trying to upgrade skills. Scarce skills were identified by the government, but retaining it, is one of the most critical challenges facing the public sector. Due to a one size fits all approach, occupants of critical posts are receiving the same salary as his or her peers. During the first five years of democracy there were no concerted efforts to build human resources at local government level. Almost all capital-building and human resource planning was directed at the National and Provincial government during this period (FEDUSA, 2004: 4).

The government's own training institute, South Africa Management Development Institute (SAMDI), is not involved in the critical supply and demand relating to governance skills at national, provincial and local level(UNDP, 2003: 57).

2.11.3 TRAINING AND DEVELOPMENT

In terms of the Service Regulation 48 of 2002 of the S A Police Service, training of employees must support work performance and career development. Police officials must have ongoing and equitable access to training. The National Commissioner of the Police Service is bound by Service Regulation 49 of 2002 to oversee or ensure that the Police Service participate in any institution aimed at

the promoting of training in the public service. This regulation determines further that the commander of employees must provide training opportunities for employees under his or her command in accordance with the training plan of the Service.

A commitment to improve attitudes and resources towards learning is a government strategy. The development of new skills and competencies and a flexible attitude to cope with future challenges are requirements for the growth of any society (Mullins, 2005:421). When it is determined that there are weaknesses in the performance levels of employees, the performance appraisals can provide an indication of where and when training and development interventions should be made. Performance appraisal information can also provide needed input for determining where to terminate (dismiss) the service of public sector employees (Dreseng, 2002:173). Managers need to demonstrate their commitment to their subordinates by encouraging a climate of learning and self-development (Mullins, 2005:422). According to Erasmus, Swanepoel, Schenk, Van Der Westhuizen and Wessels (2005: 270), training and development is one of the key objectives of performance appraisal and it assists in identifying the strengths and weaknesses of employees.

Yearout and Miles (2001: 117) highlight four different kinds of learning that can be encouraged or provided to employees as part of the fostering of a continuous learning ethic in an organisation. The first is formal training and continuing education which includes traditional types of learning and training. The second kind is the “on-the-job learning” and “just-in-time (JIT) training”. This refers to more informal and ad-hoc ways of learning that the individual wants to formalise or otherwise emphasize in the organisation as important adjuncts to traditional and structured learning options. This type of training is being used more and

more and it is client-specific and project driven. The third kind of training is coaching and monitoring . The fourth learning modality highlighted is self-initiated, social and recreational learning. Learning is basically experiential and social in nature and normally motivated by self-interest. Organisations can benefit when stressing these kinds of learning channels to employees along with more formal, task-orientated and process-specific training programs (Yearout and Miles, 2001:117). According to Yearout and Miles the secret lies in the willingness of bosses to give subordinates a long leash to build new skills or acquire new experiences (2001:117).

2.11.4 EXPERIENCE

In his model of a motivating climate, Coetsee (2002) includes “experience” as one of the elements of the unlocking of the potential of employees. Linking experience with the four unlocking of potential levels, one will realise the importance of experience when the focus is on service improvement. Researchers have found that formal education and training provide only a small part of what is learned at work. Learning takes place from experience through the solving of problems, interacting with colleagues and clients, but does not receive much recognition or appreciation by researchers (Mullins 2005: 394).

Research proofed that line managers can motivate staff to learn through encouragement. The relationship between employee and manager and the general climate of the organisation can not be separated when it comes to how learning occurs (Mullins 2005:395).

In terms of Service Regulation 49 of 2002, a senior management is responsible to train employees in the Service. These senior managers must also avail

themselves to assist with the conducting of training. This regulation ensures that senior management share their experience with young and or inexperienced employees. This point of view is supported by Sadri and Tran (2002:4) regarding the mentoring of employees. Experienced employees serve as mentors and they must be willing to share their experiences and wisdom with the younger employees. More experienced police officials can rely on their experience to commit to the realisation of their goals (level four of the potential unlocking levels). Experience play an important role in the unlocking of potential and can not be overlooked in the process to improve service delivery.

2.11.5 SELF-CONCEPT, SELF-ESTEEM AND EFFICACY

Bergh and Theron (2007:162) refer to Banduras's (1986) explanation of self-efficacy as the sense of having more or less control over events that affect one' life. In brief, it refers to the perception of one's personal capacity to use one's skills effectively. The perception that one has about his or her self-efficacy influences both the direction and perseverance of goal-directed behaviour. It will determine whether the individual will pursue a particular objective and how much effort the individual will put into it, in order to achieve the objective. An individual with strong perception of self-efficacy is likely to persevere in attaining the objective even if he or she has to overcome many obstacles. A person with high perceived self-efficacy will not view his or her skills negatively when the objective is not achieved.

How does one acquire self-efficacy? This is possible by reflecting on one's past behaviours, observing the behaviour of other individuals similar to them, the evaluation of others who are significant to them and observing their own physiological reactions in the face of challenging tasks. Perception of one's

self-efficacy influences behaviour in conjunction with personal dispositions such as values, preferences, goals and social prototypes which are perceptions of other people and events. These dispositions are self-regulating mechanisms. The individual sets his or her own standards of self-efficacy according to these dispositions and it determines his or her behaviour accordingly.

According to Champy (2002), great achievers learn to temper their ambition with self reflection. They remain true to their values, clear about themselves and their world they live in, and effectively manage the resources that can limit their pursuit of a dream (Hesselbein and Johnston, 2002:121)

2.12 MANAGING AND SUPPORTING THE UNLOCKING OF POTENTIAL

Realising the elements for the unlocking of the potential is no guarantee that police officials will actively participate in the process to improve service delivery to the communities they serve. In this regard, performance measurement will form an essential part of performance management system. As the expression says: “the proof is in the pudding”. The same can be said of the successful unleashing of the potential of police officials when customer satisfaction is being assessed regarding the service they received from their local police stations.

Unlocking of potential can not be studied in isolation for improved service delivery and the process to improve service delivery can not stop here. In order to complete this cycle of unlocking of potential, aspects such as (1) creativity and innovation, (2) mentoring and coaching and (3) empowerment will be included in this study.

2.12.1 CREATIVITY AND INNOVATION

What is creativity? Arthur Koestler (2002) refers to it as the actualising of surplus potentials. Other experts call it adeptness in making fresh observations, or seeing something in a new way, or as applied imagination (Stephan and Pace, 2002:45). Creativity can be defined as the application of imaginative thought which results in innovative solutions to many problems (Mullins, 2005:415). Creative individuals possess a tolerance for ambiguity, sensitivity, independent thinking, imagination and a reasonable level of intelligence (Mullins, 2005:416). These are some of the traits which need to be embedded within police officials to break through their performance ceilings. There is a significant degree of consensus in the literature which suggests that creative individuals have a desire for originality, non-conformity and the opportunity to experiment and express new ideas (Mullins, 2005:416).

In the book by Hesselbein and Johnston (2002:55) , Leonard and Swap (2002) state that creativity can not be managed and managers can strongly shape the creative process, through understanding and their support of the dynamics of creative collaboration. According to these authors, leaders can cultivate creative collaboration by creating five conditions. These conditions are (1) preparations through the collecting of expertise and new perspectives, (2) innovative opportunity, (3) set a range of options through professional and personal diversity, (4) incubation know when to call time out for reflection, and (5) convergence : selection of options (Hesselbein and Johnston, 2002:56-57). Leonard and Swap (2002) have highlighted that the psychological environment is the single most important influence on creativity and that leaders need to model creative behaviour (Hesselbein and Johnston, 2002:60).

In the book by Hesselbein and Johnston (2002:13), Hamel and Skarzynski (2002) refer to methods by which an organisation can create an innovative environment when organisations can not rely on sudden inspiration or serendipitous discovery from their employees. According to these authors, the key is recognising that past achievement militates against future adaptability by creating well-worn ways of doing things that cause a company to undervalue or ignore rule-breaking insights. In the S A Police Service, one can always refer to back-to-the-basics. Do what is expected of you.

2.12.2 MENTORING AND COACHING

Experienced police officials can make a major impact when it comes to improved service delivery. Young, inexperienced police officials can learn from the more experienced police officials through mentoring and coaching. Mentoring and coaching are two skills that are being advocated for the management of development. Managers are informal mentors and coaches. Some relish this role with the required portfolio of skills. Others are more hesitant and others have a negative influence and act as a block rather than a steer to their subordinates (Mullins 2005:417). In the book by Mullins (2005), author Linda Hicks refers to Clutterbuck and Wynne's suggestion that mentoring and coaching represent an increasing trend towards helping the individual take charge of his or her learning (Mullins 2005:418). Mentoring is defined as a process that uses a mixture of inductive (pushing-it-in or telling) and deductive (drawing-it-out or coaching) techniques to increase an individual's ability (and sometimes willingness) in a specific subject. Ideally a structured programme is used and the mentor must be an expert in the subject (Mullins, 2005:418).

Coaching is defined as a process that uses deductive, or drawing-out, techniques

to increase an individual's ability and willingness in a specific subject or problem area. Ideally, the techniques are used in a structured manner and the coach does not have to be an expert in the subject (Mullins, 2005:418). Hicks (2005) states that coaching is used to help a person moving forward. It is about change and focuses on results. The concept of coaching did not escape the critics. They consider it an unregulated, unstructured and (potentially) unethical process unless the process is evidence based (Mullins, 2005:419).

Mentoring requires a set of skills which include the role of a coach. Four roles have been defined: counsellor, networker, facilitator and coach. The mentor is there to help the mentee to learn. Research on mentoring concluded that organisations need to be fully committed to the idea and ensure that the individuals are fully prepared for the programme to prevent the onset of problems (Mullins, 2005:420).

According to Sadri and Tran (2002:4) mentors play a twofold role, namely:

- ❑ developmental roles including coaching, sponsoring advancement, providing challenging assignments and fostering a positive visibility; and
- ❑ psycho social roles comprising the offering of personal support, friendship, acceptance, counseling and being a role model.

Mentoring seems to be no easy task. Sadri and Tran (2002) identified the following as barriers to mentoring:

- ❑ organisational cultures, structures or behaviour that impede diversity;
- ❑ judgements between mentor and employees who can become too involved in one another's personal lives;
- ❑ mentors who are tyrannical or selfish; and

- ❑ employees become clones of their mentors and not realising their own potential and roles to be played.

According to the authors, these barriers can be overcome by placing the mentor with the correct employee. This placement must be based on trust and respect. The most positive result of mentoring is enhanced teamwork, improved work performance and ability of interacting between mentor and employee (Sadri and Tran, 2002:4).

2.12.3 EMPOWERMENT OF EMPLOYEES

A study conducted by Gernalis and Terziovski (2003:45) in Australian banks revealed that empowerment practices are associated with greater employee well-being, productivity, performance and service quality. According to DuBrin (2004: 140), empowerment is the passing of decision-making authority and responsibility from managers to employees. Empowerment contributes to intrinsic motivation. This definition is supported by work of Spreitzer (1995, 1996) and Thomas & Velthouse (1990) stating that empowered employees are assumed to feel increased intrinsic work motivation and have a proactive orientation to their work roles.

