THE IMPACT OF THE ZIMBABWE REPUBLIC POLICE SERVICE CHARTER:

A FOCUS ON TOTAL CUSTOMER SATISFACTION PROGRAM (1996-1999)

BY

LOVEMORE MATIPIRA

A PROJECT REPORT SUBMITTED TO THE GRADUATE FACULTY OF THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE MASTERS OF SCIENCE IN MANAGEMENT AND ORGANISATIONAL DEVELOPMENT DEGREE

UNITED STATES INTERNATIONAL UNIVERSITY IN NAIROBI

Nairobi, 2000
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work, and that it has not been submitted to any other college, institution or university other than the United States International University in Nairobi, for academic credit.

Signed  
Lovemore Matipira  
Date 04/12/2000

This project paper has been presented for examination with my approval as the appointed Supervisor.

Signed  
Prof. Afrifa K.Gitonga  
Date 08-12-00

Associate Professor of Management

Signed  
Mashaida  
Date 16.1.2001

Dean, School of Business

Signed  
Jeneda A.  
Date 24 Jan 2001

Deputy Vice-Chancellor, Academic Affairs
Acknowledgements

The survey benefited deeply from intellectual advice and guidance from Professor Afrifa Gitonga and Professor Isaac Riak. Helpful comments were also received from my wife Caroline Matipira. To Zimbabwe Republic Police ..... special thanks go to Chief Superintendent Innocent Mutimumwe, Chief Planning Officer, Head of Planning and Development Committee, for allowing me every access within the Police Force in order to produce this study. I was given every encouragement and access within Zimbabwe Republic Police. I am also grateful to all those who gave me both their precious time and frank comments during my work within the organization.

The openness of the Zimbabwe Republic Police has been admirable and one doubts if this would have been possible before the Service Charter Initiatives.

Finally, I would like to thank very much Sergeant Dube of Planning and Development Unit, Police General Headquarters, for giving me much of his time on visit to Police Staff College Library, especially for being generous with his time. Thank you all.
Dedication

To Mazvita Mary Nyasha Matipira, Tendayi Chidochemoyo Matipira, Farirayi Pauline Matipira, Dadirayi Beauty Matipira, Kudzayi Theodore Matipira, Chipo Melinda Tavengwa Matipira, Caroline Matipira, Jesnary and Jorum Bingirayi Dzani Matipira.
ABSTRACT

The purpose of this study was to assess the impact of the Zimbabwe Republic Police service Charter towards achievement of total customer satisfaction. The Service Charter was initiated as a corrective measure of addressing dissatisfaction by the public over Zimbabwe Republic Police Services. Specific objectives were therefore to estimate customer satisfaction using Customer Service Questionnaire and analyze the impact of the service charter on customer satisfaction with the aim of drawing up policy recommendations to guide Zimbabwe Republic Police as an entity as well as, possibly, other police forces elsewhere.

A theoretical and empirical study, which involved survey studies, was conducted. Interviews with a number of Police Officers and members of the public were carried out. The purpose of the interviews was to determine the feelings and attitudes of the general public towards Zimbabwe Republic Police policies and implementation of customer service policy. Stratified cluster sampling method was used because of the huge size of the population.

The first hypothesis, which predicted that people in Zimbabwe are not satisfied by the services they are receiving from Zimbabwe Republic Police was supported. The second hypothesis, which predicted that Zimbabwe Republic Police, is providing quality service to its customers was not supported.

Results of the study supported the premise that Zimbabwe Republic Police initiatives are a positive way of trying to enhance total customer
satisfaction although the hypothesis was not supported. The service charter consists of the interaction patterns between the Police Force and the public it serves; and this is directly linked to total customer satisfaction achievements.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study
1.2 The Problem and the Gap
1.3 Statement of the Study
1.4 Purpose of the Study
1.5 Hypotheses
1.6 Significance of the Study
1.7 Scope of the Study
1.8 Conceptual Framework
1.9 Operations of the Study

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept
2.1.2 The Concept
2.1.4 The Concept
2.2 Literature Review

© LOVEMORE MATIPIRA, 2000, All rights reserved
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>iii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>List of Figures</td>
<td>x</td>
</tr>
<tr>
<td>List of tables</td>
<td>xi</td>
</tr>
<tr>
<td>Abbreviations used</td>
<td>xii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Background of Problem     | 5    |
1.2 The Police and the Community | 8    |
1.3 Statement of the Problem  | 10   |
1.4 Purpose of the Study      | 12   |
1.5 Hypotheses                | 12   |
1.6 Significance of the Study | 13   |
1.7 Scope of the Study        | 13   |
1.8 Conceptual Definitions    | 14   |
1.9 Operational Definitions   | 16   |
Chapter Summary               | 18   |

## CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Quality    | 20   |
2.1.1 Importance of Quality  | 20   |
2.1.2 Approaches to Quality Thinking, Philosophy and Tools: W. Deming | 20   |
2.1.3 Quality Leadership and Organization 22
2.1.4 Importance of Quality 23
2.1.5 Approaches to Quality Thinking, Philosophy and Tools: Joseph M. Juran 23
2.1.6 Quality Leadership and Organization 24
2.1.7 Importance of Quality: Philip B. Crosby 25
2.1.8 Approach to Quality Thinking, Philosophy and Tools: P. Crosby 25
2.1.9 Crosby 14 Point Plan 26
2.2.0 Quality Leadership and Organization 27
2.2.1 Similarities of the Quality Gurus 27
2.2.2 The Evolution of Service Quality 29
2.2.3 Quality Indicators 30
2.2.4 Benefits of Quality Improvement 31
2.2.5 Importance of Customer Service 31
2.2.6 Customer Service Management 32
2.2.7 Measuring Customer Service Satisfaction 35
2.2.8 Classical Measurement Theory 40
2.3.0 Critical Incident Approach 41
2.3.1 Critical Incidents 41
2.3.2 Rating Scale 41
Chapter Summary 42

