AN EMPIRICAL ASSESSMENT OF THE QUALITY OF SERVICE PROVIDED BY THE KENYA POLICE FORCE IN NAIROBI

ANNE W. GACHENGO
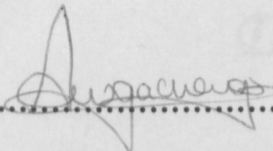
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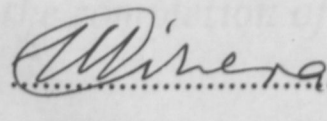NAIROBI

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

Signed: .... Date: 20/1/05..................

Anne Gachengo

D61/7075/02

This research project has been submitted for examination with my approval as University Supervisor.

Signed: .... Date: 22nd January 2005

Prof. F. N. Kibera

Department of Business Administration

University of Nairobi

DEDICATION

He who began a good work in me has been Faithful to bring it to completion.........

Philippians 1: 3

Had it not been that God was with me, I would not have seen the completion of this program. And so I dedicate this work to God.

ACKNOWLEDGEMENT

To Dad & Mum, for your love, support and believing in me thank you.

My lecturers and advisor whose offices were always open to my endless problems, **Dr. Martin Ogutu & Mr. Abdulatiff Essajjee**. Thank you.

The staff at Lower Kabete Campus, especially Dinah Mwatha and Alice Mbugua no words can adequately express my gratitude.

MBA fellowship & MBA Class 2002, every CAT & Exam was do-able because of your support & encouragement. **Fridah, Mercy, Juliana, Shikuku, Ken, Mugambi, Gichigo & Kaloki you were seasoned friends.**

Worship team members at NPC – Karen, for being so understanding and bearing the burden. **Vero, Nyaks, Cathy, Sheila, Toddy, Jeho, Jatelo and Jemi** God richly bless you!

Becky, my desk mate you believed in me but never lived to see the fruit of your labor; you will be a Jewel l will treasure.

Mr. Kinuthia Mbugua the Administration Police Force Commandant & **Mr. Jasper Ombati** the Kenya Police spokesman for your support and assistance to see that this project became a reality!

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Abstract

Internationally, crime and violence are increasingly becoming recognized as a development problem, particularly in urban areas. The incidence of crime, rape, robbery and gang violence, as well as gender-based domestic violence, undermines both macro- and micro-economic growth and productivity of a country's development, as well as societal and individual well-being. Urban crime and violence are not a spontaneous occurrence, but, the product of a society characterized by inequality and social exclusion. Measures that protect the citizens from deprivation, unemployment, homelessness, illiteracy and social disintegration will ultimately also protect them from crime.

Crime and violence erodes social capital when it reduces trust and co-operation within formal and informal social organisations. The capacity for community-level organizations to function depends on levels of cohesion and the ability to meet locally; this hinges on personal safety issues. The response, particularly for women, is frequently to avoid certain places after dark. Nairobi, a city almost 3 million inhabitants, is experiencing high crime rates. The causes of crime are often linked to institutional weaknesses of society. Crime increases where the social control that operates through formal institutions and informal institutions, are broken or weakened.

In this study the role, perception and institutional factors of the Kenyan Police that contribute to their performance was carried out because of the important role the Kenya Police has in maintaining law and order and also creating an enabling environment for economic growth. The study was carried out over a period of three months. It was established that there is need to create awareness on the rule of law,, the police would require regular training and good housing, The police stand orders also need to be reviewed. The study found that further studies need to be down to narrow the gap between the general public and the police officers. The training used and recruitment criteria also is an area that needs to be studied.

CHAPTER THREE

CHAPTER FOUR

CHAPTER ONE

1.0   INTRODUCTION

1.1   Background

In today's dynamic global environment, change rather than stability is the order of the day. Rapid changes in customer's demand have, for instance, increased the rate at which companies need to alter their strategies and structures just to survive in the market place (Charles and Gareth,1998).

There are many forces dictating customer expectations for better value for their money, fast developing information technology, donor pressure for improved financial performance and changes in legislation and government policy of encouraging private sector participation. These forces have had the effect of accelerated restructuring activities of most firms in Kenya, aimed at reduction of costs, enhanced level of customer service and building competitive positions within the market-driven global environment.

At the dawn of a truly open and democratic reawakening in our midst brought about by the epoch making transition Kenya as a country went through in December 2002, and which ushered in a new national political dispensation, the word that appears to be so fundamental to our intended actions is **"change"**. In their strategic responses to these imperative changes, companies have had to seek to strengthen their existing core competencies and build new ones in order to compete more effectively by

going through a strategic change. Charles & Garneth (1988) defines strategic change as "the movement of a company from its present state to increase its competitive advantage".

Consistent with the national aspirations, the Kenya Police must seek to transform itself from a 'Force', an institution defined by its hierarchical authority, to a 'service', whose identity is linked to the quality of service it offers to its citizens. (Nyaseda 2004).

1.2   Brief History Of The Kenyan Police.

According to the Strategic Plan of the Kenya Police Force 2004 – 2008, the origin of the Police in Kenya can be traced to the period between 1887 and 1902. The Imperial British East African (IBEA) Company, and a businessman, (Sir William McKinnon) found it necessary to provide some form of protection (security) for their interests along the coastline of Kenya. It is from this origin that the concept of constituting a police force emerged. At that time, police activities were basically called on protection for protection thus during those early days the activities of the police force were negligible.

The construction of the Kenya-Uganda railway provided for growth of this infant force inland from the coastline. Thus by 1902 there existed police service units at Mombasa, Nairobi and Kisumu for the purpose of safeguarding the railway. In essence peace, law and order had to be maintained despite the fact that the personnel employed then had very

little training. The laws in force were also copied from India including the Indian Criminal Procedure Code, the Indian Evidence Act and Police Ordinance. It is also notable that up to 1907 the Kenya police was organized along military lines and the training was military in nature but in that year the Kenyan police was legally constituted by a Police Ordinance.

In order to improve performance of the force the Governor (Sir Hayes Saddler) appointed a committee to look into the affairs of the Kenya Police. One of the recommendations of the Committee was the establishment of Police Training School in Nairobi. As a result of the Committee's recommendations a training depot was established in Nairobi in 1911 together with a small fingerprint section.

Later, the office of the Inspector General was established to unite various units of the Police service and to administer the operations of the Police Force. The First World War interrupted development of the Police as the force was deployed to fight alongside the soldiers. After the war, the Police service began to be re-organized. This entailed increasing personnel and creating better administrative systems and residential housing facilities. At the same time schools were established for African education thereby improving literacy in the Force so that by the 1940s there were many literate African officers.

The Criminal Intelligence Unit (CID) was established in 1926 with the sole responsibility of collecting, tabulating and recording the history and data of criminals, undesirable and suspicious persons. At the same time special sections like the finger print bureau and the CID were created starting with a skeleton staff composed of former police officers from Britain and South Africa. This was the foundation of the current Kenya Police Force. As the years progressed, the nature and scope of the police activities increased both in terms of volume and diversity. Thus the police was also called upon to deal with traffic problems and cattle rustling. As a preparation for the 2nd World War, police recruits were deployed in Kenya's Northern Frontier districts to counter any threat from Italian Somali land and Ethiopia. Besides fighting alongside regular soldiers, the Kenya Police acted as guides, interpreters and reconnaissance agents.