Through this shared power, employees experience a greater sense of self-efficacy and ownership of their jobs and feel more effective. Janssen (2004: 57) refers to Corsun and Enzs (1999) definition of empowerment as a motivational process of feeling enabled. According to an article by Hechanova, Regina, Benedicto, Alampay and Franco (2006: 72), empowerment can be viewed in two ways. The first approach is empowerment as actions taken by the organisation to share power and decision making and the second approach takes a more psychological perspective. These authors refer to the definition of

empowerment of Bowen and Lawler (1995) as the sharing of the four organisational ingredients with frontline employees, namely: (1) information about the organisation's performance, (2) rewards based on the organisation's performance, (3) knowledge about contributing to organisational performance, and (4) the power to make decisions that influence the organisation's direction and performance. According to these authors, sharing can be done on three basic levels namely: (1) suggestion empowerment or granting the employees the power to think. This level is also known as the simplest level. (2) The second level is the job involvement. Employees are given greater discretion in how they to do their job, and (3) the third level is a more high involvement mode of empowerment. Employees experience employee ownership and participate directly in the management of their work units. The psychological perspective relates to empowerment actions taken by organisation in order to create jobs and work environments that facilitate psychological empowerment amongst their employees.

According to Flanagan & Finger (2000: 319), people flourish when they can experiment, receive encouragement, and be defended (not penalised) for making mistakes, be creative and innovative. These authors also acknowledged the fact that skills and knowledge are power. Due to this, they consider personal and professional development as important for empowerment.

2.13 CONCLUSION

This literature study focuses on the realising of the potential of police officials as an attempt to improve service delivery by members of the SAPS. The Batho Pele, initiative of the government to improve service delivering by public services can be considered as a total face lift from the traditional bureaucratic

public service, to a more client orientated public service. Citizens have become customers with needs and expectations. Customer satisfaction is only achieved when these expectations are met. Studies revealed that customers with recent police contact have better opinions of the Police Service than the general public.

Public servants and more specifically to this study the police officials are important assets to the government. They are responsible for taking this initiative to higher levels. Although the White Paper on Transforming Public Service Delivery addresses human resource issues, the realising of the full potential of these officials is not acknowledged and is overlooked. Literature regarding elements within the unlocking of full potential of employees has proof that aspects such as intelligence and more specific emotional intelligence, skills and abilities, training and development, experience and self-concept, self-esteem and efficacy have an impact on performance and service delivery. The unlocking of full potential in order to improve service delivery does not complete the cycle of service excellence. Creativity, innovation, mentoring, coaching and empowerment of employees are considered to support the unlocking of full potential in order to improve service delivery by police officials.

CHAPTER THREE

EMPIRICAL STUDY: DATA GATHERING AND DATA ANALYSIS

3.1 INTRODUCTION

There is an increasing demand for improved service delivery by all government departments in South Africa. A literature study was conducted to determine what plans are in place to ensure improved service delivery. This study revealed that government has launched the initiative of the Batho Pele principles. For the first time in the history of South Africa, citizens received a “voice” through the Batho Pele White Paper (1997) and “own” these government departments. They have the right to claim service excellence and have the right to complain if public servants do not meet their expectations. Parasuraman, Zeithaml and Berry (1988: 17) acknowledged that the term “expectations” differs in the service quality literature from the use thereof in the customer satisfaction literature. The term “expectations” in the service quality literature is viewed as desires or wants of consumers. It is what they feel a service provider *should* offer rather than *would* offer. The literature study revealed that the citizens of the country are considered to be the consumers/ clients of the government departments and need to be treated accordingly. The public servants who are responsible to bring Batho Pele alive are neglected as far the unleashing/ unlocking of their full potential to make this initiative of the government a reality. As the oldest cliché says; “People are our most valuable asset”. Based on this the researcher aimed with this study to raise an awareness amongst supervisors/managers, the value of employees when the full potential of employees is unlocked/ unleashed.

As with any other government department, the Police Service is not exempt from the government’s initiative of the Batho Pele in order to improve service

delivery. As the literature study revealed in paragraph 2.10 a productive, motivated and healthy police service is an important contributor to the stability, economic growth and development of countries. Against the current crime situation in South Africa the pressure upon all police managers increases daily in order to meet the expected services the citizens of South Africa claim. This chapter will focus on the empirical study, the measuring instruments that were developed, the data gathered with these instruments and the analyses of this data.

3.2 RESEARCH METHODOLOGY

This study was quantitative in nature and was based on the following research methodology:

- questionnaire design,
- questionnaire application, and
- data analysis and interpretation.

The instruments developed in order to conduct the research, the analysis and the interpretation of the results obtained will be discussed in this chapter.

3.2.1 THE SCOPE OF THE STUDY

Due to the nature of this study two samples were obtained. First, a sample was obtained from the local community of Carletonville in order to determine the service quality of the police officials working in the CSC at Carletonville police station. The second sample was taken from police officials working in the CSC at Carletonville police station. The samples and sampling techniques chosen for this study will be discussed later on in this chapter.

3.2.2 THE RESEARCH DESIGN

The central premise of this study is to explore ways to unleash/ unlock the full potential of police officials in order to improve service delivery in Carletonville policing precinct.

3.3 QUESTIONNAIRE DESIGN

From the literature review in Chapter 2, public satisfaction is the ultimate gauge of service delivery by the Police Service (Leggett, 2003). In this literature review, Reisig and Chandek (2003) state that expectations provide the baseline to compare perceptions of service delivery. This statement was supported by the findings of a research conducted by Rothmann (2005). The research revealed that expectations have a direct impact on customer satisfaction. Rothmann (2005) concluded that satisfaction can be viewed as a function of the interrelationship between what the citizens expect from the police and their perceptions of the police performance.

In this study it was important to obtain an opinion of how the community of Carletonville perceive the service rendered by police officials employed in the CSC at Carletonville police station, as well as their expectations of these services. The questionnaire that was developed (appended as per annexure A) is based on the original SERVQUAL questionnaire. The SERVQUAL instrument was developed by Parasuraman, Zeithaml and Berry (1988) during the mid eighties. Lassar, Manolis and Winsor (2000:182) refer to the SERVQUAL scale as a principle instrument in the service marketing literature of assessing services marketing, but it has been widely utilised by both managers and academics to assess customer perception of service quality. This instrument is a concise multi-item scale for measuring service quality across a broad spectrum of services.

According to Parasuraman, Zeithaml and Berry (1988: 30) the SERVQUAL instrument can be used to better understand the service expectations and perceptions of consumers with the aim to improve service quality. The instrument uses a seven point Likert-type scale with all items positively stated and scored. This seven-point scale ranging from “Strongly Agree” (7) to “Strongly Disagree” (1), with no verbal labels for scale points 2 to 6.

The SERVQUAL instrument includes the following three sections:

- (1) an expectation section consisting of twenty-two (22) statements to determine the general expectations of customers regarding a service;
- (2) a perception section consisting of a corresponding set of twenty-two (22) statements to measure how customers perceive the service of a specific organisation; and
- (3) a section to determine customer’s assessment of the relative importance of the five dimensions, namely tangibles, reliability, responsiveness, assurance and empathy.

This SERVQUAL instrument was moderately customised to fit the Police Service. For this purpose sections one and two were utilised to determine the service gap between the expectations and the perceptions of the community regarding the services rendered by the police members employed in the CSC, Carletonville. The customised questionnaire consists of three sections. The first section, Section A, contains biographical data regarding the gender, qualification and home language of the customers. The second section, Section B, of the questionnaire consisted of twenty-two statements to determine the general expectations of the customers regarding a service. The third section, Section C, of the questionnaire consisted of twenty-two statements to determine the general perceptions of the customer regarding a service. Although these

statements were categorised in terms of the different dimensions of tangibles, reliability, responsiveness, assurance, and empathy according to the SERVQUAL instrument, the purpose of this questionnaire was only to determine the service gap between the expectations and the perceptions of the community regarding the services received by police members employed in the CSC at Carletonville police station.

A second questionnaire (appended as per annexure B) was developed for completion by police officials employed in the CSC at Carletonville police station. Paragraph 2.10 of the literature study highlights that the improvement of performance and productivity is the greatest challenge for managers and supervisors. This challenge includes the unlocking of the potential of people and supporting their efforts to perform. This questionnaire was based on the literature review regarding the unlocking of the full potential of police officials in order to improve service delivery. This questionnaire consisted of two sections. The first section, Section A, of the questionnaire included the biographical data. The biographical data section further constituted the following units of analysis:

- Gender groups: Male and female;
- Age: 18-23 years, 24-29 years, 30-35 years and above 35 years;
- Rank: Student constable busy with second semester, student constable busy with third semester, constable, sergeant, inspector, captain, superintendent and data typist;
- Year service in the Police Service: 1-3 years, 4-6 years, 7-9 years, 10-12 years and more than 13 years;
- Tertiary studies: National Diploma in Policing, other qualifications, completed, and police related studies;
- Over and above basic training, any other police courses attended to assist with daily tasks of a police official;

- the number of police courses attended during the past two years;
- the number of police workshops attended during the past two years;
- whether the respondent failed any of the attended courses;
- whether the respondent understand the Batho Pele principles; and
- whether the respondent understand the aim of the Government with the Batho Pele White Paper.

The second section, Section B, consists of four sections. The second section of this instrument uses a seven point Likert-type scale with strongly disagreed rating at one (1) and a strongly agreed rating of seven (7). This section constituted the following units of analysis:

Table 3.1: Objectives addressed in questionnaire completed by police officials employed in the CSC at Carletonville police station.

Statements	Objectives	Section discussed in Chapter 2
1 to 5	Client orientation	2.4, 2.6 and 2.6.1
6 to 16	Innovation	2.7, 2.9, 2.12.1, and 2.12.32
17 to 22	Empowerment of police officials	2.12.3
23 to 30	Level of potential	2.11

The last unit of the questionnaire regarding the level of potential has only a five point Likert-type scale with strongly disagreed rated at one (1) and a strongly agreed rating of five (5).

3.4 THE SAMPLE AND SAMPLING METHOD

During this study there were two target groups. The first target group was the community of Carletonville. The second target group was all the police officials

employed in the CSC at the police station at Carletonville. During the selection of a sample for the completion of the SERVQUAL questionnaire by the community of Carletonville a non-probability sampling technique known as convenience sampling was used. This technique was used due to the following reasons:

- ❑ it was the most convenience to gain access to people to participate in the study; and
- ❑ it was also the most economical way to gather the information needed for this research.

A total of 250 questionnaires were distributed to community members residing in Carletonville and 125 questionnaires (50 percent) were received back and analysed.

With the second target group, the police official employed in the CSC at Carletonville police station, a probability sample was taken. Levine, Stephan, Krehbiel, and Berenson (2005: 10) define a probability sample as one in which the subjects of the sample are chosen on the basis on known probabilities. The simple random probability sampling technique was used for the selection of the sample for the completion of the second questionnaire. This technique was used as the target group consist of 44 police officials and no costs were involved in the data gathering process. A total of 44 police officials are employed in the CSC at Carletonville police station. Forty four (44) questionnaires were distributed and 38 completed questionnaires (86,36 percent) were received back. The 13,64 percent non response rate was due to the absenteeism of six (6) police officials due to annual leave and sick leave.

3.5 QUESTIONNAIRE ANALYSIS AND DATA COMPARISON

The data was captured onto Excel spreadsheets. The statistical analyses were done by means of the computerised statistical program SPSS 10.0 for Windows.