CHAPTER THREE METHODOLOGY 43
3.1 Selection of model variables 44
3.2 Sampling 45
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Model of Service Quality</td>
<td>36</td>
</tr>
<tr>
<td>II</td>
<td>Quality of Service Delivery</td>
<td>80</td>
</tr>
<tr>
<td>III</td>
<td>Meeting the Needs of Customers</td>
<td>82</td>
</tr>
</tbody>
</table>

xi
<table>
<thead>
<tr>
<th>TABLE</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Survey Strata of Zimbabwe</td>
<td>45</td>
</tr>
<tr>
<td>2</td>
<td>Distribution of Respondents by Gender</td>
<td>49</td>
</tr>
<tr>
<td>3</td>
<td>Total Customer Satisfaction Survey Instrument</td>
<td>51</td>
</tr>
<tr>
<td>4</td>
<td>Total Customer Satisfaction Ratings (Composite Scores for a Systematic Sample of 926 respondents)</td>
<td>53</td>
</tr>
</tbody>
</table>
ABBREVIATIONS USED

BSAP - British South Africa Police
PGHQ - Police General Headquarter
ZANU - Zimbabwe African National Union
ZANLA - Zimbabwe African National Liberation Army
ZNA - Zimbabwe National Army
ZAPU - Zimbabwe African People's Union
ZIPRA - Zimbabwe People's Liberation Army
ZRPSC - Zimbabwe Republic Police Service Charter
ZRP - Zimbabwe Republic Police
CHAPTER ONE

INTRODUCTION

Zimbabwe Republic Police (ZRP) has a rich and diverse history with its roots going back to three main ancestors; the British South Africa Police, established in 1889; Zimbabwe People’s Revolutionary Army (ZIPRA), and the military wings of Zimbabwe African National Union (ZANU) and Zimbabwe African People’s Union (ZAPU). Zimbabwe Republic Police is now a fully integrated police force. The scope of its activities is defined under section 93(1) of the Zimbabwe Constitution, which provides,

“For the purpose of preserving the internal security of maintaining law and order in Zimbabwe, there shall be a police force and every member of that force is charged with the general duty of maintaining law and order, of taking all steps which on reasonable grounds appear to him to be necessary for:

- Preserving peace
- Preventing crime
- Protecting property from malicious injury
- Detecting crime
- Apprehending offenders and
- Suppressing all forms of civil commotion or disturbance that may occur in any part of Zimbabwe”

1 Constitution of Zimbabwe, PP 66-67
The (ZRP) would like, in the discharge of its Constitutional role, to provide the best service possible, a service, which will earn the total satisfaction, confidence and support of the public.\(^2\)

Zimbabwe Republic Police operations cover the whole of Zimbabwe through the wings of the Criminal Investigation Department, Duty Uniform Branch, Support Unit and Police Constabulary Branch. Today, ZRP is a major security entity playing a full role within Zimbabwe. It is the third largest security establishment in Zimbabwe, following the Zimbabwe National Army (ZNA) and the Airforce of Zimbabwe. However, ZRP has been acclaimed as Zimbabwe’s top security block, which has successfully maintained law and order within the judiciary provinces of the country.

Zimbabwe Republic Police livery uses the colors blue and golden yellow and features the star logo with the Zimbabwe bird and a charging lion pinning down a snake. The logo is inscribed with the words, *Pro Lege. Pro Patria. Pro Populo*. Which is translated to mean, *For Peace. For People. For Prosperity*. This corporate image identifies ZRP with the "spirit of the star", an organization committed to service excellence and a "charging lion pinning down a snake", an organization committed to fight evil. Today, there are police stations scattered throughout Zimbabwe and these continue to be its public face. It is a ZRP’s stations that the public sees a company striving to maintain the standards of service and quality that should be synonymous with the ZRP star.

\(^2\) Focus 2000 Strategic Plan, Force Development Committee, Police General Headquarters, Harare, Zimbabwe
This case study discusses the impact of initiatives, which ZRP has implemented to improve customer excellence via its planning and development committee at Police General Headquarters (PGHQ) and also via its police stations throughout Zimbabwe.

The integration of the three forces came at the wake of independence in April 1980 when Zimbabwe Republic Police was born. Initially, the country was under the command of the British South Africa Police. The history of the BSAP dates back to 1889 when the British South Africa Company was granted charter and was given authority to raise and equip its own police force. This led to the formation of the British South Africa Company’s Police. Many of the Bechuanaland Border Police, which had been founded in 1885 for the purposes of keeping the road open to the north, transferred and joined the new force. The expedition of the Pioneer Column enjoyed the first protection/services of the company’s police and they crossed the Shashi River and trekked down to Mashonaland where they settled at Salisbury (now Harare) on September 12, 1890 and took formal possession of Mashonaland in the name of the Queen. The BSAP established its control in the then Rhodesia and little did they know that inheriting such legacy of racial composition, the ZRP recorded a history of hostile functioning in its early days of inception. Both ZANLA and ZIPRA cadres had some fresh wounds in their hearts against the Rhodesian government and its protective units, namely the BSAP, Rhodesia Army and some Reservist Units. Thus, the recently concluded liberation war had planted some seeds of hatred between the two major blocks, which form the crux of the newly formed ZRP. The amalgamation of forces of such magnitude resulted in some uncertainty in decision-makers.
The majority of senior officers who occupied the high ranks of the force put little effort into planning and formulation of policies which could enhance customer satisfaction. Instead they perpetuated the racial and hostile policies of the former regime into the new system. New civilian recruits were recruited into the new police force and were subsequently indoctrinated with BSAP ideologies.