In 1948 several important developments were made in the Force. For instance, the Kenya Police Reserve was formed as an auxiliary of the Force. This unit used armoured cars and was deployed in trouble spots. To improve the effectiveness of crime control, a dog section was also introduced and a general service unit (GSU) established and deployed in trouble areas in emergency situations. The following year,(1949) the Police Air Wing was established for the purpose of carrying out duties as communication and evacuation of sick persons to hospitals. This unit became part of the permanent Police service in January 1955.

In 1957, the Police Headquarters building was opened and in 1958 the force was integrated within the Ministry of Defence. In the period immediately before independence, the Kenyan Police was greatly involved in the maintenance of law and order during political meetings and at the height of the independence election period. After Kenya gained independence from Britain on 12th December 1963, there was need to make some drastic changes in the administration of the Force. This led to the replacement of the expatriate officers in the senior ranks by Africans. Since then, the Force has realized tremendous achievements in various fields of operation. For instance, due to the increase in criminal activities and in line with the police resolve to effectively deal with security threats and to bring down crime to minimal levels, various specialized units were formed. They included Presidential Escort Unit the Anti-Stock Theft Unit, Anti-Motor Theft Unit, Tourism Police Unit, The Anti-Corruption Police Unit, and The Anti Terrorism Police Unit.

1.3 The Government Of Kenya Response To Change

The Kenyan Police has the responsibility to maintain law and order, preserve peace, protect life and property, detect and prevent crime, apprehend offenders and enforce all laws and regulations. This responsibility is succinctly summarised in the **mission** of the Force which is to provide quality service to meet the expectations of its customers, by upholding the rule of the law and creating and maintaining strong community partnerships for a conducive social, economic and political development of Kenya (**Kenya Police Strategic Plan 2004 - 2008**)

professionalism, inadequate resources, political interference, and endemic corruption in the Service.

Customer satisfaction is closely linked to quality. In recent years, many companies have adopted total quality management (TQM) programs designed to constantly improve quality of their products, services and marketing processes (Kotler, 2000). Quality has a direct impact on product performance and hence on customer satisfaction. In the narrowest sense quality can be defined as "free from defects." But most customer-centred companies go beyond this narrow definition of quality. Instead, they define quality in terms of customer satisfaction for example, the Vice President of quality at Motorola, a company that pioneered total quality efforts in the United States, asserts that "Quality has to do something for the customer. Therefore "if the customer doesn't like it, it's a defect (Ombati, 2000)." This customer-focused definition suggests that a company has achieved total quality only when its products or services meet or exceed customer expectations (Kotler, 2002). Thus quality begins with customer needs and ends with customer satisfaction.

In Kenya empirical studies on service quality have been done by Masinde (1986) Mwenda, (1987) Maina, (2001); Mwaura, (2002); Masinde [2003] and Njoroge[2003]. These studies have been conducted for profit organisations but the focus on this study will be for non-profit organisations. The study therefore attempts to answer the following questions:

1. What are the customer expectations of the quality of service provided by the Kenya Police?

2. Do customer expectations of quality of service differ from those of management?

3. How do customers perceive the quality of service delivered by the Kenya Police?

4. Do institutional factors and personal characteristics influence perceived quality of service delivered by the Kenya Police?

1.5 Objectives Of The Study

On the bases of the research questions cited above, the objectives of the proposed study are:-

1. To identify which attributes of the service provided by the Police Force are considered important by both the police staff and the customers.

2. To determine the perceived level of quality service delivered by the Police Force.

3. To determine the relevant importance of the Institutional factors that influence level of service delivery.

4. To determine the effect of personal characteristics on perceived quality of service provided by the police.

1.6 Importance Of The Study

The study is expected to be of use to the following:

1. This study is expected to add to knowledge on quality of service and this will be of academic value to scholars and researchers.

2. The Police Department will find the study useful in its pursuit of excellence in service delivery.

3. The Kenya Government will be assisted by the results of the proposed study in recruitment training and development of staff in the Police Force.

4. The general public will benefit if the study's recommendations are implemented by the Police Department.

The next section reviews the literature, which is relevant to the proposed study.

CHAPTER TWO

2.0   LITERATURE REVIEW

2.1   Introduction

The previous section presented the research questions, objectives, and the importance of the proposed study. The current section will review the relevant literature in terms of customer service, service quality, perceived quality, service quality models, measurement of service and measurement of perception.

2.2   Customer Service

According to Kotler (1997), customer service is a core business process, which entails "all the activities involved in making it easy for customers to reach the right parties within the company and receive quick and satisfactory services, answers and resolutions of problems." Initially, marketing as a discipline developed in connection with selling of physical products. However, through the years, as the economies have grown more and more complex; it has become necessary to look at marketing from broader view point of the marketing of services.

The meaning of customer service varies considerably from one company or scholar one to another. For instance, Lalonde and Zinser (1976) found a range of meanings, which include:

(i) All the activities required to accept, process, deliver and build customers in accordance with the customers' expectations.

(ii) A complex of activities involving all areas of the business that combine to deliver and invoice the company's products in a fashion that is perceived as satisfactory by the customers and which advance the company's objectives.

(iii) Total order entry, all communications with customers, all shipping, all freight, all invoicing and total control of repair of production; and

(iv) Timely and accurate delivery of products ordered by customers with accurate follow up and enquiry response including timely delivery of invoice.

Christopher et a (1991); on the other hand viewed customer service as being concerned with building of bonds with customers and other markets or groups to ensure long-term relationships of mutual advantage. He therefore looked at customer service as a process which provides time and place utilities for the customers and which involves pre-transaction considerations, transaction and post-transaction relating to the exchange process with the customers. He further noted that provision of quality customer service involves understanding what the customer buys and determining how additional value can be added to the product or service being offered.

In order to deliver quality customer service, there is need to understand service quality from both the customers and service provider's perspective. This concept is discussed next.

2.3 Service Quality

According to George and Shirley-Ann (1995), quality is a difficult concept to define and measure, yet in marketing, the quality is assuming increasing importance throughout the world for a number of reasons namely:

(a) As the American Nurses Association succinctly puts it, "A profession's concern for the quality of service constitutes the hearts of its responsibility to the public".

(b) The service sector has become the major growth industry during the latter part of this century and according to one estimate, it constitutes around 67% of the gross national product (GNP) of Canada. Given the rapid growth in the service industry, improving service quality is of paramount importance to all organizations. Unfortunately, because of lack of research, no reliable universal yardstick has been established for the objective measurement of service quality.

(c) A number of large services are provided by government bodies, which constitute a major drain on financial resources, and

consequently, accountability and obtaining value for money have become issues of major concern.

Closer home Mwaura (2002), posts that the unique characteristics of services, namely, intangibility, variability (or heterogeneity), perish ability and inseparability must be acknowledged for a full understanding of service quality. But conceptualising of service quality into a definition that captures all variables has remained elusive to many researchers. Thus Hubert (1995), observes that although the above named four constructs are distinct, they are related attributes of consumers' perception of service quality. Parasuraman et al (1985), in developing the service quality model, defined service quality as the gap between expected service and perceived service.