3.5.1 INTERNAL RELIABILITY

The first step in analysing the data was to assess the internal reliability of each of the instruments used to measure the variables. The Cronbach's alpha reliability coefficients were calculated for both these instruments. The Cronbach's alpha for the SERVQUAL questionnaire was 0,854. Therefore one can conclude that the SERVQUAL questionnaire is 85,4 percent reliable and 14,6 percent is unreliable. The Cronbach's alpha for the second questionnaire was 0,952 and it can be concluded that the questionnaire is 95,2 percent reliable and 4,8 percent is unreliable. According to Peterson (1994: 381-91) the reliability deemed to be acceptable if the Cronbach's alpha is above 0,7 level. Both the Cronbach's alpha's for these instruments were above the 0,7 level and deemed to be reliable and accepted.

3.5.2 QUESTIONNAIRE ONE: SERVQUAL

This questionnaire was completed by local community members of Carletonville.

3.5.2.1 BIOGRAPHICAL DATA

Gender

A total of 250 SERVQUAL questionnaires were distributed amongst the residents of Carletonville and 125 questionnaires were received back. A total of 36 percent of the respondents were males and 64 percent were females. **Figure 3.1** is a pie chart of the gender distribution of the respondents who participated in the completion of the SERVQUAL questionnaire to determine the service quality of the police officials employed in the CSC at Carletonville police station. **Table 3.2** reflects the statistical data obtained from the questionnaires completed by the community of Carletonville.

Figure 3.1: Gender distribution of members of Carletonville community

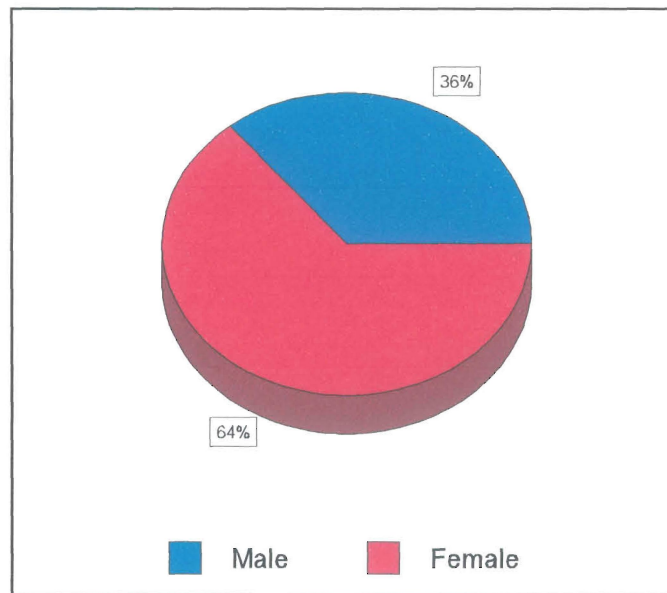


Table 3.2: Frequency table regarding gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	45	36,0	36,0	36,0
Female	80	64,0	64,0	100,0
Total	125	100,0	100,0	

Age

The majority of the respondents (48,6 percent) are between the age group 30-35 years. None of the respondents were younger than 24 years old.

Qualifications

A total of 40 percent of the respondents completed grade 12 school qualification, whilst 57,6 percent of the respondents received tertiary education. Only three respondents (2,4 percent) completed grade 7 at school. The pie chart in **Figure 3.2** illustrates the qualification distributions of the respondents who participated in the completion of the SERVQUAL questionnaire. **Table 3.3** contains the statical data obtained from the questionnaires recorded in a frequency table.

Figure 3.2: Qualification distribution of the respondents who participated in the completion of the SERVQUAL questionnaire

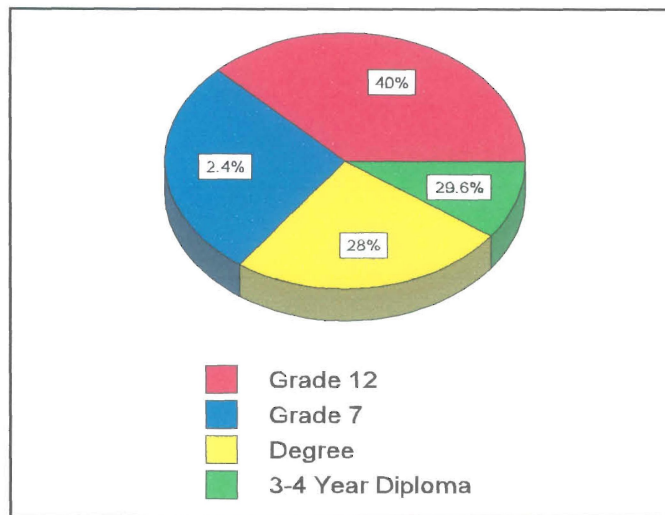


Table 3.3: Frequency table regarding qualifications distributions

	Frequency	Percent	Valid Percent	Cumulative Percent
Grade 12 (Std10)	50	40,0	40,0	40,0
Grade 7 (Std 5)	3	2,4	2,4	42,4
Degree	35	28,0	28,0	70,4
3-4 Year Diploma	37	29,6	29,6	100,0
Total	125	100,0	100,00	

Home language

A total of 61,6 percent respondents indicated that their home language is Afrikaans. This is also the majority group. Carletonville is an Afrikaans speaking community. A total of 11,2 percent of the respondents are English speaking, whilst 27,2 percent of the respondents are speaking other African languages. **Figure 3.3** illustrates the distribution of the languages of the respondents who participated in the research. **Table 3.4** contains the computed statical data as retrieved from the questionnaires. The data is tabled in a frequency table.

Figure 3.3: A visual display of the distribution of the languages of the respondents who participated in the completion of the SERVQUAL questionnaire

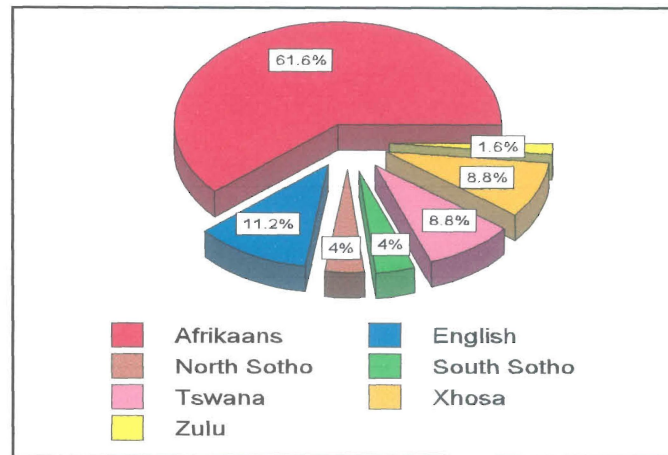


Table 3.4: Frequency table regarding the distribution of home language of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Afrikaans	77	61,6	61,6	61,6
English	14	11,2	11,2	72,8
North Sotho	5	4,0	4,0	76,8
South Sotho	5	4,0	4,0	80,8
Tswana	11	8,8	8,8	89,6
Xhosa	11	8,8	8,8	98,4
Zulu	2	1,6	1,6	100,0
Total	125	100,0	100,0	

3.5.2.2 DETERMINATION OF THE SERVICE GAP ACCORDING TO THE SERVQUAL QUESTIONNAIRE

The SERVQUAL scale that was utilised in this research, investigated the perceived quality of service as it is experience by the community of Carletonville. Parasuraman, Zeithaml, and Berry (1988: 15) refers to Zeithaml's

definition of perceived quality. According to Zeithaml perceived quality is the consumer's judgement about an entity's overall excellence or superiority. There is unambiguously support for the notion in the literature available that service quality, as perceived by consumers, stems from a comparison of what they feel service firms should offer (their expectations) with their perceptions of the performance of firms providing the services (Parasuraman, Zeithaml, and Berry, 1988: 16). To conclude perceived service quality can be viewed as the degree and direction of discrepancy between the consumers' perceptions and expectations. The perceived quality also known as the "service gap" can be computed according to the following equation:

$$Q = P - E$$

where Q : SERVQUAL score/ "service gap"/ service quality
 P : Perception score
 E : Expectations score

Table 3.5: Calculation of the SERVQUAL scores

Statement	Expectation Score	Perception Score	Gap Score
1	6,31	3,86	-2,45
2	6,32	3,83	-2,49
3	6,45	4,28	-2,17
4	6,02	4,38	-1,64
5	6,28	4,00	-2,25
6	6,25	3,99	-2,26
7	6,35	4,28	-2,07
8	6,22	4,01	-2,21
9	6,30	3,74	-2,56
10	6,22	3,70	-2,52
11	6,82	3,77	-3,05
12	6,31	4,06	-2,25

13	6,24	4,02	-2,22
14	6,30	3,96	-2,34
15	6,26	4,09	-2,17
16	6,22	4,00	-2,22
17	6,22	4,11	-2,11
18	6,26	4,87	-1,39
19	6,20	4,36	-1,84
20	6,06	4,18	-1,88
21	6,34	4,09	-2,25
22	6,19	4,01	-2,18

Table 3.5 contains the scores regarding the community of Carletonville's expectation, their perception and the gap score per statement. Customers' expectations can be consider to be the foundation on which service quality can be evaluated (Asubonteng , Cleary and Swan, 1996: 64). The SERVQUAL score computed, is -2,21, indicating that the service quality is lower than what the community of Carletonville expected of the police officials employed in the CSC.

3.5.3 QUESTIONNAIRE TWO: INTERNAL QUESTIONNAIRE FOR POLICE OFFICIALS

3.5.3.1 SECTION A: BIOGRAPHICAL DATA

Gender

A total of 44 questionnaires were distributed to all police officials employed in the CSC at Carletonville and 37 questionnaires were received back. In total 62,2 percent of the respondents were males and 37,8 percent were females. **Figure 3.4** is pie chart, illustrating the gender distribution of the respondents who participated in the completion of the questionnaire developed, for police officials working in the CSC at Carletonville police station, based on the

literature study regarding the unlocking of full potential of police officials. Table 3.6 reflects the statistical data obtained from the questionnaires completed by these police officials.

Figure 3.4: Gender distribution of police officials employed in the CSC at Carletonville police station

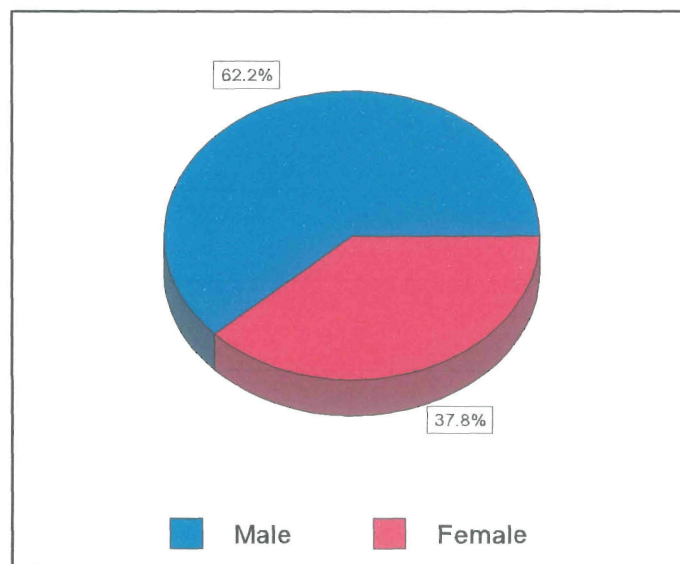


Table 3.6: Frequency table for gender of police officials

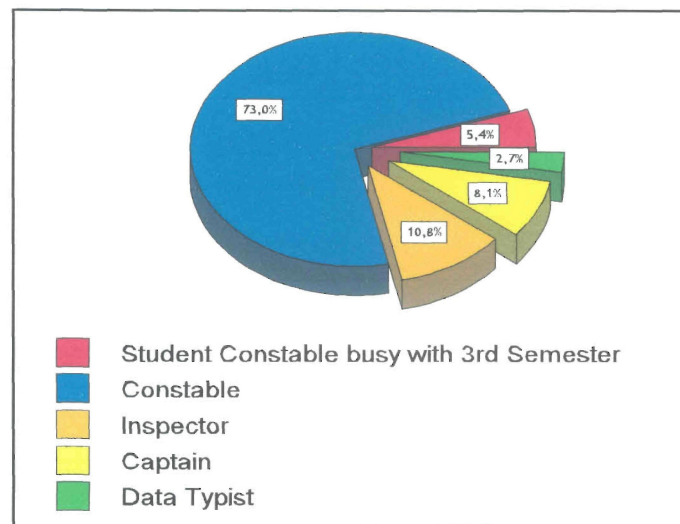
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	23	62,2	62,2	62,2
Female	14	37,8	37,8	100,0
Total	37	100,0	100,0	

Rank

The majority of the selected population for this research was constables. In total 27 of the respondents (73 percent) were constables. Four respondents (10,8 percent) were inspectors and three (3) respondents (8,1 percent) were captains. Two (2) respondents (5,4 percent) were constables still busy with their field training programme (third semester). One (1) respondent (2,7 percent) was a

data typist. Figure 3.5 illustrates the number of police officials per rank who participated in the research in terms of percent.