Thus the ZRP was sub-divided on racial lines right from the Training College. Perhaps what was more damaging at this stage was the kind of syllabus and sources of materials which were used by the recruits. The syllabus was not designed to suit the new police force. Thus the face of the police was changing whilst the substance of learning materials remained colonial in shape. This became the turning point in the functioning and planning of the ZRP. The Commissioner of Police, A. Chihuri, (In Focus 2000: Strategic Plan) admitted that the situation was exacerbated by the amount of political interference and it affected the maintenance of standards and thus he could not dramatically change the syllabus to meet the changing times. What therefore remained in the ZRP was a legacy of lack of confidence and indecision in managerial ranks.  

In April 1916, the raising of Native Regiment was authorized and this marked the beginning of the first recognized black elite into the BSAP. Their major function in the Police Force were operational other than administrative. The blacks in the service at that time could not as a matter of policy occupy high offices, they were sidelined to junior office ranks and they became messengers of the force. The situation

---

deteriorated drastically immediately after independence when majority white high ranking police officers created a technical vacuum when they resigned from the force.

The posts were filled by less competent blacks, incompetent whites who remained in the police force and people of other cultures. Unwanted change was introduced into the Police Force and remnants of the old BSAP vividly resisted it. This led to continuous perpetuation of the BSAP policies by the ZRP and this generated hatred and mistrust of the police by the majority populace.

In an effort to try and amend the already tarnished image, the ZRP embarked into extensive community relations programs and training and strategic planning initiatives in 1996. The impact of these initiatives remains the primary objectives of this research paper.

1.1 BACKGROUND OF PROBLEM
The crucial role played by the police in safeguarding the community cannot be underestimated in any country whether developed or developing. The police have been on the forefront in enhancing peace and tranquility in society. Police stations are havens of safety in some societies; they are places where the community can take refuge away from the brutal and corrupt world of today. In Zimbabwe, more efforts are being directed towards enhancing good police-community relations and various measures have come up with an attempt to close the growing gap between the police and the community. Although some significant results have been achieved so far, there is an increasing concern about
increased police brutality, corruption and lack of dedication towards work. Special concern over such diversions has led to the implementation of the Zimbabwe Republic Police Service Charter (ZRPSC).

The Zimbabwe Republic Police (ZRP) committed itself to providing the most effective and efficient service to the public. The service charter was drawn up as a standard theoretical framework, which provides standard measures of performance, which the police force is to abide by in its daily functions. The values of the Zimbabwe Republic Police as outlined in the service charter are as follows.

The Police Force seeks to Provide:
- The highest quality service to the public
- Maximum co-operation with the public
- The highest professional standards in all its operations
- The efficient and effective use of all existing resources
- Transparency in its operations
- Accountability
- An easy way out of problems.\textsuperscript{4}

The Service Charter became a platform of operation in which police gurus within the organization expected the entire pool of officers to carry out their duties:
- Diligently
- Courteously
- Without fear or favor

- With honesty and integrity
- With due respect for human rights

Prioritized activities are spelt out in the service charter and these range from communication to personal contact between the police officers and the community. Issues relating to responding to telephone calls are given first priority and a commitment is made to the effect that they should be attended to promptly and courteously without undue delay. The service charter clearly spells out that, "the police endeavor to answer all telephone calls in control rooms/charge offices and all other switchboards within 10 seconds (or 3 rings). In all cases, the person answering the phone shall be as courteous and as helpful as possible and will always use our standard telephone response:

*Good morning/afternoon/evening. (Name of police station/establishment) can I help you?"  [Augustine Chihuri, Commissioner of Zimbabwe Republic Police]*. On issues pertaining to personal visits to police stations, an assurance was given in the service charter that, all visitors to the police station charge office must be attended to as quickly as possible. A standard time of one minute on arrival was set, as the most efficient time limit needed to attend an individual upon entering a charge office. The Commissioner of Police, Augustine Chihuri put it this way; "We are committed to ensuring that on your visit to any Police Station you are treated as courteously and helpfully as possible. In all cases you should

---

*The Zimbabwe Republic Police Standard 1999, Force Development Committee Police General Headquarters, Natprint, pp5*
expect the appearance of the station and the attitude of the staff to reflect the highest professional standards.”

1.2 THE POLICE AND THE COMMUNITY

The police constitute a small fraction of the community and it has become common knowledge that the police can never discharge its obligations unless it is reinforced by the good will and co-operation of the citizenry. Civil disorder, protest demonstrations, etc have made necessary an agonizing reappraisal by the police not only of their community relations efforts but also their basic function in society (Radelet at al 1974). Police functions extend from law enforcement and crime suppression to social service and maintenance of order (Gourley 1974). In return of the functions, the police have been granted society’s maximum power, which is the power of taking away liberty and or life from its citizenry. Such power exerted to one part of the community has created tremendous conflicts between the police and the community they envy to serve. Thus the police is therefore faced with a dilemma which makes the performance of their duties rightly impossible. In trying to enhance the objectivity of their mission, they often end up operating under conflicting pressures, which seek to protect conflicting values of public order and individual freedom. They have to strike a balance between freedom and order and such an endeavor is not an easy task to reckon with. In the world we live in today, we find that some people want crime suppressed even at some cost of civil liberties whilst others want civil liberties

---

7 Radelet A. Louis, The Police and the Community, 1974, Glence Press (A division of Benziger Bruce and Glencioe, Inc BeverlyHills
protected even at some cost of crime. As if this is not enough, socio-political and economic hardships facing society today have induced substantial pressure on society to the extent that the public annoyance and anger is subsequently transferred to the police. Perhaps the reason behind this is that a uniformed police officer is a visible symbol of the state. Such frustration on the face of the police have led to some modern misconception that the police are paid to do what civilians would prefer not to do. This is one expression of popular feeling at the root of current police community separatism. Perhaps this helps to explain why the police have been viewed as pigs from historical times. Such misty history of the police-customer relations' picture motivated me to carry out a study of this nature, which involves the police and the community, it serves.