2.4   Perceived Quality

Perception is the process, which attributes meaning to incoming stimuli received through our five senses (Kibera and Waruingi, 1988). It can also be defined as the process of interpreting directly through our senses; it is the entire process by which an individual becomes aware of environment and interprets it to fit in his own frame of reference.

Marketers are interested in perception because it involves what customers believe. To provide satisfaction effectively in the market place, marketers must understand how all their marketing activities are perceived because perception greatly influences buyer behavior. Consumers perceive the

same situation differently. Kibera and Waruingi (1988), point out that perception is objective, selective, time related, and summative. Consumers take many sensations that reach their awareness almost simultaneously. These summations add up into a complete and unified whole before a consumer can react to them. It is difficult to conceive how consumers could ever make their minds to buy if it were not for the fact that perception is summative.

Perceived quality can therefore be defined as the customer's perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternative (Zeithaml, 1988). Perceived quality differs from several related concepts such as actual or objective quality which refers to the extent which the product or service delivers superior service. Product based quality, which refers to the nature and quantity of ingredients, features or service included. And manufacturing quality, which refers to conformance to specifications, the "zero defect" goal.

Perceived quality cannot necessarily be objectively determined in part because it is a perception and also because judgements about what is important to customers are involved. As Welch (1981), Chairman and CEO of General Electric said, "The customer ...rates us better or worse than somebody else. It is not very scientific but it is disastrous if you score low". Perceived quality also differs from satisfaction. A customer can be satisfied because he or she had low expectations. Perceived quality

also differs from attitude (a positive attitude could be generated because a product of inferior quality is very inexpensive). Conversely, a person could have a negative attitude toward a high quality product that is over priced. Perceived quality is an intangible, overall feeling about a brand.

Consumers often judge the quality of a product or service on the basis of a variety of information cues that they associate with the product. These information cures have been dichotomised into intrinsic and extrinsic cues (Olson, 1977; Olson and Jacoby, 1972). Intrinsic cues involve the physical component of products such as flavour, colour and texture. Extrinsic cues, on the other hand, are product related but not part of the physical product itself. They are by definition outside the product and include price, brand name, level of advertising, amongst others.

2.5 Evaluation Of Service Quality

Consumers employ many tangible cues to judge quality of goods when purchasing services, fewer tangible cues exist (Mukiri, 2001). In most cases, tangible evidence is limited to the service provider's physical facilities, equipment and personnel. In the absence of tangible cues, consumers must depend on other cues. The nature of these cues has not been extensively researched.

If a service provider knows how the consumer will evaluate the service then it is possible to suggest ways on how to influence these evaluations in a desired direction (Gronroos, 1982). Christopher et al (1997) notes

that service quality is the ability of the organization to meet or exceed customer expectations. In this context, customers' expectations may be defined as the desires or wants of customers, that is, what they feel a service provider should offer rather than would offer. It is worthy noting that in an industrial marketing or business-to-business context, the concept of expectations might be modified to encompass the idea of 'negotiated' expectations. That is, service quality is measured in terms of the extent to which performance as perceived by the customer meets or exceeds levels of expected services.

Berry, Zeithomi, Parasunaman present the following criteria of judging service quality:

Reliability – this involves consistency of performance and dependability. It means that the firm performs the service right the first time. Specifically, it involves, accuracy in billing, keeping records correctly and performing the service at the designated time.

Responsiveness refers to the willingness and readiness of employees to provide service. It involves timeliness of service, mailing a transaction slip immediately, and giving prompt service

Competence means possession of the required skills and knowledge to perform the service. It also involves the knowledge and skills of the contact personnel..

Access includes approachability and ease of contact. It means that waiting time to receive service is not extensive, location of service facility is convenient and the service is easily accessible.

Courtesy entails politeness, respect, consideration and friendliness of contact personnel. It embraces clean and neat appearance of public contact personnel..

Communication involves keeping customers informed in a language they can understand and listening to them. In other words it means being flexible when communicating and receiving feedback from customers.

Credibility refers to trustworthiness, believability, and honesty. Factors, which contribute to credibility, include organizations name, reputation and personal characteristics of the contact personnel.

Security refers to freedom from danger, risk and doubt. It also involves physical safety and confidentiality.

Understanding the customer involves making the effort to understand customers' needs. It involves learning the customers' specific requirements.

Tangibles refer to physical evidence of the service such as physical facilities, tools or equipment used to provide the service and appearance of contact personnel.

These criteria will be applied in some sections of the current study.

2.6 Service Quality Models

There are several service models but for this study the **P-C-P model** and **Servqual** will be the ones that will be discussed. According to Palmer (1992), for companies to better understand the expectations and perceptions of their customers they can use the servqual technique. It is applicable across a broad range of service industries and can be easily modified to take account of the specific requirements of a company.

2.6.1 P – C – P Model

Research by George and Shirley-Ann (1996), came up with a P-C-P model after several criticisms of the SERVQUAL model. The P-C-P model attempts to pursue the development of measurement scales for specific service industry sector. The basic premise of the PC-P model holds that:-

(i)   There is a growing need to develop service specific dimensions/attributes.

(ii) The dimensions of SERVQUAL and other models do not adequately address some of the more critical issues associated with the assessment of individual services such as patient care, the quality

of information or the quality of education received from an organization.

(iii) A combined (single) scale should be used to measure the 'gap' between expectations and perceptions, as opposed to two separate scales.

(iv) Individual dimensions should have different weights attached to them to indicate the importance with which the consumer holds them.

The P-C-P model can best be described by examining the figure 1. According to the model, every service consists of three, albeit overlapping, areas where the vast majority of the dimensions and concept which have thus far been used to define service quality can and will be included. These ranked levels can loosely be defined as the inputs, processes and outputs of a service organization. This notion is somewhat similar to the systems model of an organization and hence the division of the model into three hierarchical levels – pivotal (outputs), core and peripheral (jointly representing inputs and processes).

The pivotal attributes, located at the apex of the pyramidal are considered collectively to be the single determining influence on the satisfaction levels, or otherwise, experience form the whole service encounter. Thus, they are defined as the 'end product' or 'output' from the service

encounter. In other words, what the consumer expects to achieve and receive, perhaps even 'take away', when the service process is duly completed. Core attributes, centred on the pivotal attributes, can best be described as the amalgamation of the people, processes and the service organizational structure through which consumers must interact and/or negotiate so that they can achieve or receive the pivotal attributes. Expressed simply, during a service encounter, if the consumers come into contact with anyone or anything in the service organization, then the consumer will essentially be considered to be core attributes. The third level of the model focuses on the peripheral attributes which can aptly be defined as the 'incidental extras' or frills designed to add a 'roundness' to the service encounter and make the whole experience for the consumer a complete delight (see figure 1).