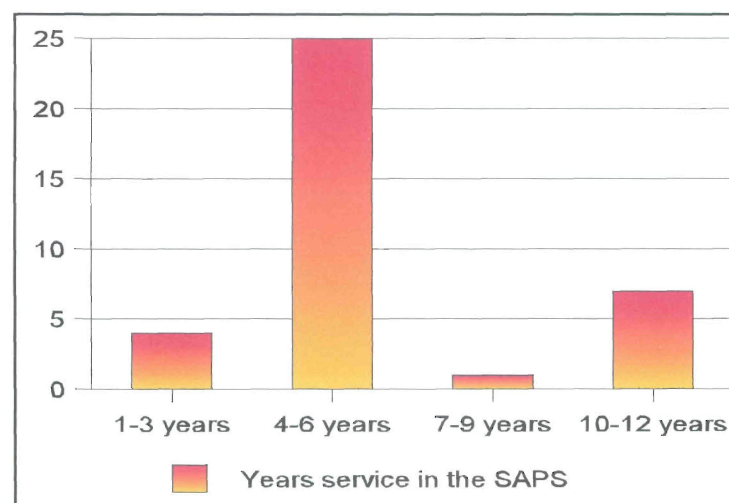
Figure 3.5: Number of police officials per rank who participated in the research



Years' service in the S A Police Service

The bar chart in figure 3.6 illustrates the numbers of police officials and the service years of the respondents. According to this bar chart the most respondents have between four and six years service in the Police Service.

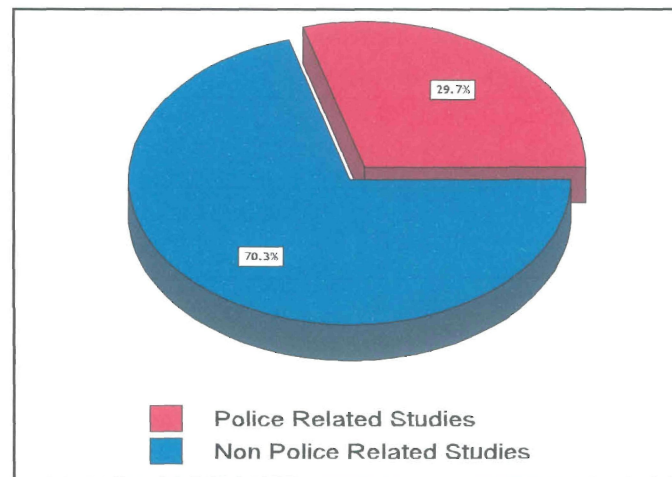
Figure 3.6: Number of years service in the S A Police Service of police officials who participated in the research



Qualifications

Eleven police officials (29,7 percent) studied the National Diploma in Policing. With regard to other qualifications, 26 police officials (70,3 percent) indicated that they have other qualifications not police related. **Figure 3.7** illustrates the percent of members engaged in police related studies.

Figure 3.7: Percent of members engaged in police related studies



Training and Development

A total of 35 police officials (94,6 percent) indicated that they attended over and above their basic training, additional police courses related to their daily work as police officials during the past two years. Only two police officials (5,4 percent) indicated that they did not attend any other police courses during the past two years. **Figure 3.8** illustrates the percent of members who attended police courses after basic training within the past two years, 2006-2008

Workshops

In total 21 police officials (56,8 percent) indicated that they attended one to three workshops the past year. One police official (2,7 percent) indicated that he/ she attended four to five workshops the past year and another police official

(2,7 percent) indicated that he/ she attended more than five workshops the past year. Fourteen (14) police officials (37,8 percent) indicated that they did not attend any workshop the past year. Figure 3.9 illustrates to the percent of members who attended workshops the past year.

Figure 3.8: Percent of members who attended police courses after basic training within the past two years, 2006-2008

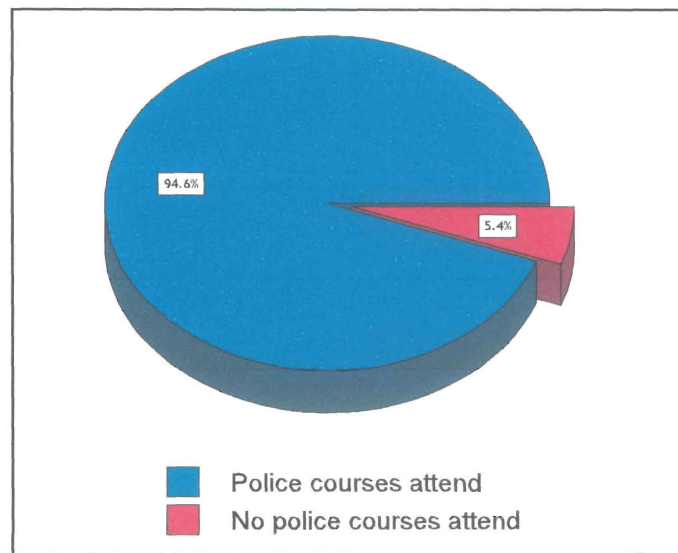
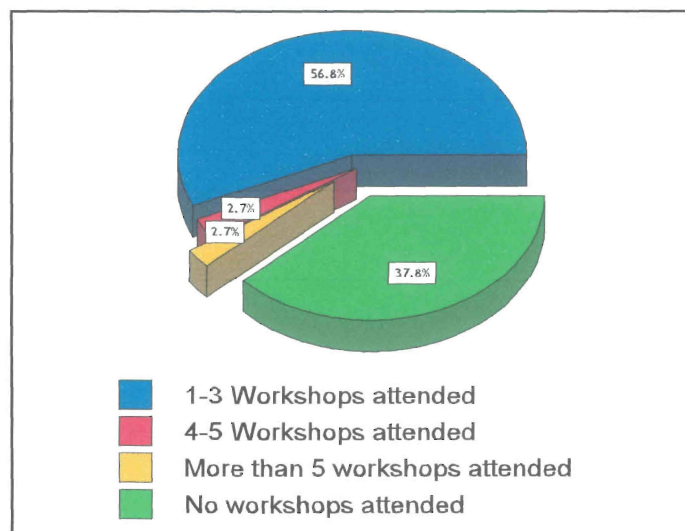


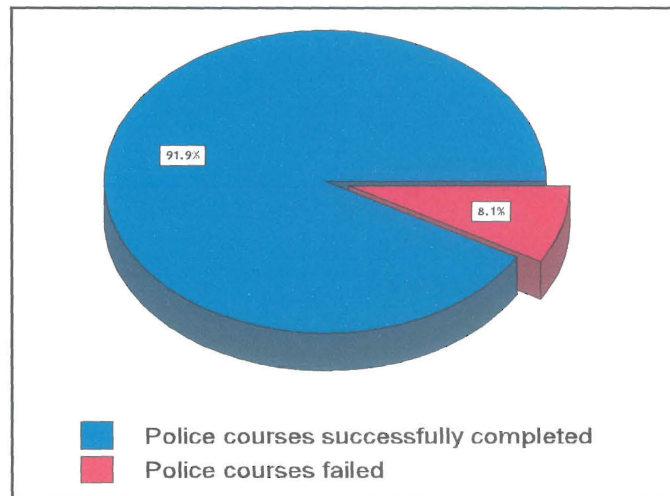
Figure 3.9: Percent of members who attended workshops the past year



Successful completion of courses

Only three police officials (8,1 percent) failed one of the police courses they attended. A total of 34 police officials (91,9 percent) successfully completed all police courses they attended. **Figure 3.10** refers to the percent of members who successfully completed police courses and percent members who failed police courses

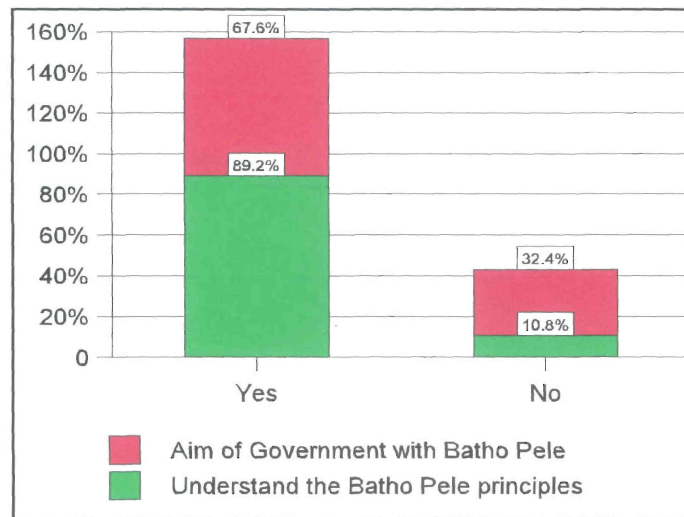
Figure 3.10: Percent member who successfully completed police courses and percent members who failed police courses



Batho Pele principles

In total 33 police officials (89,2 percent) indicated that they understand the Batho Pele principles. Only four police officials (10,8 percent) do not understand these principles. A total of 12 of these 33 police officials (32,4 percent) indicated that they do not understand the aim of the government with the Batho Pele White Paper. The other 67,6 percent of the police officials indicated that they understand the aim of the government with Batho Pele White Paper. **Figure 3.11** illustrates the percent of members who understand and do not understand the Batho Pele principles and the aim of Government with the Batho Pele White Paper.

Figure 3.11: Percent of members understanding the Batho Pele principles and the aim of Government with the Batho Pele White Paper



3.5.3.2 SECTION B

In this section of the questionnaire the police officials were requested to rate their opinions regarding, (1) client orientation, (2) creativity and innovation, and (3) empowerment of police officials, according to a seven point Likert scale with a range from strongly disagree to strongly agree. With regard to the fourth variance, level of potential, police officials rated their opinions on a five point scale ranging from strongly disagree to strongly agree.