A study, which involves the police and total customer service, may well bemuse some readers and bewilder others. However, this should not be the case. Zimbabwe Republic Police has experienced problems of such magnitude that in order to avert the pressures which the police has to contend with when facing the challenges of change, the organization has introduced what management gurus in the force have dubbed, Zimbabwe Republic Police Service Charter (ZRPSC). The charter is aimed at transforming the Zimbabwe Republic Police into a more efficient organization with complete focus on total customer satisfaction. This has remained an uphill task for this police force since the inception of the charter in 1996. Whether it is believable or not, the Zimbabwe Republic Police in its charter is trying to narrow this gap in its relationship with the customers it strives to serve. Given the traditions of the Zimbabwe
Republic Police, the climate in which it operates, and its culture, one can be impressed that its service excellence program (ZRPSC) will promote customer satisfaction and create confidence and hope in the community it serves.

This research paper illustrates the need for coming to terms with changing market-place and customer community, the realization that service is no longer merely optional. Customer service is not only desirable; it is the *sine qua non* of survival. That survival is by no means guaranteed, even in the police force. Knowing this, The Zimbabwe Republic Police took stock of their organization and ZRPSC was born.

In view of the above background, the present study is an attempt to understand the impact of the Zimbabwe Republic Police Service Charter on its customer community. The study is aimed at providing a contribution to positive relationships between the police service and its customer community, by analyzing the impact of ZRPSC on the community it serves.

1.3 STATEMENT OF THE PROBLEM

The performance of the Zimbabwe Republic Police has been fluctuating generally and sometimes declining in terms of customer satisfaction and growth since 1980 [Zimbabwe Republic Police, Public Opinion Survey, 1998]. Various incidents have been reported and have gone unsolved up to present date. There is growing concern that the police service is not dynamic in either combating crime or making breakthroughs in curtailing international crime in Zimbabwe, namely the white collar and blue collar crimes which are on the increase in the country and the increase in human rights abuse. However, even though Zimbabwe Republic Police has
established adequate local linkages in trying to build customer satisfaction, the way in which such measures are implemented remains questionable. In particular, the service has become low concentrated meaning that the whole system has been diluted by the use of less trained members of the special constabulary who normally abuse citizens whilst in full-fledged Zimbabwe Republic Police (ZRP) uniform. Such a large and widening gap between the police and the community it services is the primary objective of this research project. The smaller units of highly trained officers are subjected to undue pressure thereby leaving them with no options but to bow out of total customer satisfaction focus. Given the implications of improper functioning in the market and the harmful effects associated with the loss of public faith in general there is need to have policies that deal with actions of restoring public faith and confidence in the police. Although at the moment Zimbabwe has implemented some measures that aim to address the situation, there seem to be no legislation to deal with these kind of practices. Neither does the country have any administrative or legal mechanism to enforce such measures. It has been noted that whereas proper policies have been designed to increase total customer satisfaction, the gap between the two is constantly widening thereby creating relentless pressure from the community.

Given this situation it was found necessary to re-engineer the ZRP using policy instruments that will improve the efficiency and competitiveness of the sector and re-orient it towards increased total customer satisfaction. This study’s primary objective was to investigate the impact of the service charter – the extent and nature on total customer satisfaction with a view to evaluate the best possible policies to supplement the already
existing customer-focused measures. The study will help reduce the widening gap of understanding between the police and the community it serves and thus enhance the delivery of total customer satisfaction by the police.

1.4 PURPOSE OF THE STUDY
The general objective of this study was to assess the impact of the service charter towards achievement of total customer satisfaction.
Specific Objectives were to:

(a) Estimate the level of customer satisfaction after service charter.
(b) Establish the impact of the service charter on customer satisfaction.
(c) Based on (a) and (b) above draw conclusions and make policy recommendations to guide the Zimbabwe Republic Police as a whole.

1.5 HYPOTHESIS
H0 People in Zimbabwe are not satisfied by the services they are receiving from Zimbabwe Republic Police.
Hi Zimbabwe Republic Police is providing quality service to its customers.
1.6 SIGNIFICANCE OF THE STUDY

The nature of the security in a community is important to investors, policy makers and all other stakeholders in a society. This is because investment in industry requires a conducive working environment, which is in security-free. Before investing it is imperative to have prior knowledge of the level of security in the community in the market you intend to invest in so as to avoid wasteful investment. The policy makers need guidance about the nature and characteristics of the market before they can formulate any policy. The findings of this study will shed light as to the nature of the security and the relationship between the police and the community they are policing. It will also provide an insight to policy makers as to what necessary micropolicies are needed to guide the police towards efficacy.