Looking at the model proposed by George et al (1996), it is also pertinent to discuss the impact that they believe each of these attributes may have on the satisfaction levels and hence, the service quality outcomes of a particular organization. They suggest that when a consumer makes an evaluation about a service encounter, he inherently attaches more weight (importance) to the achievement of the pivotal attribute(s), and so, if the service is experienced only once, and all the items embodied in the pivotal attribute (s) are achieved (i.e. the key output met all the customer's stated requirements, perhaps even exceeded them) with a lower degree of achievement of core and peripheral attributes, then the consumer can be expected to be reasonably satisfied. However, they realize that this may

not always be the case; as the service is used more frequently, the core and peripheral attributes may begin to assume greater importance. If the pivotal feature of the service is delivered to a consequently high standard, then the consumer will begin to look more rigorously and thoroughly at the other features (core and peripheral) to see if they too come up to the same high standard; in many respects this infers a type of hierarchical ordering until all the service attributes have been critically assessed. Again, it must be emphasized that irrespective of the service, the customer's satisfaction levels may depend more on the output of the service, and relatively less on the personnel and the organizational structures (core and peripheral attributes) involved. The challenge facing any service, therefore, is to delight the customer in all three areas (pivotal, core and peripheral attributes) so that the service becomes a hundred percent satisfactory.

Figure 1:   Framework for Measuring Service Quality.

(The P-C-P Model)

Decreasing importance
(weighting of attributes)

PIVOTAL ATTRIBUTES

The end product or
out-put from service
encounter i.e. what the
customer expects to achieve
& take away.

CORE ATTRIBUTES

The people, process & organization structure
through which the consumer must interact
and/or negotiate in order to achieve & receive
the Pivotal Attributes.

PERIPHERAL ATTRIBUTES

Incidental extras or frills designed to add a roundness to the service
& make the whole experience a complete delight.

According to George and Shirley-Ann (1996), any service sector or individual service organization, which plans to adopt the P-C-P model, should begin by asking itself the following issues:

(i)   By addressing this question the organization will be able to identify the pivotal attributes that are relevant to its service operations.

(ii)   Successfully understanding the role of the personnel and the organizational structures involved in the delivery of the service will enable the organization to recognize and isolate the core and peripheral attributes.

(iii)   A consumer approaches a service organization with certain needs that have to be addressed, and he will interact with the organization and its personnel in a unique manner that can not carbon –copied by any other customer-service personnel interaction. In this respect, the service organization cannot treat its customer base as one homogenous. A consumer who is experiencing the service for the first time may inherently attach more weight to the key/pivotal attributes than would consumer who frequently uses the same services.

2.6.2 SERVQUAL (Service Quality) Model and Service Gaps

Products can be good or impressive on their own but this is not what customers want. The products and services should meet customer's needs. It is important that the said company's products meet the needs and expectations of the customer (Okatch, 2000). Customers generally have expectations of quality delivery based on word of mouth, past personal needs and external communications from the service provider experience. Owino (1996), identified five gaps, which lead to poor service quality; the major contributing factors to the gaps and finally presented a model for continuously reducing the gaps and hence improving service quality. Palmer (1992), identified five gaps where there may be a shortfall between expectation of service level and perception of actual service delivery. These service gaps are seen in Figure 2.

Figure 2:   Conceptual Model of Service Quality
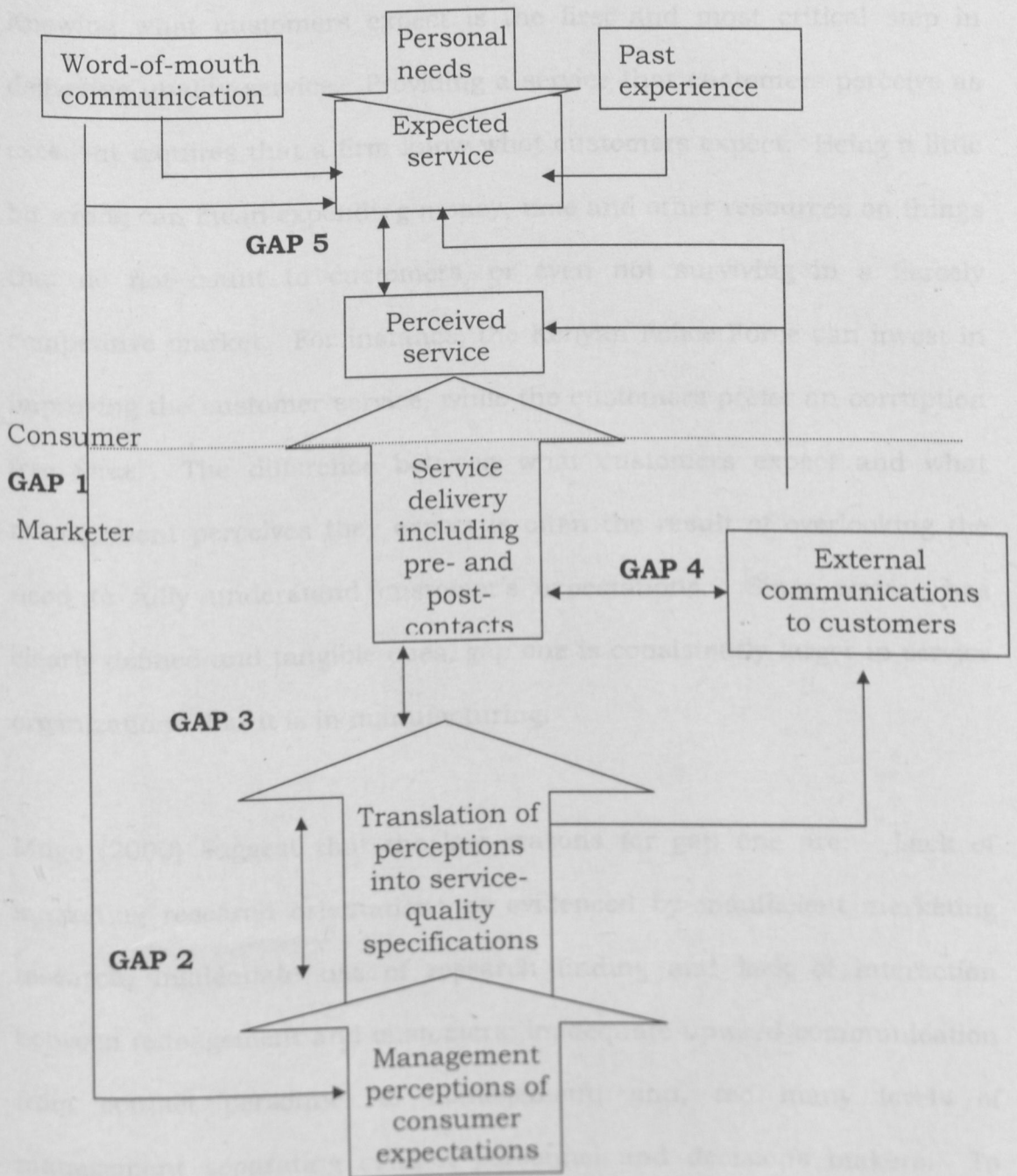
Source:

Parasuraman A., Zeithmal A.V. and Leonard L.B., "A conceptual model of service quality and its implications for future research", Journal of Marketing, Fall 1985, p. 44; Lovelock (1996), Services Marketing, 3rd edition, Prentice Hall International, pp 469.

GAP 1: *Difference between management's perception of consumer expectations and consumer's expected service*

Knowing what customers expect is the first and most critical step in delivering quality service. Providing a service that customers perceive as excellent requires that a firm know what customers expect. Being a little bit wrong can mean expending money, time and other resources on things that do not count to customers, or even not surviving in a fiercely competitive market. For instance, the Kenyan Police Force can invest in improving the customer service, while the customers prefer an corruption free force. The difference between what customers expect and what management perceives they expect is often the result of overlooking the need to fully understand customer's expectations. Since service has clearly defined and tangible cues, gap one is consistently larger in service organizations that it is in manufacturing.