3.5.3.2.1 CLIENT ORIENTATION

In total 27 police officials (72,9 percent) agreed that the community of Carletonville has complex expectations of the Police Service of Carletonville, whilst ten police officials (27,1 percent) are of opinion that the expectations of the community are not very complex. A total of 22 police officials (59,46 percent) indicated that the community of Carletonville trust the local police, whilst 15 police officials (40,54 percent) are of opinion that the community has no trust in the local police. A total of 28 police officials (75,68 percent) agreed

that they are aware of the perceptions and expectations that the community of Carletonville have of the Service. Regarding internal customer satisfaction nine (9) police officials (24,3 percent) strongly agreed that it will lead to better quality service to the community of Carletonville. Eight (8) police officials (21,6 percent) strongly disagreed that it will lead to better quality service to the local community. The majority of police officials (51,35 percent) that were subjected to this research agreed that internal customer satisfaction will lead to better quality service to the community. Ten (10) police officials (27 percent) strongly agreed that their service delivery is being effected by negative media reports. A total of 13 police officials (35,14 percent) indicated that negative media reports do not really effects their service delivery to the local community. In total, 45,95 percent of all the police officials indicated that they agree that negative media reports effects their service delivery to the local community.

3.5.3.2.2 INNOVATION

Respondents were requested to indicated whether they every made any proposal in the past to improve service delivery to the community of Carletonville. A total of 23 police officials indicated (62,2 percent) that they made proposals in the past to improve services delivery. A total of 14 police officials (37,8 percent) never made any proposal to improve service delivery to the local community. Only four police officials (17,39 percent) submitted their proposals in writing to the management of Carletonville police station.

A total of 19 police officials (82,61 percent) indicated that they never submitted their proposals in writing. Three police officials (13,04 percent) indicated that their proposals was adopted and implemented in order to improve service delivery to the community. A total of 20 police officials (86,96 percent) indicated that their proposals were never adopted by the management of

Carletonville police station. In total 13 police officials (56,52 percent) indicated that their proposals have the potential to unleash alternative ways of problem solving/ policing and or to improve service delivery.

A total of 20 police officials (54,1 percent) indicated that they do receive mentoring and coaching by their immediate supervisor/ officers, whilst 17 police officials (45,9 percent) indicated that they do not receive any mentoring and coaching from their supervisor/ officers. A total of 20 police officials (54,1 percent) indicated that the management of Carletonville police station is not involved with the mentoring and coaching of them as police officials, although 17 police officials (45,9 percent) indicated that the management of Carletonville police station is indeed involved with mentoring and coaching.

A total of 18 police officials (48,64 percent) disagreed with the statement that they are being encouraged by their immediate supervisors and or other commanders to come up with alternative ways to improve service delivery to the local community. Although 14 police officials (37,84 percent) indicated that their supervisors and or commanders encouraged them to come up with alternative ways to improve service delivery, five police officials (13,5 percent) rate this statement as a four, indicating that their supervisors and or other commanders are not really involved.

With regard to the involvement of immediate supervisors/ management in the encouragement of police officials to be more effective and efficient through self development, 14 police officials (37,84 percent) disagree with this statement, whilst 14 police officials (37,84 percent) agree with the statement. Once again nine police officials (24,3 percent) rate this statement a four, which indicate that the supervisors are not really involved. A total of 16 police officials (43,24 percent) disagree with the statement that their innovation is being restricted by

the compliance with prescriptive policies and legislation, whilst 14 police officials (37,84 percent) agreed with this statement. A total of seven police officials (18,9 percent) rate this statement a four indicating that their innovation is restricted, but not that much.

A total of 12 police officials (32,4 percent) strongly agreed that prescriptive policies and legislation are important in their day to day functioning as police officials whilst nine police officials (24,32 percent) agreed that it is important. A total of 11 police officials (29,7 percent) indicated that it is important, but not that important, whilst five police officials (13,5 percent) disagree that prescriptive policies and legislation are important in their day to day functioning as police officials.

A total of 18 police officials (48,6 percent) strongly agreed that if they are allowed to apply their own discretion in their workplace they will have a more positive contribution to service delivery to the community to Carletonville, ten police officials (27,03 percent) feel strong about this statement, whilst six police officials (16,2 percent) rate this statement a four, indicating that they will always have a positive contribution to the community with own discretion or not. Three police officials (8,17 percent) do not agree with the statement that they will have a more positive contribution to service delivery if they apply their own discretion. In general, 75,63 percent of all the respondents agreed with this statement.

3.5.3.2.3 EMPOWERMENT OF POLICE OFFICIALS

With regard to whether police officials are allowed to exercise discretion in decision-making in order to meet the needs of the community, a total of 14 police officials (37,8 percent) agreed with the statement of which six police

officials (16,25 percent) strongly agreed with the statement. A total of 16 police officials (43,3 percent) did not agree with this statement, whilst seven police officials (18,9 percent) did not agree nor disagreed with the statement. A total of 16 police officials (43,2 percent) working in the Carletonville police station disagreed with the statement that their efforts and hard work are being acknowledged by their supervisors/ commanders. A total of 13 police officials (35,1 percent) agree that their effort and hard work are being acknowledged by their supervisors/ commanders, whilst eight police officials (21,6 percent) did not agree nor disagreed with this statement. With regard to the statement whether supervisors/ commanders are supportive and encouraging, 11 police officials (29,7 percent) did not feel very strongly about this statement, although 15 police officials (40,50 percent) of the respondents indicated that they agreed with this statement. Eleven (11) police officials (29,7 percent) did not agree nor disagreed with the statement. Seventeen police officials (45,95 percent) agreed that their supervisors/ commanders give constructive feedback with positive feelings of confidence, whilst 20 police officials (54,05 percent) were not totally convinced with this statement.

With regard to the statement that complaints against the Police Service are due to a lack of experience by police officials in the CSC, 27 police officials (72,97 percent) did not agree with this statement, but ten police officials (27,03 percent) disagreed with the statement. Only four police officials (10,8 percent) strongly agreed with the statement. According to 21 police officials (56,76 percent) that were subjected to this study agreed that their supervisor/ commander set realistic but challenging goals for them. Eight police officials (21,62 percent) disagreed with this statement. The remaining eight police officials (21,62 percent) did not totally agree nor disagree with this statement.

3.5.3.2.4 LEVEL OF POTENTIAL

The last eight statements of the questionnaire aimed to measure the level of potential of the police officials subjected to this research. These statements were based on the review of the literature study as per paragraph 2.11. A five point scale was developed with a range of strongly disagree to strongly agree. With regard to the statement whether the police official cope with his or her daily work in order to meet the minimum expectations/ set standards as agreed upon according to the official's Performance Enhancement Program (PEP), 22 police officials (59,46 percent) strongly agreed with this statement. Six (6) police officials (16,2 percent) agreed with this statement. Four police officials (10,81 percent) do not agree with this statement. Five police officials (13,5 percent) did not agree nor did they disagree with the statement. According to the statement whether the police officials subjected to this research understand and have insight to the facts and truths regarding their own goals and expectations and whether they understand exactly what they want to achieve, 26 police officials strongly agreed with this statement (70,3 percent). Five police officials (13,5 percent) did not agree with this statement. Six police officials (16,2 percent) did not agree nor did they disagree with the statement. A total of 33 Police officials (89,19 percent) believe in successful outcome and therefor they will achieve their ideals. Two police officials (5,4 percent) do not believe in successful outcome of their ideals. Two police officials (5,4 percent) did not agree nor did they disagree with the statement. With regard to the statement of the realisation of personal goals, 32 police officials (86,5 percent) agreed with this statement. Five police officials (13,5 percent) did not fully agree with this statement. A total of 30 police officials (81,08 percent) are satisfied with themselves. Two (2) police officials (5,4 percent) are not satisfied with themselves, whilst the other five police officials (13,5 percent) indicated that they are not satisfied with themselves nor dissatisfied. A total of 35 police

officials (94,59 percent) agreed that they are capable and competent to do their work. Only two police officials (5,41) did not feel competent. Regarding to the statement whether a need exists with the police officials to be successful in their work, 35 police officials (94,59 percent) agreed with the statement and two (2) police officials (5,41 percent) who did not have a need to be successful in their work. A total of 36 police officials (97,30 percent) agreed that they have a drive to avoid failure. Only one police official (2,7 percent) indicated that he/ she has no drive to avoid failure.

3.6 SUMMARY

This empirical study aimed to determine to which extent the unlocking/ unleashing of full potential of police officials, who are working in the CSC at Carletonville police station, has an impact on service delivery to the local community of Carletonville. For the purpose of this research two instruments were developed. The first questionnaire was based on the concept of the SERVQUAL questionnaire developed by Parasuraman, Zeithaml, and Berry (1988) in the mid eighties to measure service quality in the retail industry. This instrument was later on adopted in all industries to measure service quality. This same questionnaire was moderately customised to fit the Police Service. A second questionnaire was developed to determine the level of potential of police officials working in the CSC at Carletonville police station and the involvement of their supervisors/ commanders and the station management in the unlocking/ unleashing of their full potential in order to improve service delivery. This study was concluded with a data analysis and interpretation of the results.

In the next chapter the researcher will elaborate more on the findings of the data analysis and will conclude with conclusions and recommendations regarding the outcome of the research.

CHAPTER FOUR

RESULTS OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS

“Ineffective people live day after day with unused potential. They experience synergy only in small, peripheral ways in their lives. But creative experiences can be produced regularly, consistently, almost daily in people's lives. It requires enormous personal security and openness and a spirit of adventure.”

-Steven Covey (2004)

4.1 INTRODUCTION

In Chapter 2, Coetsee (2002: 10) highlighted that the greatest challenge for managers and supervisors in South Africa is the improvement of performance and productivity, which includes the unlocking of the potential of people and supporting their efforts to perform. Covey (2004: 58) states that organisations tend to focus more on their customers and then completely neglect the people that deal with the customer - the employee.

“You can buy a person's hand, but you can't buy his heart. His heart is where his enthusiasm, his loyalty is. You can buy his back, but you can't buy his brain. That's where his creativity is, his ingenuity, his resourcefulness” (Covey 2004: 58).

The researcher introduced his study with the government's initiative, the Batho Pele White Paper on the improvement of service delivery by government departments. The centre of Batho Pele is the citizens of South Africa. Overnight they became the clients of government departments and the public servants who must serve these clients are expected to keep up with the expectations that were created by government to improve service delivery. This great initiative of the government to improve service delivery in the country neglected the unlocking/ unleashing of the potential of their employees to ensure that this

Batho Pele initiative becomes part of all stakeholder in the country. This research focused on the importance of the unlocking/ unleashing of the full potential of police officials working in the CSC at Carletonville police station. The literature study revealed that the unlocking/ unleashing of the full potential of employees is one of the dynamics and elements of a motivating climate. The unlocking of the potential of employees is considered to be one of the functions of the manager-leader (Coetsee, 2002: 174).

This research was based on the findings in the literature study in Chapter 2. In this chapter, the researcher will elaborate on the findings of the data analysis and will conclude with a summary and recommendations based on the findings in this research.