1.7 SCOPE OF THE STUDY

The research was designed in such a way that the Zimbabwe Republic Police will ask itself at the end of the research a variety of questions *inter alia* the following:

- What is the business in which ZRP is?
- How can ZRP best focus on the mission in order to enhance total customer satisfaction?
- Can ZRP agree on mission statement?
- If not, what do ZRP have to do to get from where they are to where they have never been?
- How do ZRP get everyone in the organization to commit to its statement?
• What are the deficiencies in the system that prevents them from being as good as they could at the business they are in?
• How do they get everyone involved in order to present a consistent public face, both internally and externally?
• How should ZRP communicate what they are trying to achieve, both to their internal customers and to those they serve?
• What kind of communication and training emphasis will ZRP need to support themselves on their journey of achieving excellence?
• Can the system support the changes; do ZRP have the leadership in the organization to manage change?
• How shall ZRP move from "make it happen" to "making it stick"
• How can ZRP measure how well they are doing with the change process, again, both internally and externally?

1. 8 CONCEPTUAL DEFINITIONS

• **Community:** - A group of people who share similar beliefs and customs and who may live in the same area.

• **Consumer behavior:** - The process involved when individuals or groups select, purchase, use or dispose of products, services, ideas, or expectations to satisfy needs or desires.

• **Consumer confidence:** - The state of mind of consumers relative to their optimism or pessimism about economic conditions.
• **Consumer satisfaction or dissatisfaction (CS/D):** - The overall attitude a person has about a product after it has been purchased. It is determined by the overall feelings, or attitude a person has about a product after it has been purchased. Consumers are engaged in a constant process of evaluating the things they buy as these products are integrated into their daily consumption activities. Consumer satisfaction has a real impact on the bottom line. Quality of service affects customer satisfaction.

• **Improvement:** - Improvement as a part of a successful improvement strategy goes beyond the dictionary definition of the word. Improvement is a mind-set inextricably linked to maintain and improving standards. In a still broader sense, improvement can be defined as Kaizen and innovation, where a Kaizen strategy maintains and improves the working standard through small, gradual improvements, and innovation calls forth-radical improvements as a result of large investments in technology and/or equipment. A successful Kaizen strategy clearly delineates responsibility for maintaining standards to the worker, with management’s role being the improvement of standards. The Japanese perception of management boils down to one precept: maintain and improve standards.

• **Kaizen:** - Means improvement. Moreover it means continuing improvement in personal life, home life, social life and working life. When applied to the workplace Kaizen means continuing improvement involving everyone-managers and workers alike.
- **Police**: Are government officers who enforce the law and maintain order. They work to prevent crime and to protect the lives and property of the people of a community.

- **Process**: Adopting the systems to suit the needs of customers. It is also the support of all the people who work the system.

- **Purpose**: Is the mission statement, the values, and ingrained vision of the organization. It is these beliefs which drive behavior throughout the organization.

- **Quality**: There is very little agreement on what constitutes quality. In its broadest sense, quality is anything that can be improved. When speaking of “quality” one tends to think first in terms of product quality. When discussed in the context of improvement strategy nothing could be further off the mark. The foremost concern here is with the quality of people. The three building blocks of a business are hardware, software and “humanware”. Only after humanware is squarely in place should the hardware and software aspects of a business be considered? Building quality into people means helping them become Kaizen conscious.

### 1.9 OPERATIONAL DEFINITIONS

- **BSAP**: British South Africa Police. The first police force to operate in Rhodesia (Zimbabwe 1986-1980).

- **Excellent Customer Service**: The ability of an organization to constantly and consistently exceed the customer’s expectations.

- **Customer Dialog**: Is the means by which we know what the
customer wants and needs. This is the method used to assess customer satisfaction with efforts to fulfil their wants and needs. It merely means listening to customers.

- **PGHQ**: Police General Headquarters. The administrative headquarters of the Zimbabwe Republic Police, which is situated in Harare.

- **ZANU**: Zimbabwe African National Union. Political party with a majority Shona people of Zimbabwe and other minority tribes.

- **ZANLA**: Zimbabwe African National Liberation Army. Military wing of ZANU.

- **ZNA**: Zimbabwe National Army. This is Zimbabwe’s national defense force.

- **ZAPU**: Zimbabwe African People’s Union. Political party for majority Ndebele people of Zimbabwe.

- **ZIPRA**: Zimbabwe People’s Liberation Army. A military wing of ZAPU.

- **ZRPSC**: Zimbabwe Republic Police Service Charter: a service excellent program designed to meet total customer satisfaction.

- **ZRP**: Zimbabwe Republic Police.
Chapter one outlines the general background to the formation of Zimbabwe Republic Police, its organization and operational policies. The Zimbabwe Republic Police Service charter is introduced in this paper. An outline of the Service Charter and its aim of bridging the gap between the Zimbabwe Republic Police and the community they serve are given. The Service charter was formulated as a result of the recognition by ZRP that people are not satisfied by the service they are receiving from the Zimbabwe Republic Police. Chapter one therefore describes the general discontent of the community with police service as reflected in the introduction and the background.

However, the chapter draws a parallel line on what is to be investigated given the current situation of the Zimbabwe Republic Police structure and operations and the general feelings of the community. It is in this chapter that the basis of this research is found.
CHAPTER TWO

LITERATURE REVIEW

The paradigm upon which this study is founded is based on customer satisfaction theory and postulates a link between the Zimbabwe Republic Police and its conduct in trying to achieve/meet total customer satisfaction within the community in which it operates. Consumer satisfaction or dissatisfaction (CS/D) is defined as the overall attitude a person has about a product after it has been purchased. Consumers are engaged in a constant process of evaluating the things they buy as these products are integrated into their daily consumption activities. Customer satisfaction has a real impact on the bottom line. We should note that Zimbabwe Republic Police provides service and not products since it is a service industry. The bottom line of customer satisfaction is the achievement of quality service by an organization. In this context, quality, in its broadest sense is anything that can be improved (Masaaki Imai 1986).