Mugo (2000) suggest that the key reasons for gap one are: - Lack of marketing research orientations as evidenced by insufficient marketing research, inadequate use of research finding and lack of interaction between management and customers; inadequate upward communication from contact personnel to management; and, too many levels of management separating contact personnel and decisions makers. To close this gap, (Mugo 2000) further suggests that market research must focus on relevant issues such as the features and considerations that are most important to customers. This gap formed part of the basis of this

study where the management's perspective was compared with the customers' expectations of the service quality.

GAP 2: *Difference between the Management's perception of consumer expectations and the translation of the perception into service quality specifications:*

Once managers accurately understand what customers expect, their next critical challenge is to use this knowledge to set service quality standard for the organization. Management may not be willing (or may fail) to put in place the system to match or exceed customers' expectations. Resources' constraints, short-term profit orientation, market conditions or management indifference could all account for gap two (the discrepancy between managers' perceptions of customers' expectations). Almost always, change requires a willingness to be open to different ways of structuring, calibrating and monitoring the way the service is provided.

GAP 3: *Difference between the translated service quality specifications and the service delivery (including pre- and post-contacts)*

In some cases, management understands customers' expectations, sets appropriate specifications and still the service delivered by the organization falls short of customers' expectations. The difference between specifications and the actual service delivery is the service performance gap: when employees are unable or are unwilling to perform the service at the desired level. Unfortunately this service – performance

gap is common in the service industry. Key reasons for gap 3 are role ambiguity, role conflict, poor employee-job fit, poor technology-job fit, inappropriate evaluation/compensation systems, lack of teamwork, etc. Empowering employees to satisfy customers helps to reduce gap three.

GAP 4: *Difference between the promised service (from external communications) and the service delivery (including pre- and post-contacts).*

Accurate and appropriate company communication – advertising, personal selling, and public relations that do not over promise or over represent a product or service is essential in delivering service that customers perceive as high in quality. The gap between what a firm promise about the service or product and what it actually delivers must be consciously and deliberately minimised. Because of the less controllable nature of human beings (as opposed to machines), the potential to over promise on service is high. When advertising personal selling or any other external communication set up unrealistic expectations for customer, actual encounters disappoint them. It is the role of marketing to ensure that external communications accurately (if compellingly) reflect what happens in actual service encounters, while operations in turn, must deliver the promise.

GAP 5: *Difference between the customers' expected service and the perceived service:*

Service quality is the discrepancy between customers' expectations and customer's perception of the delivered service. This discrepancy is gap five and is made of gaps one, two, three and four. The objective of management in organizations that wish to maintain a competitive edge in quality service delivery is to close the gaps in all the four cases above. These result in closing ultimate gap between the customer expectations and the customer perception of the quality of service delivered (Sokoni, 1996). The quality that a customer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service. This gap is influenced by the four preceding gaps. There is little chance of management acting in any meaningful way to close the gap between performance and expectations if these two key variables are not defined and measured. If the gap is great, the task of bridging the subsequent gaps becomes greater and indeed it could be said that in such circumstances quality service can only be achieved by good luck rather than good management (Mugo, 2000).

2.7   Measurement Of Service Quality

Research and managers of service firms concur that service quality involves a comparison of expectations with performance. Booms (1983), looked at service quality as a measure of how well the service level delivered matches customer expectations; Gronroos (1982), developed a model in which he contends that consumers compare the service they

expect with perceptions of the service they receive in evaluating service quality; Smith and Houston (1982) claimed that satisfaction with services is related to confirmation or dis-confirmation of expectations, they based their research on the dis-confirmation paradigm, which maintains that satisfaction is related to size and direction of the dis-confirmation (Churchill and Suprenaut, 1982). In the measure of performance, it is measure of perceived performance that counts rather than the reality of performance (Christopher et. al 1991).

2.8 Measurement Of Perception

Kotler (1995), reports that an individual's perceptual process simply attunes itself more closely to those elements of the environment that are important to that person. . Expectations affect the way someone will perceive an object or event. People usually see what they expect to see, and what, they expect to see is usually based on familiarity on previous experience, or on preconditioned set.

To measure performance the customers and the officers are to rate on a scale of 1 – 5. 5 as best the performance of the Police force on each attribute. The range is from (5) Excellent to (1) Very Poor. This question is on the last column on Part B of Both the customer and officer questionnaire.

The next section describes how the study will be conducted so as to satisfy the research objectives.

CHAPTER THREE

3.0   RESEARCH METHODOLOGY

3.1 Research Design

The aim of the study was to establish customers, and police officers, perceptions of service quality offered by the Kenya Police force. According to Donald and Pamela (1998), such a study which is concerned with finding out who, what, where, how is a 'descriptive study'. A descriptive research design has in the past been used by Ngatia (2000); Maina (2001); Muragu (2003); Njoroge (2003); Odhiambo (2003); and Mazrui (2003) . The current researcher also found the design to be appropriate.

3.2   The Population

The population of interest in the study encompassed residents of Nairobi as well as the Police officers in the 27 stations. According to the Central Bureau of Statistics (CBS) the population of Nairobi in 2000 stood at 2,143,254. According to Ombati (2004) the total population of Police officers in Nairobi was five thousand

3.3   Sampling Plan

For the purpose of this study, stratified sampling was used. The respondents were selected conveniently within each stratum.

Nairobi was divided into North, , Central, West, South and East.

The total population of residents against the number of residents per geographical location represented the sample number. The same applied

to the Police Officers. This is because the population varies by station and by geographical area.

The **Central area** comprises Starehe, Kariokor, Mathare, Ngara, Pumwani, Eastleigh, Kamkunji and Bahati. With a total population: of **438,553**; The **West** includes Parklands, Kitusuru, Kangemi, Lavington, Kilimani, Dagoretti, Waithaka, Kenyatta, Golf course. With a total of population: **448,119**; The **South** comprises of Kibera, Langata, Hardy, Golf Course, Olympic, Karen, N/West.: Total Population: **286,739; The North** encompasses Kasarani, Kahawa, Ruaraka, and Kariobangi. Total Population: **338,925.** The **East** Makadara, Maringo, Embakasi, Umoja, Dandora, Savannah, Ruai and Kayole. With a total population: **632,318**.

3.4 Data Collection

This study used the survey method to conduct the research and self-administered questionnaires to collect primary data. In some cases, the face-to-face interview method of data collection was used. All the targeted respondents were in Nairobi.

The questionnaire contained both open and close-ended questions. It used structured as well as unstructured questions. The questionnaire had been constructed using question formats from similar research work done in the past but in other industries (Njenga, 2003; Njoroge, 2003; and Mwandiko 2003).

3.5 Operationalization Of The Service Quality

Using the criteria of judging service quality by Berry, Zeithomi, and Parasuraman, the questions relevant to these properties were formulated to facilitate assessment by the customers. The questionnaire uses the likert scale to measure the expectations and perceptions.