4.2 RESULTS

4.2.1 THE SERVICE GAP

As a departure point for this research, there was a need to determine the service quality / service gap that exists with the local community of Carletonville regarding the services rendered by the members working in the CSC at Carletonville police station. Based on the findings of the outcome of the SERVQUAL questionnaire, it was revealed that the local community of Carletonville has high expectations of the police officials working in the CSC. Their perceptions of actual service delivery are very low causing a service gap. Carletonville is a mining and dominantly Afrikaans speaking community. These characteristics of the sample environment were supported in the survey. With the current crime situation in the country and Carletonville not exempt from crime, it is expected that the community will have high expectations of the police. The low perception of service rating can be due to not having direct firsthand experience with the police and more specifically with the members

of the CSC. With this, prevailing service gap there is much pressure on the CSC police officials to meet the expectations of the local community of Carletonville.

4.2.2 A PROFILE OF THE POLICE OFFICIAL WORKING IN THE CSC AT CARLETONVILLE POLICE STATION

The primary focus group of this research is the police officials working in the CSC at Carletonville police station. The majority of the respondents are males. A large group of the respondents are constables with average years of service varying between four to six years. The respondents are not engaged with police related studies. A majority of these respondents have other qualifications that are not police related. Only eleven police officials completed or are still busy with their police qualifications. The majority of the respondents are older than 24 years.

A majority of police officials indicated that they did attend additional police courses other than their basic training course the past two years. A great majority of respondents have also indicated that they attended between one to three workshops the past year to assist them with their daily tasks in the CSC, although there is a matter of concern as 14 members did not attend any workshops to assist them with their daily tasks. In the absence of formal training courses, workshops can supplement the need for training and improved service delivery by members in the CSC. The majority of these police officials successfully completed these formal courses.

The majority of the police officials working in the CSC understand the Batho Pele principles, but there are 12 police officials who do not understand the aim of the government with the Batho Pele White Paper.

4.2.2.1 CLIENT ORIENTATION

The majority of police officials working in the CSC agreed that the community of Carletonville has complex expectations and that the community has trust in them. The majority of police officials indicated that they are aware of the perceptions and expectations of the local community. Police officials have mixed emotions regarding the impact of negative media reports on their service delivery to the local community. Whilst serving the community these police officials need to be taken care of by their support components within the police structure. The majority of the police officials subjected to the research, indicated that an improved internal customer satisfaction will lead to better quality service to the local community. This finding is also supported in previous research conducted in the North Rand, Gauteng by Mofomme *et al.* (2004: 5). To conclude, police officials working in the CSC at Carletonville police station are client orientated.

4.2.2.2 INNOVATION

This section of the questionnaire dealt with the police officials innovation efforts to come up with new ideas to improve service delivery and their supervisors/ commanders involvement in their creativity. A majority of the police officials indicated that they made proposals in the past to improve the service delivery, but only four of the members submitted their proposals in writing to the management. Three of the four members indicated that their proposals were accepted by the senior management and were implemented. Although the members did not submit their proposals in writing, the majority of these members are of the opinion that their proposals have the potential to unleash alternative ways to problem solving/ policing and or improved service delivery. With regard to the involvement of the immediate supervisors and senior station management with the mentoring and coaching of these police officials in the

CSC, immediate supervisors tend to be more involved with mentoring and coaching than the senior station management. Although the responses from the respondents are not significant in this regard, mentoring and coaching take place in their working environment. There are mixed opinions regarding the immediate supervisors and other commanders' encouragement of police officials in the CSC to come up with alternative ways to improve service delivery. Once again, police officials have mixed opinions regarding the impact of prescribed policies and legislation on their innovation and creativity. This outcome was also reflected in the immediate supervisors and management involvement to encourage police officials to be more effective and efficient when performing their duties. The majority of police officials strongly agree that prescriptive policies and legislation are important in their day to day functioning as police officials. It can be concluded that the police officials are willing to be creative and innovative in their working environment, but there is a lack of support by their immediate supervisors/ commanders to act as mentors.

4.2.2.3 EMPOWERMENT OF POLICE OFFICIALS

This section of the questionnaire dealt with the level of empowerment of the police officials working in the CSC at Carletonville police station and the involvement of their immediate supervisors/ commanders. Police officials have mixed opinions regarding their application of discretion in decision-making in order to meet the needs of the local community. Ten police officials indicated that they are not allowed to apply their discretion in decision-making. One of the reasons for this might be that these ten police officials are working together on the same shift and their immediate supervisor does not allow his/ her police officials to participate in any decision-making process. The majority of the police officials are of the opinion that their hard work and efforts are not being acknowledged by their supervisors/ commanders. Police officials working in the CSC have mixed opinions regarding support and encouragement from their

immediate supervisors. The general feeling from the police officials is that immediate supervisors/ commanders are not supportive and encouraging. The general feeling from CSC police officials is that their supervisors/ commanders do not give constructive feedback with positive feelings of confidence. Police officials working in the CSC are of the opinion that the lack of experience of CSC police officials are not the reason for complaints against the police. The general opinion of the respondents was that their supervisors set realistic, but challenging goals for them. It can be concluded that immediate supervisors/ commanders do not empower their police officials under their command.

4.2.2.4 LEVEL OF POTENTIAL

This section of the questionnaire aimed to determine the level of unlocked potential of the police officials subjected to the research. The majority of police officials indicated that they cope with their daily duties in order to meet the set standards of their performance enhancement programme (PEP), but there were four police officials who are not coping with their daily duties. The majority of the police officials agree that they understand and have insight into the facts and truths regarding their own goals and expectations as well as an understanding of what they want to achieve, although there is an alarming number of police officials who are not totally comfortable with what they want to achieve. The majority of police officials strongly believe that they will achieve their ideals and they are committed to the realisation of their goals. The majority of the police officials are really satisfied with themselves, but there are police officials who are not satisfied with themselves and that cannot be positive regarding to their contribution to service delivery. A majority of the police officials indicated that they are competent to do their work, they have a need to be successful and have a drive to avoid failure.

4.3 CONCLUSIONS

4.3.1 EXPECTATIONS AND PERCEPTIONS OF THE COMMUNITY OF CARLETONVILLE REGARDING THE POLICE OFFICIALS OF CARLETONVILLE WORKING IN THE COMMUNITY SERVICE CENTRE

The research indicated that the local community of Carletonville has very high expectations of the services of the police officials working in the CSC. Their perceptions of the service delivery of these police officials are very low, causing a service gap. Due to the demographics of the local community, the current crime situation in the country and general status and role the police represent in the community one could expect that the general expectations would be high. The low perception is due to the selection of a convenience sample of the local community. Previous researches concluded that the ideal sample group will be of those community members who have previous experience with the police. The community of Carletonville has unmet expectations. The research revealed that the police officials working in the CSC are aware of the perceptions and expectations of the community. It can therefore be concluded that police officials working in the CSC are not totally committed to meet the expectations of the community.

4.3.2 A CAREER IN THE POLICE SERVICE - A PASSION OR A SOLUTION

The majority of the respondents were low ranking officials, older than 24 years with an average of four to six years service in the Police Service. For the 18 months from day of recruitment, police officials are engaged with basic training and full time field training. Salaries are contract bounded and vary between R 1 500 to R 2 500 which make immediate study for some of these constables nearly impossible. Most of these respondents have other non police related qualifications. The question is, whether these police officials are correctly

placed according to their qualifications and skills or is a career in the Police Service just a stepping stone into the labour market until these police officials get another job with a better salary and more benefits.

4.3.3 BATHO PELE - “JUST ANOTHER POSTER AGAINST THE WALL?”

The majority of the police official working in the CSC at Carletonville knows and understands the Batho Pele principles, but there are members who do not understand the aim of government with the Batho Pele White Paper. In order to buy in an idea, one has to understand the rationale behind it. Without a clear understanding, one is like a ship on the open ocean with no destiny.

4.3.4 INNOVATION

Police officials display a willingness to be innovative in their working environment, but their immediate supervisors/ commanders are not very encouraging and supportive. Immediate supervisors/ commanders are not mentors or coaches to their subordinates.

4.3.5 EMPOWERMENT OF POLICE OFFICIALS

Supervisors/ commanders do not empower their subordinates. It can be concluded that supervisors/ commanders are lacking the basic managerial skills or knowledge to train and develop their members in order to apply their own discretion when addressing the needs of the local community.

4.3.6 UNLOCKING OF POTENTIAL

According to the literature study the majority of the police officials have reached level four of the unlocking of potential levels. These police officials

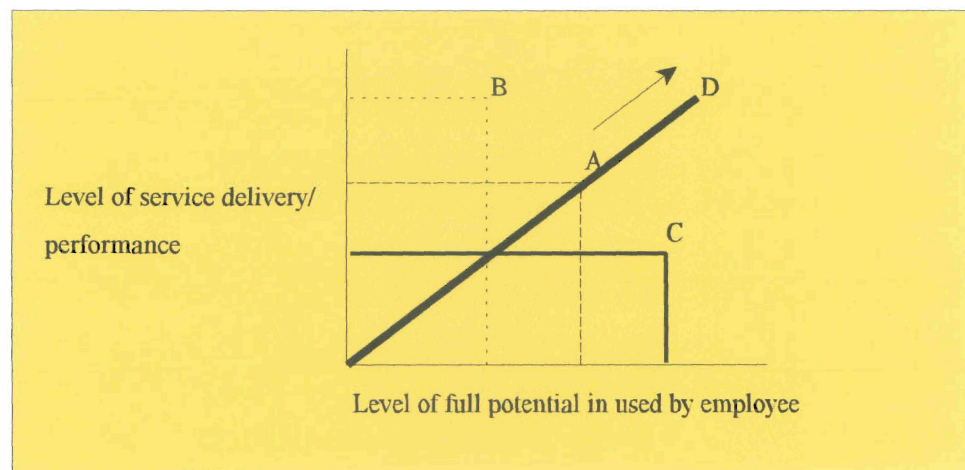
focus on the achievement of their goals, to such an extent that a great deal of previously unused potential will be used when they commit to the realisation of goals. The unlocking/ unleashing of full potential of people is only one of the elements and dynamics of a motivating climate, but one of the important elements when a organisation value their employees as assets.

4.4 PRIMARY OBJECTIVE

This study was aimed to establish the relationship between the unlocking/ unleashing of the full potential of police officials and their service delivery based on a literature and empirical study. This research has revealed that the full potential of all the CSC police officials was unlocked/ unleashed. Due to a lack of management of this potential, these police officials are not successfully utilised. **Figure 4.1** illustrates a model, developed by the researcher to explain the relationship between the level of service delivery and the level of unlocked/ unleashed of full potential.

Figure 4.1: Proposed model indicates a positive correlation between service delivery/ performance and the level of unlocked/ unleashed of full potential

Source: Own compilation



According to this model , if there is a positive correlation between the level of service delivery and the level of unlocked/ unleashed full potential, one can

conclude the more the potential of an employee is unlocked/ unleashed the higher the level of service delivery will be, as indicated with the arrow from A to D. Point C on the line chart indicates an employee of which his/ her full potential is unlocked/ unleashed, but with a low level of service delivery. This is due to a lack of the management of the full potential by the supervisor or manager of the respective employee. In the case of the study, the CSC police official will be plotted at point D. This is a challenge for the station management to uplift the service delivery through the correct management of the potential of these CSC employees. An employee who operates at point B on the chart, is an employee who receive the necessary mentoring and coaching from his or her supervisor/ manager. This employee will be creative and innovative, and will be empowered. The result thereof will be that the full potential of the employee will be unlocked/ unleashed over a period of time. The level of potential will move to the right (from point A to D). A failure to manage this potential of the employee will cause that the level of service will drop to point C on the chart.