A brief look of what quality is will be of paramount importance at this stage. Quality may be defined as total value or ability of a product/service to satisfy customer needs from a performance, appearance, durability and cost standpoint [Masaaki Imai 1986].

---


Quality pertains to produce as well as to services. Total Quality Management which enhances total customer satisfaction can be traced back to the 1940’s and is attributed to quality gurus like JM Juran, Masaaki Imai, Edward Deming, Armand Feigenbaum, P. Crosby, Kaoru Ishikawa, et al.

2.1 The Concept of Quality

W. Deming defines quality as fitness for purpose and he focuses on the customer [J. Ross, 1995]\(^\text{11}\). Deming developed the 14 points of quality, the Deming’s PDCA cycle and the system of profound knowledge as we shall see here under. In order to achieve quality, he emphasized on predicable degree of uniformity and dependability, at low cost, which is suited to the market.

2.1.1 Importance of Quality:

Deming asserts that quality must be built into the product at all stages in order to achieve a high level of excellence. He says that, as quality improves, costs will decrease, productivity will increase resulting in more jobs, greater market share and long-term standings [J. Rosses]\(^\text{12}\).

2.1.2 Approaches to Quality Thinking, Philosophy and Tools: W. Deming

Deming defined the universal fourteen points of quality management and these are:

1. Create consistency of purpose with a plan.
2. Adopt the new philosophy of quality.

\(^{11}\) Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, PP 4-5

\(^{12}\) Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, PP 4
3. Cease dependence on mass inspection.
4. End the practice of choosing suppliers based solely on price.
5. Identify problem and work continuously to improve the system.
7. Change the focus from production numbers (quantity) to quality.
8. Drive out fear.
10. Stop requesting improved productivity without providing methods to achieve it.
11. Eliminate work standard that prescribes numerical quotes.
12. Remove barriers to provide workmanship
13. Institute vigorous education and retraining.
14. Create a structure in top management that will emphasize the preceding thirteen points every day [J. Ross 1995]¹³.

The 14 points enumerated by Deming are classified in strategic terms per company per se as:

1. Vision
2. Goal setting
3. Operating philosophy
4. Management style
5. Organization designs [J. Ross].

¹³ Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, pp 5
These strategic terms were deduced into three basic components, which are:

i. Constancy of purpose
ii. Continued improvement
iii. Co-operation between functions.

Deming advocates for extensive use of statistical methods and understanding of variation under the principle of prototype knowledge. Deming saw knowledge about variation, common, special and appreciation of a system as a necessity. He advocated for the theory of psychology and the theory of knowledge.

2.1.3 Quality Leadership and Organization.

Deming found that management not workers are responsible for variance reduction in systems and as a result, leadership for quality comes from the top. In planning, he advocated for change and test in order to enhance improvement. He said that, once you plan, you should carry out the change or the test. After this, one should study the results and then repeat the process if need be.

Joseph M. Juran found that there are two kinds of quality: -

He also focuses on the customer just like Deming. Juran developed the quality, trilogy, the five quality characteristics, the concept of internal customer, and the four phases of problem solving, quality council and the quality spiral.

14 Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, pp 5
2.1.4 Importance of Quality

According to Juran, quality affects cost incomes and strategic positions. He advances his theory about the difference between the big "Q" and the small "q" to mean certain variations in quality achievements.¹⁵

2.1.5 Approach of Quality, Philosophy and Tools:

Juran emphasized a systems approach, which simply states that quality should be implemented through the following:

- The triple role concept, the cost of quality and strategic management.

  The quality trilogy is:
  - Quality planning
  - Quality control
  - Quality improvement

This is Juran’s approach to quality.

Juran’s 10 steps to quality were listed as follows:

1. Build awareness of opportunities to improve.
2. Set goals for improvement.
3. Organize to reach goals.
4. Provide training.
5. Carry out projects to solve problems.
8. Communicate results

¹⁵ Joel E Ross, Total Quality Management: Text, Cases and Readings, 1995, pp 6

10. Maintain momentum by making improvement part of the regular system and processes of the company. However, his final reminder was that we should focus on quality. [Harrington H. J. 1995]^{16}

2.1.6 Quality Leadership and Organization:
According to Juran, in order to achieve quality:
- Top management must play an active role.
- Set up quality council.
- Measures quality as one could do with profitability.
- Have a vision.
- Emphasis on education and training.

Juran concluded that the four critical factors in quality achievement should be commitment, organization, quality measures and system thinking. [Harrington, H. J, 1995]^{17}. It is evident therefore that upper-level management might have a higher responsibility.

Armand V. Feigenbaum is one of the quality gurus who is viewed as the originator of total quality control. Feigenbaum asserts that quality is defined by the customer and is excellence driven and not defect-driven. [J. Ross, 1995]. In this context, he derives some similarities like those of Juran. He views quality as being the tool of cost reduction and higher profitability. Feigenbaum saw that quality extends beyond the factory floor and should permeate the entire organization. His approach is to use Total Quality Control with the cost of quality concept as a motivation for

---


^{17} Harrington H. J. 1995, Total Improvement Management, Mc gr aw-Hill, Inc, pp 21-22
management to adopt the practices of Total Quality Management. His methods are therefore heavily dependent on statistics. On leadership aspects, he argued that quality should be driven by top management [Harrington H.J. 1995]¹⁸.

Philip B. Crosby is the best quality expert who came up with the concept of zero defects. According to Crosby, quality is conformance to requirements. Requirements need to be clearly specified so that everybody knows what is expected of them [J. Ross 1995]¹⁹.