Table 1: Operationalization Table

CRITERIA FOR JUDGING SERVICE QUALITY	DEFINITION OF THE DIMENSION	RELEVANT ISSUES FOR CUSTOMERS OF POLICE OFFICERS	RELEVANT QUESTIONS IN QUESTIONNAIRES
Reliability	Ability to perform promised service dependably and accurately	• Does officers attend to people correctly first time. • Do officers solve complaints first time?	1, 2, 3 and 4
Responsiveness	Willingness to help customers and provide prompt service	• Are hotline staff ready to help customers whose supply is interrupted. • Do the officers solve complaints quickly?	5, 6 , 7 and 9
Competence	Possession of the skills and knowledge required to perform the service.	• Do the officers solve complaints accurately?	8 and 9
Courtesy	Politeness, respect, consideration and friendliness of contact personnel.	• Do the officers show respect when they visit customers? • Do the officers show respect when solving customer complaints? • Are the staff generally friendly to the customers?	7
Credibility	Trustworthiness, believability,	• Does the officers guarantee their work? • Do the office staff guarantee correctness of	11

CRITERIA FOR JUDGING SERVICE QUALITY	DEFINITION OF THE DIMENSION	RELEVANT ISSUES FOR CUSTOMERS OF POLICE OFFICERS	RELEVANT QUESTIONS IN QUESTIONNAIRES
	honesty of the service provider	what they do to resolve complaints?	
Security	Freedom from danger, risk or doubt.	• Are the police force offices safe for customers?	10
Access	Approachability and ease of contact.	• How easy is it for public to see supervisors when in problems? • Are the police force offices open during all office hours? • Are officers accessible at all times? • Are stations conveniently located?	12, 13, 15 and 19
Communication	Listening to customers and keeping them informed in a language they understand.	• When the public have problems are managers willing to listen? • When public request for complaints resolution, is there effective feedback?	11, 17 and 19
Understanding the Customer	Making the effort to know customers and their needs.	• Does someone in Kenya Police Force recognize regular and large power customers? • Are office staffs flexible in accommodating customers schedule?	6 and 18
Tangibles	Appearance of physical facilities, equipment, personnel and communication materials.	• Are the offices and other Kenya Police Force facilities attractive? • Are the staff well dressed? • Do the vehicles look well serviced? • Do the officers have communication facilities with office staff?	20

CHAPTER FOUR

4.0   DATA ANALYSIS

The primary data gathered from the Police officers and Customers (Members of public) were summarised, analyzed and presented by way of percentages, and mean scores. The analysis of the data was based on the research objectives. The data was analysed to determine which attributes of the services provided by the police force were considered important by both the police staff and the customers, determine the perceived level of quality service delivered by the police force, determine the degree of importance of the institutional factors that influence level of service delivery and to determine the effect of personal characteristics of customers on perceived quality of service provided by the police.

3.1   Sample Demographics and Behavioral Patterns

The customers comprised 60.27% Males and 33.56% Females while 6.17% of the respondents them did not indicate their gender. For the police force there was 31.5% females and 66.7% males while 1.8% did not indicate their gender. The other characteristics of the samples obtained from both the Police force and customers are summarized in the tables 1, 2, 3 and 4.

Table 1: Customers and Police officers Age Groups

Age group	Percentage of Public	Percentage of Police Force
18- 30	55.48	23.6
31 - 40	24.66	49.4
41 - 50	10.27	19.1
Above 50	4.11	3.4
Did not indicate	5.48	4.5
N= 146	100%	100%

The highest numbers of customer respondents were of the age group 18-30. Those over 50 years constituted less than 5% of the respondents. For the two grouping of the police force, the highest numbers of respondents were of the age group 31 – 40 and the lowest for the police force was of the group 50 and above.

Nairobi was divided into North, Central, West, South and East. A respondent who indicated their area of residence as Nairobi were counted as being from the central region. Those coming from outside Nairobi and those with undefined location were all grouped as other regions. **North** comprised of Kayole, Ruai, Mwamuto, Githurai and Parklands. **Central** comprised of Nairobi, Upper hill and Shauri Moyo. **West** comprised of Kabete, Riruta, Kawangware, Lavington, Kileleshwa, Wangige and

Ndunyu. **South** comprised of Langata, Dagoreti, Kibera, Ngong, Highrise, Ngumo, Karen, Nairobi West, Kilimani, and Ngando. **East** comprised of Eastleigh, Embakasi, Jogoo Road and Buru Buru.

Table 3: Customers Interviewed

Sample Design	Percentage
South	31.5
West	23.29
North	6.16
East	11.64
Central	6.85
Other regions	20.56
Total	**100%**

As shown in the table the highest percentage of customers interviewed were from the southern part of Nairobi and the lowest from the Northern part of Nairobi.

Table 4: Police Force Staff Years Of Service

Years of Service	Total Number of officers
Less than 1 year	2%
1 to 4 Years	5%
5 to 9 years	22%
Over 10 years	49%
Years not indicated	21%
Total	**89**

The highest number of respondents from the police force was from those who had served for over 10 years. This makes the analysis from the police force to be more significant because they have been in the force longer.

3.2 Attributes Of The Service Provided By The Police Force That Are Considered Important By The Police Force And Customers.

Any organization delivering services to the public has to take into consideration certain attributes to enhance effective delivery. The customers on the other hand will use the same attributes to judge the level of service offered by that organization. This required the customers to understand the attributes of the services offered by the police force. Table 5 gives the mean rating on the importance of attributes of the services provided by the police force. The mean is classified according to two main groupings of the respondents that is; Police officers, and customers. The

ratings range from 1 to 5 where 5 is the best and 1 is worst on a sliding scale.

Table 5: Attributes Of The Services Provided By The Police Force

Attributes	Police officers	Customers	Overall Mean
	Mean	Mean	
1. Ability to offer dependable service	3.5	2.5	3.1
2. Ability to Solve problems	3.3	2.1	2.9
3. Willingness to help customers	3.9	2.3	3.4
4. Provision of prompt service	3.3	2.1	2.8
5. Knowledge of officers on the services they offer	3.5	2.5	3.2
6. Possession of Skills by officers solving problems	3.4	2.6	3.2
7. Courteous, Friendly and Polite officers	3.3	2.0	2.9
8. Trustworthiness, Believability and honesty of employees	3.3	2.0	2.9
9. Feeling of security when in Kenya police force premises	3.5	2.3	2.8
10. Convenience of official opening hours	3.4	2.9	3.1
11. Convenience of location of offices	3.1	2.7	3.0
12. Accessibility to hotlines	3	2.7	2.8
13. Accessibility to complaint offices by personal visits	3.2	2.2	2.6
14. Caring and understanding staff	3.4	2.2	2.7
15. Feedback of queries by staff	3.4	1.9	2.5
16. Caring and individualized attention	3.2	2.1	2.7
17. Flexible schedules	3.1	2.1	2.7
18. Appearance of service staff	3.4	2.6	2.9
19. Appearance of KPF facilities and equipment	2.9	2.1	2.5

According to table 5 the most important attribute to the police officers is willingness to help customers and the least important is the appearance of the Kenya Police Force facilities and Equipment. The most important attribute to the customers is convenience of official opening hours and the least important attribute is feedback of queries by staff.