4.5 RECOMMENDATIONS

The following recommendations are hereby made, based on the outcomes of the research:

- ❑ the management of Carletonville police station must determine the customer satisfaction on a continuous basis in order to determine whether they meet the expectations of the community and must strongly support on the Community Policing Forum (CPF) of Carletonville as a communication channel between the police management and the community. The power and influence of the local CPF must never be under estimated when addressing the service gap;
- ❑ CSC police officials must be placed correctly according to their qualifications and skills. Employees who feel important in their work will be loyal and remain in the Police Service. The perception that exist that

the Police is not a career but only a feet in the door of the labour market will be refuted;

- ❑ CSC police officials must be sensitised about the importance of the Batho Pele principles. A poster of these principles must be displayed in the CSC where it can be viewed by all CSC police officials and their clients;
- ❑ the station management must develop standards on customer service in consultation with all police officials. Over and above the Batho Pele principles, these standards must be communicated to all the police officials and clients and must be displayed in the CSC;
- ❑ internal quality must be developed through applying the principles of Batho Pele to all the employees;
- ❑ more emphasis must be placed on client orientation and for this purpose police officials must be nominated for client service courses/ workshops;
- ❑ the station management of Carletonville police station must ensure that all officers attended an officers course in order to equip them with the necessary managerial skills;
- ❑ in the absence of formal management courses, supervisors and other inexperienced commanders must be mentored and coached by more experienced senior managers in order to equip inexperienced commanders with the necessary managerial skills for support and guidance to their subordinates;
- ❑ creativity and innovation of CSC police officials must be stimulated and developed. Emphasis must be placed on the importance of these type of courses when skills audit planning is conducted once a year;
- ❑ the station management must treat police officials with respect; involve them with decision-making and empower them. For this reason the management must follow a more facilitation approach when conducting station lectures in order to stimulate active participation by CSC members in order to stimulate innovation and to create a feeling of empowerment;
- ❑ CSC members must have an input when the station operational plan is

compiled;

- ❑ the members of Employment Assistant Services (police social workers and psychologists) must be involved in the continuous development of police officials in the work place with special focus on all the psychology elements that are contributors to the unlocking/ unleashing of full potential;
- ❑ management must identify applicable police courses for CSC police officials that will have an immediate impact on service delivery,
- ❑ CSC must do the “basics” the first time, right. They must develop a sharing and caring attitude;
- ❑ station management must recognise the efforts and achievements of police officials by giving rewards and celebrate excellent work done; and
- ❑ the station management, must act as mentors and coaches in order to develop inexperienced police officials at Carletonville police station.

4.6 SHORTCOMINGS

The finding of this research was only with regard to a small group of police officials working in the CSC at Carletonville police station. The rated service quality was only with regard to the police officials working in the CSC, members and the service quality for members of the detective services, crime prevention members and support components were excluded from this study. The sample with regard to the community was a convenience sample and not from community members who have direct experience with the police. The unlocking/ unleashing of the full potential is one of the dynamics and elements of a motivating climate. The other dynamics and elements of a motivating climate were excluded from the study.

4.7 SUMMARY

To conclude this study, the researcher reflects back to the quote by Steven Covey in the beginning of this chapter. People with unlocked potential become effective and productive - value adding assets to any organisation only when their full potential is realised. It is up to the manager-leaders of today whether they will unlock/ unleash the potential of their employees. The unlocking/ unleashing of the full potential of people and to make these people successful can only be done by modern the manager-leader.

The research revealed that the majority of the respondents are operating on the highest level of unlocked/ unleashed potential. Service quality as rated by the local community of Carletonville is very low. The community is expecting much more from the police officials working in the CSC. Throughout the research, it was revealed that CSC police officials lack the necessary support and encouragement from their supervisors/ commanders. The failure of supervisors/ commanders to;

- ❑ manage the unlocked/ unleashed potential of the police officials;
- ❑ create a motivated, creative and innovated working environment due to their own experience; and
- ❑ empower these CSC police officials,

led to a stagnate workforce with low levels of service delivery. This is like a ship on the open ocean with no destination and without a “captain in charge”.

In order for fully unlocked/ unleashed people to add value to a service organisation such as the Police Service, good leadership and management will be prerequisites. Supervisors/ commanders must stimulate creative and innovative amongst these CSC police officials and empower them. These supervisors/ commander must explore and manage the full potential these police officials to the advantage of the S A Police Service and the community they

serve. Supervisors/ commanders must share their experience with inexperienced police officials and must engage themselves with mentorship and coaching programmes. A huge responsibility rests upon the shoulder of the station management of Carletonville police station. They must manage the unlocked/ unleashed potential of the CSC police officials and use it to the full advantage of the Police Service and the community of Carletonville in order to improve the service delivery.

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SUID-AFRIKAANSE POLISIEDIENS



SOUTH

AFRICAN POLICE SERVICE

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POTCHEFSTROOM, 2520PRIVAATSAK X801
POTCHEFSTROOM, 2520

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OFFICE OF THE PROV. COMM
NORTH WEST
POTCHEFSTROOM

14 October 2008.

Office of the Station Commissioner:
Carletonville.


(Att. Snr, Supt Hicks.)

REQUEST TO CONDUCT RESEARCH: ENSURING SERVICE DELIVERY EXCELLENCE BY REALISING THE FULL POTENTIAL OF POLICE OFFICIALS WITHIN THE POLICING PRECINCT OF SAPS CARLETONVILLE.

1. Herewith please be advised that your request to conduct a research has been approved subsequent to the following conditions;
 - 1.1 The research be conducted at no cost to the state,
 - 1.2 Service Delivery may not be hampered at any stage during the research,
 - 1.3 No official transport may be used for the duration of the research, and,
 - 1.4 All conditions as prescribed within the National Instruction 1/2006 paragraph 6 must be strictly complied with.

2. Also please find attached of the National Instruction 1/2006 for your perusal.

Regards


PROVINCIAL COMMISSIONER: NORTH WEST
LE BEETHA. (SOE) 2-208-10-14

NATIONAL INSTRUCTION 1/2006

RESEARCH IN THE SERVICE

1. Background

The purpose of this instruction is to regulate requests to conduct research in the Service by persons from outside the Service or by employees who wish to conduct the research for private purposes (such as for the purposes of their studies).

2. Definitions

In this Instruction, unless the context otherwise indicates, —

- (a) “*line manager*” means the employee who is responsible for the matter in respect of which it is requested to conduct the research;
- (b) “*publish*” means any form of communication, other than communication to the Service;
- (c) “*researcher*” means the person who applies for access to a record or information in the possession or under the control of the Service for the purpose of conducting research;
- (d) “*research goals*” means what the researcher aims to establish by conducting the research;
- (e) “*research instrument*” means an instrument of data collection consisting of a series of questions relating to the research project that will be put to persons in order to gather information for the purposes of the research project;
- (f) “*research procedure*” refers to the kind of research tools and procedures that will be used to conduct the research;
- (g) “*research proposal*” means an outline of the research that the researcher plans to conduct and the objectives of the research; and
- (h) “*the Act*” refers to the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000).

3. Applications to conduct research in the Service

An application to conduct research in the Service must contain at least —

- (a) the full names and surname of the *researcher*;
- (b) his or her identity number;
- (c) his or her residential address;

- (d) his or her work address;
- (e) his or her telephonic contact details;
- (f) his or her academic and other applicable qualifications;
- (g) any relevant experience of the researcher in conducting *research*;
- (h) the name of company or institution represented, or on behalf of whom the *research* will be conducted;
- (i) full details of the company or institution on behalf of which the *researcher* will conduct the *research* and his or her authorization or contractual obligations to that company or institution, if the researcher represents, or will act on behalf of a company or institution;
- (j) the goals of his or her research;
- (k) a *research proposal* which sets out the *research procedure* and *research instruments* he or she intends to utilize during the research;
- (l) a copy of the *research instruments*;
- (m) a recommendation from the researcher's promoter regarding the *bona fides* of the application;
- (n) an estimate of the time period necessary for his or her research;
- (o) an indication of the method of *publication* of his or her research; and
- (p) a motivation for the research indicating the extent to which the research will be in the interest of the Service.

4. Receipt of an application to conduct research in the Service

- (1) Any office of the Service that receives an application to conduct research on information in the possession or under the control of the Service, must forward the application to the following functionary:
The Head
Strategic Management
Head Office
South African Police Service
Private Bag X94
PRETORIA
0001.
- (2) If the application is an application to have access to a record to which any member of the public would normally be permitted to have access in terms of *the Act*, the Head: Strategic Management must inform the applicant that he or she must submit the application in terms of *the Act* to the appropriate deputy information officer of the Service and provide him or her with the contact particulars of the relevant deputy information officer.
- (3) If an application to conduct *research* in the Service is received by the Head: Strategic Management, and it appears that the application does not contain all the information required in terms of this paragraph or any ambiguity exists regarding any aspect of the intended research or the

application, the Head: Strategic Management may make the necessary enquiries or liaise with the applicant regarding any aspect to enable him or her to make a decision regarding the application.

5. Consideration of an application to conduct research in the Service

- (1) If an application to conduct research in the Service is an application to have access to a record that would normally not be approved if made in terms of *the Act* or that is contained in an open docket, the Head: Strategic Management must consult with the relevant *line manager* and any other relevant functionary to determine whether the research and outcome thereof will also be advantageous to the Service. If so, he or she must determine whether conditions could be imposed to prevent the unlawful disclosure of information or the disclosure of information that may negatively impact on the functions of the Service.
- (2) If the application is an application to have access to employees of the Service to interview them or to distribute questionnaires to such employees to be completed by them, the Head: Strategic Management must consult with the relevant *line manager* under whose command the relevant employees resort and any other relevant functionaries to determine whether the research and outcome thereof will also be advantageous to the Service. If so, he or she must determine whether conditions could be imposed to prevent the unlawful disclosure of information or the disclosure of information that may negatively impact on the functions of the Service or to prevent unacceptable demands being placed on the time of employees or the resources of the Service.
- (3) During the consultation in respect of applications referred to in subparagraphs (1) and (2), the Head: Strategic Management and the relevant *line manager* and other functionary, if applicable, must not only consider the merits of the application to conduct the research, but also the availability of the relevant records or information and the impact that the research will have on the performance by employees of their duties and functions and the demands that it will place on the resources of the Service.
- (4) The relevant *line manager* and other functionary, if applicable, must confirm their views in this regard in writing to the Head: Strategic Management.
- (5) If the Head: Strategic Management and the relevant *line manager* agree, the Head: Strategic Management may —
 - (a) subject to subparagraph (7), approve the application; or
 - (b) disapprove the application.

- (6) If the Head: Strategic Management and the relevant *line manager* disagree regarding the merits of the application and the availability of the records or information required or the effect of research on the duties of members and resources of the Service, the Head: Strategic Management must submit the application together with his or her recommendations and the recommendations of the relevant *line manager* to the relevant Deputy National Commissioner for a final decision on the application.
- (7) In the case of an application for research to be conducted nationally, in more than one province or relating to officials of the Service holding the rank of Assistant Commissioner or a higher rank, and the Head: Strategic Management and the relevant *line manager* agree that the application should be approved, the Head: Strategic Management must submit the application together with his or her recommendations and those of the relevant *line manager* to the relevant Deputy National Commissioner for a final decision.
- (8) The relevant Deputy National Commissioner or the Head: Strategic Management, whichever may be applicable, must in writing inform the researcher of the outcome of the application, and if approved, set out the conditions upon which the approval was granted and indicate the limits, if any, placed on conducting the research.