2.1.7 Importance of Quality:
Crosby found that importance of quality management is reduction of costs hence the view in his book, quality is free. He emphasized on cost of prevention and that of correction.

2.1.8 Approach to Quality Thinking, Philosophy and Tools.
Crosby defines the four absolutes of quality as:

1. Quality means conformance to requirements. Requirements need to be defined so that everyone understands what is required of him or her.
2. Quality comes from prevention and prevention is a result of training, discipline, examples, leadership and more.
3. Quality performance standards are zero defects. Errors should not be tolerated.
4. Quality management is the cost of non-conformance.

¹⁹ Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, pp 6
2.1.9 Crosby 14 Point Plan.\textsuperscript{20}

Management Commitment. Top Management become convinced of the need for quality and must clearly communicate this to the entire company by written policy, stating that each person is expected to perform according to the requirements of course as set by the company and that be officially changed to meet the company and the customers really need.

1. Forum of team composed of department heads to oversee improvements in their departments and in the company as a whole.

2. Establish measurements appropriate to every activity in order to identify areas where improvements would be profitable.

3. Raise quality awareness among employees. They must understand the importance and the cost of non-conformance.

4. Take corrective action as a result of steps 3 and 4.

5. Zero defects planning. Form a committee to plan a program appropriate to the Company and its culture.

6. All levels of management must be trained in how to implement their part of the quality improvement program.

7. Schedule a day to signal to employees that the company has a new standard.

8. Individuals must establish improvement goals for themselves and their group.

9. Employees should be encouraged to inform management of any problems that prevent them from performing error-free work.

10. Give public non-financial appreciation to those who meet their quality goals or perform outstandingly.

\textsuperscript{20} Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, pp 6-7
2.2.0. Quality Leadership Organization.

According to Crosby, quality is based on consistency and, certainty of systems and is therefore the responsibility of management and not workers. On this basis, he defines the management maturity grid, which serves as a quality management roadmap from uncertainty where the management fails to see quality as a tool to certainty where quality is seen as essential for the organization’s success. Problems are generally prevented and quality improvement activities are regular and continuing.

2.2.1. Similarities of the Quality Gurus:

The following points illustrate the similarities in thinking of the quality gurus:

1. Prevention-orientation is the key to the success of quality management. Inspection does not provide lasting solutions or continuous improvement.

2. Involvement of leadership by management too is essential for the necessary culture of commitment to quality of the organization.

3. A program for quality requires organization – wide efforts and long—term commitment, accompanied by necessary investment in training.

4. Quality is first and schedules are secondary.

5. Friendly problem solving environment

6. Concepts of internal customer (system inter-dependence) and the management of processes.

7. High level on non-financial recognition of employees.

8. Create awareness of opportunity and constant search for improvement.

9. Use of defined measures by all employees.
Differences of quality gurus thinking can be presented as follows:
1. Use of quality circles – Crosby.
2. Zero defects as a performance standard – Crosby.
3. Hold a zero – defects day to celebrate commitment to quality – Crosby.
5. Eliminate management by objectives and pay linked to output – Deming.
6. Extensive Marketing Research – Deming
7. Use of cross functional actions teams to attack problems on a project to a project basis – Juran
8. Individual goal setting – Crosby and Juran.
9. Involvement of everybody – Feigenbaum

This study reviewed in particular the aspect of customer focus with attention paid to the concept of quality as a yardstick to achieve total customer satisfaction. Customer service can be defined as the activities involved in ensuring that a product or service is delivered to the customer on time, in the right quality and in the correct quantity.

Customer care is not just paying good “lip service” but comprises of a set of processes, which exist throughout many different parts of the organization. Service quality focuses on satisfying your customers in the moments of truth. Satisfying of these moments could mean generation of confidence by the clientele in the organization’s performance. Quality culture therefore embraces customer care. Installing an effecting customer care outlook means inculcating quality culture which places a high value on the customer.
2.2.2 The Evolution of Service Quality

Daniel Bell traces the evolution of service quality in three major evolutionary stages:

i. The Agrarian stage in which nature dictates the game. In this evolutionary step, it was human efforts versus the land.

ii. The Industrial evolutionary stage where the game is between the human efforts and the machines fabricated by man.

iii. The post-industrial steps where the game was between persons. In this step everyone has the technology to produce products and services and service distinction became the order of the day.

The twenty-first century has already witnessed an increasing need for quality services and services have become the yardstick for ascertaining competitive excellence. Companies are now forced to adopt quality services within their premises. Developing that kind of quality service requires a commitment to service through the entire organization.

Top management should demonstrate initiative in ascertaining customer service orientation and continuity. Alienating customers is something no company can afford to do. According to Edward Deming, quality is all about getting things right the first time by bringing the customer into the organization [J. Ross, 1995]\textsuperscript{21}. Tom Peters says that, “unfortunately we can no longer afford to merely satisfy the customer. To win today, you have to delight and astound your customers with products and services that far exceed their expectations”\textsuperscript{22}.

\textsuperscript{21} Joel E Ross, Total Quality Management, Text, Cases and Readings, 1995, pp 6

\textsuperscript{22} Garfield Charles, Second To None, pp 206-207
Philip Crosby, a propagator of total quality management, defines proof of service quality as “flawless performance” or simply put “zero defects” performance. This means 100% satisfying performance from the customer’s point of view. “Quality is defined by the customer”, Kessler Sheila, 1995. She point out that there is need to ask the customer what quality is defined as and evaluate how well you are meeting those expectations.