From the mean score columns for both the police and the customers, the most important attribute is willingness to help customers .If the police force are not willing to help their customers then they will render a shoddy service. The other two factors that have also been highlighted are knowledge of officers on the services they offer and possession of Skills by officers solving problems. An officer needs to understand the kind of service he/she has to offer to the customers then he/she needs the skill to offer those services. On the general mean rating both customers and police force are not much concerned about the appearance of the police force equipment.

3.3   Perceived Level Of Quality Of Service Offered By The Police

Customers were given a chance to evaluate the quality of service offered by the Kenya Police. This was rated as Excellent, Very good, Good, Poor and Very poor. Table 6 displays the percentage performance per region.

Table 6: Level of Quality Service Offered By The Police

REGION	PERCENTAGE RATINGS					
	Excellent	Very Good	Good	Poor	Very poor	Did not indicate
South	2.1	4.2	33.3	45.8	10.4	4.2
West	0	0	20.6	65.5	10.3	3.6
North	0	0	44.4	44.4	11.2	0
East	0	11.8	41.2	35.3	11.7	0
Central	0	0	40.0	60.0	0	0
Other	0	7.7	38.5	38.5	3.8	11.5
Mean ratings	0.35	3.95	36.33	48.25	7.90	3.22

Those who opt for an alternative police force:

25.2% of the customer respondents say they would go for an alternative police force because the current police have failed to deliver what they promised "Service to all". Some comments from the respondent customers were in view of the police as brutal, lazy and corrupt. Some would go for an alternative police force just to create competition hence better service. 11.5% of the respondents would stay with the current police if the police staff are given more trainings, incentives and also if they improve their services.

3.4   Institutional Factors That Influence Level Of Service Delivery

The respondents were asked to choose institutional factors that affect service delivery of the police.   The percentage ratings are as shown in tables 7 and 8.

Table 7:   Factors That Influence Service Delivery according to customers

Factors	Percentage
Cell Phone	9.5
Airtime	7.0
Training	25.9
Working vehicles	20.9
Long hours of rest	5.8
Fuel	11.8
Working Gadgets	19.1
Total	100%

From the customer's table training is considered as a factor that will highly influence police service delivery. In addition to the above factors, most customers felt that the following factors should also be put into consideration; Better housing, Employment of more Police officers to meet the current demand, better pay, academic qualifications should be considered when ranking the police officers and protective clothing while on duty.

Table 8: Factors That Influence Service Delivery by Police according to Police officers

Factors	Percentage by Police officers
Cell Phone	10.2
Airtime	9.3
Training	18.5
Working vehicles	18.0
Long hours of rest	8.4
Fuel	16.7
Working Gadgets	18.9
Total	100%

From table 8 Police officers consider working gadgets and training as factors that will highly influence service delivery by the police force. In addition the following factors were also mentioned by the police officers.

Table 9   Additional factors mentioned by the Police Officers

Other Factors	Percentage
More tools & Equipment	5%
Continuous & Regular training	46%
Specialised training on Customer Service	22%
Good Housing	85%
Good relations between top & Junior officers	23%
Rehabilitation on non performing officers	18%
Modes of Promotion	323%

3.5   Effects Of Personal Characteristics On Perceived Quality Of Service Provided By The Police

In reference to some of the comments by customers, there are definitely some personal characteristics on perceived quality of service by the police force. This may be due to ignorance or past experiences. Members of the police force were asked if there are any areas they feel the public is ignorant regarding the service of the police.

It is clear that there is lack of Public understanding of the services offered by the police. The views expressed by the Police officers were as follows:

➢ The public have a negative attitude towards the Police; they view them as brutal and as enemies

➢ The public are not aware of the powers of the police

➢ Members of the public think that they are always right

➢ The public are not clear on the role of the police and so do not appreciate their work

➢ The public are ignorant about the rule of law and the law which the police have to fulfil and should therefore be educated on the same

From the analysis and comments here above it is evident that the public are, in general, ignorant of some aspects of the Police service. What has been mentioned by the Police officers is the fact that the public is not aware of the "powers" of the Police.

4.6   Perceived Changes That Needs To Be Made On The Police Force

The members of the Police force were asked to list down one thing they would change about the Police force. These are some of the responses made by most of the respondents.

Police officers views:

➤ A review of the force standing order. This is since the current one is outdated and also to bridge the gap between the Senior Police officers and the junior officers. **76%**

➤ Creation of Kenya Police Service Commission to undertake quick reforms. **16%**

➤ Officers to be under Public Service Commission to allow self-defence incase of a problem in the line of duty **9%**

➤ Change Uniform, Mode of promotion, and Avoid un necessary transfers **25%**

➤ Improve on the relationship between the Senior and Junior officers **32%**

➤ De link Police from the government to serve as a private firm for better services **4%**

➤ Introduction of Community Policing at training centers **41%**

➤ Police to join a trade union **5%**

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APPENDICES

Appendix 1

TO WHOM IT MAY CONCERN

RE: ANNE GACHENGO
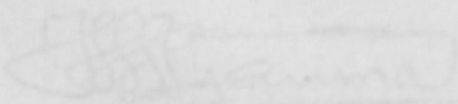
The above named person is a civil servant working with the Office of
the President. She is a student at the University of Nairobi
pursuing her Masters Degree Business Administration.

She is doing a research on the Quality of Police Services in Nairobi
in partial fulfillment of her course.

Kindly assist her with the information she requires.

(JASPHER N. OMBATI)
FOR: COMMISSIONER OF POLICE

Appendix 2

INTRODUCTION LETTER AND QUESTIONNAIRE

Hi, My name is Ann Gachengo l am an MBA Student at the University of Nairobi. To graduate all MBA students are required to carry out an empirical study on their area of interest. I will therefore be grateful if you could fill this short questionnaire for me. Your information will be treated in the strictest of confidence.

QUESTIONNAIRE FOR OFFICERS

PART A

1. How long have you worked for the Police Force?

   [ ] Less than 1 year   [ ] 1 – 4 years

   [ ] 5 – 9 years   [ ] over 10 years

2. Kindly   indicate   the   name   of   your   Police   Station.

   ....

3. Assess the extent to which you agree or disagree with the following statements as they apply to you using the five-point scale and ticking the appropriate box. **Please tick one box only for each statement.**

Attribute/Rating	Strongly agree 5	Somewhat agree 4	Neutral 3	Somewhat disagree 2	Strongly disagree 1
a) The police force needs more specialized training on Customer Service.					
b) The training offered should be continuous or regular.					
c) There is need to weed out officers who are non - performers					
d) There is need for more tools / equipment to facilitate Service delivery.					
e) There is good communication between top, middle and first level policy Force management					
f) There is coordination between various offices in the police force.					
g) The police forces are well equipped to handle the cases arising in their areas of jurisdiction.					
h) Do you feel there are areas, which as a Force you can improve on?					
i) Others specify					

4. Are there areas that you feel the public is ignorant of regarding your service? [ ] Yes   [ ] No   Please   specify   and elaborate.

....

....

....

5. Gender of respondent [Tick only one]

[ ] Female   [ ] Male

6. Age in years:

[ ] 0 – 30   [ ] 31 – 40   [ ] 41 – 50   [ ] 50 and above

7. Please tick the areas you feel would **enhance** the service quality of the

Police.