6. Conditions

- (1) If an application is approved, the *researcher* must be informed in writing that the approval is granted provided that the *researcher* signs an undertaking (of which a copy must be attached to the letter) to comply with the conditions upon which the research was approved.
- (2) The undertaking must mention the conditions set by the Head: Strategic Management and must indemnify the Service against any claim for any loss or damage caused by or to any equipment used during conducting the *research* and against any claim for any loss or damage or any other moneys for which the Service may be held liable as a consequence of its involvement in the project and the *researcher* must at least undertake that he or she —
 - (a) will at his or her exclusive cost, provide all equipment of whatsoever nature used to conduct the *research*;
 - (b) will conduct the *research* without any disruption of the duties of members of the Service and where it is necessary for the *research goals*, *research procedure* or *research instruments* to disrupt the duties of a member, prior arrangements must be made in good time with the commander of such member;
 - (c) will not divulge information received from a member of the Service or any person with whom the *researcher* conducted an interview,

- and that the information will at all times be treated as strictly confidential. If information pertains to the investigation of a crime or a criminal case, the *researcher* must acknowledge that he or she, by *publication* thereof, may also be guilty of defeating or obstructing the course of justice or contempt of court;
- (d) will pay fees or comply with further procedures in the Service, such as fees or procedures applicable to obtain access to a record of the Service;
 - (e) will allow the Service fourteen days to peruse the report in order to determine whether it complies with all conditions for the approval of the research before it is published in any manner and, if it is found not to comply with any condition, that he or she will not publish it; and
 - (f) will donate an annotated copy of the *research* work to the Service.

SERVQUAL QUESTIONNAIRE

The Survey

The questionnaire below is in two sections. The first section asks you to rank the Police Service according to your expectations i.e. what you expect from the Police. The second section asks you to rank Carletonville Police Service according to your experiences and perceptions.

Expectations

This section of the survey deals with your opinions of Carletonville Police Service. Please show the extent to which you think Carletonville Police should possess the following features. We are interested in the number that best describes your expectations about the South African Police Service.

You should rank each statement as follows:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	

Statement	Score						
	1	2	3	4	5	6	7
1. I expect that the police station will have all the necessary equipment and resources to prevent crime, to investigate crime scenes and attend to complaints.							
2. I expect that the members working in the Community Service Centre (CSC) will be competent to assist with reported complaints and enquiries.							
3. I expect that police officials on duty in the CSC will be neat in their appearance, friendly and helpful at all time.							
4. I expect that material and important information associated with the service expected will be visually display in the CSC.							

5.	I expect that the members of the CSC meet their promise to attend to all reported complaints.								
6.	I expect that members in the CSC are motivated and live up to their social responsibility.								
7.	I expect that members in the CSC show sincere interest in complainants/ clients visiting the CSC.								
8.	I expect that members in the CSC that comply with the Batho Pele principles will perform the service right the first time.								
9.	I expect that members of the CSC will provide the service they promise without any delay.								
10.	I expect that members in the CSC work to excellence reaction time.								
11.	I expect that members in the CSC who uphold the principles of the Batho Pele will inform clients exactly when the service will be performed.								
12.	I expect that members in the CSC who uphold the principles of the Batho Pele will give prompt service to customers.								
13.	I expect that members in the CSC who uphold the principles of the Batho Pele will never be too busy to assist clients or turn them away.								
14.	I expect that members in the CSC will instil confidence in customers.								
15.	I expect that members in the CSC will have trust in the local police station.								
16.	I expect that members in the CSC will be consistently courteous with clients/ complainants.								
17.	I expect that members in the CSC will give clients/ complainants individual attention.								
18.	I expect members in the CSC to render a 24 hour service.								
19.	I expect that members in the CSC allow the client/ customer to claim the service that he/ she is entitled to in terms of the Batho Pele principles.								
20.	I expect that members in the CSC give personal service to their clients/ complainants.								
21.	I expect that members in the CSC will have their clients best interest at heart.								
22.	I expect that members in the CSC will understand the specific needs of their customers.								

Perceptions

The following statements relate to our feelings about Carletonville Police Station. Please show the extent to which you believe the Police Station exhibits/ possesses the features described in the statement. Again, we are interested in the number that best describes your expectations about Carletonville Police Service.

You should rank each statement as follows:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	

Statement	Score						
	1	2	3	4	5	6	7
1. Police officials rendering service in the CSC at Carletonville Police Station have all the necessary equipment and resources to prevent and investigate crime, and to attend to complaints.							
2. Police officials in the CSC at Carletonville police station are competent and portray a professional image.							
3. Police officials in the CSC at Carletonville Police Station are neatly dressed, friendly and helpful at all times.							
4. Material and important information associated with the service expected are visually displayed at Carletonville police station in the CSC.							
5. If the Police officials in the CSC at Carletonville Police Station promise to attend to a reported complaint, they do so.							
6. Police officials working at Carletonville police station in the CSC are motivated and they live up to their social responsibility.							
7. Police officials working at Carletonville police stations in the CSC show sincere interest in clients/ complainants who visit the CSC.							
8. Police officials working in the CSC at Carletonville Police station perform the right service the first time.							
9. Police officials working in the CSC at Carletonville Police station provide the service at the time they promise and attend to complaints from the public without any delay.							

10.	Police officials working in the CSC at Carletonville Police station have excellence reaction time when attending to complaints from the public.								
11.	Police officials working in the CSC at Carletonville Police station inform clients exactly when the service will be performed.								
12.	Police officials working in the CSC at Carletonville Police station give prompt service to customers.								
13.	Police officials working in the CSC at Carletonville Police station are never too busy to assist clients or turn them away who visit the CSC for assistance.								
14.	Police officials working in the CSC at Carletonville Police station are consistently courteous with customers.								
15.	Police officials working in the CSC at Carletonville Police station give clients/ complainants individual attention.								
16.	Police officials in the CSC at Carletonville Police station are consistently courteous with clients/ complainants.								
17.	Police officials in the CSC at Carletonville Police station give clients/ complainants individual attention.								
18.	Police officials in the CSC at Carletonville Police station render a 24 hour service.								
19.	Police officials in the CSC at Carletonville Police station allow the client/ complainant to claim the service that he/ she is entitled to in terms of the Batho Pele principles.								
20.	Police officials working in the CSC at Carletonville Police station that uphold excellent service provide personal service to their clients/ complainants.								
21.	Police officials working at Carletonville police station have their clients' best interest at heart.								
22.	Police officials working at Carletonville police station understand the specific needs of their clients.								

Thank you for the time you have spent in completing this questionnaire. The results will help us to provide you with the best possible service in the future.

QUESTIONNAIRE

To be completed by police officials working in the
Community Service Centre (CSC), Carletonville Police Station

This survey is aimed to establish the level of unleashed or unlocked potential of police officials employed in the Community Service Centre (CSC) environment. The results of this survey will give direction to improve the service delivery to the community of Carletonville. There are no right or wrong answers - all we are interested in, is the number that truly reflects your feelings regarding the given statements.

Please indicate your answer by a cross in the applicable box.

Section A: Biographical Information

1. Sex	Male	Female
2. Age	18 yr - 23 yr	
	24 yr - 29 yr	
	30 yr - 35 yr	
	over 35 years	
3. Rank	Student Constable busy with 2e semester	
	Student Constable busy with 3e semester	
	Constable	
	Sergeant	
	Inspector	
	Captain	
	Superintendent	
	Data Typist	
4. Year service in the Police Service	1 yr - 3 yr	
	4 yr - 6 yr	
	7 yr - 9 yr	
	10 yr - 12 yr	
	more than 13 years	

5.	Tertiary studies (If any)	Yes	No
5.1	National Diploma in policing	Yes	No
5.2	Other qualifications (not police related)	Yes	No
5.3	Other qualification completed	Yes	No
5.4	Police related qualification completed	Yes	No
6.	Over and above your basic police training. Did you ever attend other police courses that assist you in your daily task as a police official?	Yes	No
7.	Nr of official police courses you attended the past two years	None	
		1 - 3	
		4 - 5	
		more than 5	
8.	Nr of official police workshops you attended to assist you with your daily tasks the past year	1 - 3	
		4 - 5	
		more than 5	
9.	Did you ever fail one of the courses you attended?	Yes	No
10.	Do you understand what the Batho Pele principles are?	Yes	No
11.	If you answered yes at question nr 10 - Do you understand the aim of the government with the Batho Pele White Paper?	Yes	No

Section B

This section of the survey deals with your opinions of the community of Carletonville(clients) that you serve. We are interested in the number that best describes your opinion about the community of Carletonville.

You should rank each statement as follows:

Strongly Disagree							Strongly Agree	
1	2	3	4	5	6	7		

Client orientation

Statement	Score						
	1	2	3	4	5	6	7
1. The community has complex expectations of the Police Service.							
2. The community of Carletonville has trust in the Carletonville Police Service.							
3. I am aware of the perceptions and expectations that the community of Carletonville has regarding the Police Service of Carletonville.							
4. Internal customer satisfaction (support received from human resource management, supply chain management, finance and other support components) will lead to better quality service to the community of Carletonville.							
5. Negative media publication effects my service delivery to the local community.							

Creativity and Innovation

6. I made a proposal in the past to improve service delivery in the community of Carletonville		
If you answered no at question 6, please ignore questions 7, 8, and 9 and continue with question number 10		
7. My proposal was in writing and submitted to the management of Carletonville Police Station		
8. My proposal was adopted and implemented		
9. My proposal unleash alternative ways of problem solving/ policing and or improved service delivery.		
10. I receive mentoring and coaching by my immediate supervisor/ officers.		
11. The management of Carletonville Police Station is very much involved in the mentoring and coaching of me as a police official.		

Innovation (continued)

Statement	Score						
	1	2	3	4	5	6	7
12. I am being encouraged by my immediate supervisors and other commanders to come up with alternative ways to improve service delivery to the community in Carletonville.							
13. I am being encouraged by my immediate supervisor/ management to study, analyse and review my work in order to be more effective and efficient.							
14. My innovation is being restricted by the compliance with prescriptive policies and legislation.							
15. Prescriptive policies and legislation are very much important in your day to day functioning as a police official.							
16. By applying my own discretion in the workplace I will have a more positive contribution to service delivery to the community of Carletonville.							

Empowerment of police officials

Statement	Score						
	1	2	3	4	5	6	7
17. Police officials at Carletonville SAPS are allowed to have a more decision-making discretion in order to meet the needs of the community.							
18. My effort and hard work are being acknowledged by my supervisor/ commander.							
19. My supervisor/ commander is supportive and encouraging.							
20. My supervisor/ commander give constructive feedback with positive feelings of confidence.							
21. According to me, complaints against the Police Service are due to a lack of experience by police officials working in the CSC.							
22. My supervisor/ commander set realistic, but challenging goals							

Level of potential

Statement	Score				
	1	2	3	4	5
23. I cope with my daily work in order to meet the minimum expectations/ set standards on my Performance Enhancement Programme (PEP).					
24. I understand and have insight into the facts and truths regarding my own goals and expectations and understand exactly what I want to achieve.					
25. I believe, I will achieve my ideals successfully.					
26. I am totally committed to the realisation of my goals.					
27. I am satisfied with myself.					
28. I am capable and competent to do my work.					
29. I have a need to be successful in my work.					
30. I have a drive to avoid failure.					