[ ] Cell-phone   [ ] Air time   [ ] Training   [ ] Working Vehicles

[ ] Longer hours of rest.   [ ]Fuel   [ ] Gadgets

[ ] Others....................................

PART B

8. Please indicate on the scale of 1 to 5 below the extent to which you

consider the following **attributes as important** to you in evaluation of

the services you offer. Please tick (√)appropriate box.

On a scale of 1-5, 5 as best, Rate the performance of the force on each attribute	1	2	3	4	5
1. Ability to offer dependable services.					
2. Ability to solve problems correctly first time.					
3. Willingness to help customers.					
4. Provision of prompt service.					
5. Knowledge of officers on the services they offer.					
6. Possession of skills by Officers solving problems.					
7. Courteous, friendly and polite officers.					
8. Trustworthiness, believability and honesty of employees.					

On a scale of 1-5, 5 as best, Rate the performance of the force on each attribute	1	2	3	4	5
9. Feeling of security when in Kenya Police Force premises.					
10. Convenience of official opening hours.					
11. Convenience of location of offices.					
12. Accessibility to hotline.					
13. Accessibility to complaints' offices by personal visits.					
14. Caring and understanding staff.					
15. Feedback of queries by staff					
16. Caring and individualised attention.					
17. Flexible schedules.					
18. Appearance of service staff.					
19. Appearance of KPF facilities and equipment.					

Thank you for your cooperation!!!!

Appendix 3

Hi, My name is Ann Gachengo l am an MBA Student at the University of Nairobi. To graduate all MBA students are required to carry out an empirical study on their area of interest. I will therefore be grateful if you could fill this short questionnaire for me. Your information will be treated in the strictest of confidence.

CUSTOMER QUESTIONNAIRE

Please indicate on the scale 1 to 5 below how well Kenya Police Service has performed on the following **attributes.**

Please tick (√)appropriate box.

Attributes	Excellent 5	V. Good 4	Good 3	Poor 2	V. Poor 1
1. Ability to offer dependable services.					
2. Ability of the Officers to solve problems correctly the first time.					
3. Willingness to help customers.					
4. Provision of prompt service.					
5. Knowledge of Officers on the services they offer.					
6. Possession of skills by Officers in solving problems.					
7. Courtesy, friendly and polite employees.					
8. Trustworthiness, believability and honesty of employees.					
9. Guarantee of the work done by Officers.					
10. Feeling of security when in Police Force premises.					

Attributes	Excellent 5	V. Good 4	Good 3	Poor 2	V. Poor 1
11. Accessibility of Seniors and Supervisors when in need.					
12. Convenience of official opening hours.					
13. Convenience of location of offices.					
14. Accessibility to hotlines.					
15. Accessibility to complaints' officers by personal visits.					
16. Caring and understanding staff.					
17. Feedback of queries by staff.					
18. Caring and individualised attention.					
19. Flexible staff towards customers' schedules.					
20. Appearance of service staff.					
21. Please indicate on the scale of 1 – 5 your evaluation of the quality of service offered by the Force in Nairobi.					

PART B

Please indicate on the scale 1 to 5 below your evaluation of the **quality of service** offered by Kenya Police in Nairobi.

Please tick (√)appropriate box.

Evaluation of Services offered by the Police Force in Nairobi.	Excellent 5	V. Good 4	Good 3	Poor 2	V. Poor 1
1. Ability to offer dependable services.					
2. Ability of emergency crew to solve problems correctly first time.					
3. Willingness to help customers.					
4. Provision of prompt service.					
5. Knowledge of officers on the services they offer.					

Evaluation of Services offered by the Police Force in Nairobi.	Excellent 5	V. Good 4	Good 3	Poor 2	V. Poor 1
6. Possession of skills by Officers solving problems.					
7. Courteous, friendly and polite officers.					
8. Trustworthiness, believability and honesty of employees.					
9. Feeling of security when in Kenya Police Force premises.					
10. Convenience of official opening hours.					
11. Convenience of location of offices.					
12. Accessibility to hotline.					
13. Accessibility to complaints' offices by personal visits.					
14. Caring and understanding staff.					
15. Feedback of queries by staff					
16. Caring and individualised attention.					
17. Flexible staff toward customers' schedules.					
18. Appearance of service staff.					
19. Appearance of KPF facilities and equipment.					

5.   Please tick the areas you feel would **enhance** the output of the Police.

[ ] Cell-phone   [ ] Air time   [ ] Training   [ ] Working Vehicles

[ ] Longer hours of rest.   [ ] Fuel   [ ] Working Gadgets

Others.......................................

9. Please tick your gender!

[ ] Male   [ ] Female

7. Age of respondent in years. [Tick only one]

[   ] 0 – 30   [   ] 31 – 40   [   ] 41 – 50   [   ] 50 and above

8. Kindly   indicate   where   you   reside

....

On a scale of 1-5, 5 as best, Rate the performance of the force on each attribute	5	4	3	2	1
1. Ability to offer dependable services.					
2. Ability of emergency crew to solve problems correctly first time.					
3. Willingness to help customers.					
4. Provision of prompt service.					
5. Knowledge of officers on the services they offer.					
6. Possession of skills by Officers solving problems.					
7. Courteous, friendly and polite officers.					
8. Trustworthiness, believability and honesty of employees.					
9. Feeling of security when in Kenya Police Force premises.					
10. Convenience of official opening hours.					
11. Convenience of location of offices.					
12. Accessibility to hotline.					
13. Accessibility to complaints' offices by personal visits.					
14. Caring and understanding staff.					
15. Feedback of queries by staff					
16. Caring and individualised attention.					
17. Flexible staff toward customers' schedules.					
18. Appearance of service staff.					
19. Appearance of KPF facilities and equipment.					

For your co-operation thank you !!!!!!!!!!

Appendix 4

LIST OF POLICE STATIONS IN NAIROBI & THEIR CONTACTS

1. Langata Police Station — Tel.020 501 916
2. Hardy Police Station — Tel.020 501 916
3. Riruta Police Station — Tel.020 501 916
4. Karen Police Station — Tel.020 882 538
5. Central Police Station — Tel.020 222 222
6. Kamukunji Police Station — Tel.020 226 640
7. K.I. C.C. Police Station — Tel.020 245 475
8. Parliament Police Station — Tel.020 222 222
9. Buru Buru Police Station — Tel.020 792 901
10. Jogoo Police Station — Tel.020 557 766
11. Shauri Moyo Police Station — Tel.020 548 111
12. Makongeni Police Station — Tel.020 558 163
13. Kayole Police Station — Tel.020 792 901
14. Gigiri Police Station — Tel.020 521 353
15. Spring Valley Police Station — Tel.020 581 042
16. Parklands Police Station — Tel.020 3742 239
17. Kabete Police Station — Tel.020 632 222
18. Runda Police Station — Tel.020 521 353
19. Kileleshwa Police Station — Tel.020 560 533
20. Kilimani Police Station — Tel.020 2722 223
21. Muthangari Police Station — Tel.020 4442 800
22. Embakasi Police Station — Tel.020 822 217
23. Industrial Area Police Station — Tel.020 541 950
24. Ruai Police Station — Tel.020 784 117
25. Kasarani Police Station — Tel.020 803 310
26. Pangani Police Station — Tel.020 760 142
27. Muthaiga Police Station — Tel.020 767 406