There is need to conduct customer surveys to determine factors such as, why customers are losing faith in your services and why are they opting for an alternative, etc. This creates need for building and maintaining service quality in organizations that assures continual focus on the customer. Benjamin Acneider and David Bowen 1995 have come up with five critical principles which service firms must follow in order to deliver quality:

I. Involve customers in designing service quality standards.

II. Select, train and reward employees for delivering service delivery meet quality standards specified.

III. Integrate functions to ensure that seamless quality is presented to the customer across the entire organization.

IV. Co-ordinate the entire organization to build and promote a quality service cultures.

2.2.3 Quality Indicators are as Follows:

- Response to customer complaints
- Telephone manners
- Familiarity of staff with office equipment
• Growth in customer base and retention rate.
• Employee turnover rate.
• Image of the Company both to internal customers and the public.

2.2.4 Benefits of Quality Improvement:
• Improved customer retention/satisfaction.
• Increased market share.
• Positive public image
• Higher generated profits

Superior quality is proving to be a winning competitive strategy. Improving quality is a powerful move to improving market share and customer satisfaction. Quality provides utility to the customer that influences the supply-demand relationship by more than cost alone.

Renowned organizations such as the Metropolitan Police, Federal Bureau of Investigation, Scotland Yard, *inter alia*, are obsessed with service excellence. They use quality service in order to be different and increase customer care and total satisfaction.

2.2.5 Importance of Customer Service
Achieving customer service excellence should be a key objective for every manager. It ensures that every day to day decisions, every communication, every business process is focused on customers' real needs.
Building and maintaining effective customer relationships is a challenge facing many organizations. Variables that can help business achieve effective relationships include:

- Communicating professionalism to the customer.
- Communicating technical success and future innovations or developments.
- Communicating market success of the organization.
- Providing product updates to customers.
- Conducting regular customer surveys to determine degree of satisfaction.

2.2.6 Customer Service Management:

Ian Linton has described the following tools as being essential in effective management of customer service.

(a) **Training programs**: Aimed at helping managers develop supervisory skills so that they can identify priorities and help their staff develop service performance.

(b) Team **building**: Managers should identify groups and individuals who contribute to customer service directly or indirectly, understand their different contributions and help them focus on priority areas. A customer service audit is necessary to provide a step by step guideline to planning, operating and assessing customer satisfaction.

(c) Focusing **on the Customer**: Understanding the role of service from the customer’s point of view. Identify key customer concerns in each situation and recommend ways to improve the customers’ experience.
(d) Customer Service Standards: Understand why quality is important to customer service. Establish how staff should deal with customers to achieve the highest levels of customer satisfaction and set standards that are relevant, practicable and measurable.

(e) Incident Management: Not all problems can be solved at the front-line. Managers should know when a problem needs to be brought to the attention of higher executives. Procedures should be set to be followed in such cases. To improve quality response to customer problems, managers should identify key contact points to be monitored during the incident and keep the customer informed till the incident is resolved.

(f) Customer Contact: Every contact between customer and supplier counts, hence, managers should develop a positive communication strategy. E.g. by use of advertisements, brochures, press releases, product updates, financial reporting, etc. It also entails positively managing customer contact employee to enable them represent the organization effectively and what it stands for.

(g) Handling Complaints: Recognize the complaints represent both a problem and an opportunity to respond positively and improve customer relations. A customer who has a problem and does not complain represents a lost opportunity. Encourage customers’ voice their complaints by creating a complaints mechanism in the organization. Turn complaints into improvements to avoid service switching.

(h) Customer Relationships: Disregard the conventional organizational chart that puts emphasis on hierarchy of authority. Create a structure that puts customer contact personnel at the top with everyone else in the organization supporting their activities/efforts.
(i) **Adding Value**: Managers should assess their products to see which offers the highest value and highest level of satisfaction, then try to improve customer appeal by adding new features to their product mix compared to competitive offerings. Recommend a synergy approach where “2+2=5”. This implies adding value to your service, e.g. by providing courtesy cars, reserve parking for clients, convenient opening hours, etc.

(j) **Service Contribution**: General information service provides the greatest opportunity to improve customer service. For instance, giving advice and guidance to customers on related fields concerning security.

(k) **Customer Feedback**: Identify the frequency and type of feedback needed to manage customer service programs effectively. This is achieved by use of tools such as check sheets, flow diagrams, pie charts, fish-bone diagrams among others.

(l) **Rewarding**: Customer service programs must recognize the contribution of individual staff or specific departments who have achieved high standards. It involves identifying key contribution, assessing current performance and developing recognition and incentive programs to improve performance. It is essential to understand the importance of motivation and rewards in delivering the highest standards of customer service.

(m) **Bench Marking**: This is a continuous process of comparing a company’s performance with that of world-class leaders or the best in the class and then setting out to match their performance or even surpass it.
2.2.7 Measuring Customer Service Satisfaction

Measuring was traditionally applied to mechanical processes and financial performance analysis. Today, quality is increasingly used as a means of measuring standards of customer satisfaction. Quality standards should be measurable, carefully controlled and conform to the standards of an independent organization associated with measurement of product or service quality.

**BS 5750** model is the recognized means of demonstrating that a business conforms to international quality standards in the way it deals with customers. The aspects it measures comprise:

- **Response Time**: How quickly you respond to the original call, how quick a response is given within specific guidelines and how frequently the customer is kept informed until the task is completed.

- **Consistency of Service**: Offering customers a consistent standard of service throughout the police network.

- **Customers’ Expectations of Quality**: Reaching into customer attitudes to see how they feel about what you are offering.

- **Measurement Feedback**: It enables a business to take account of its customer’s views responding and dealing with problem areas effectively.

Another measurement tool is **Customer Satisfaction Index (CSI)**. It is said to be the most effective method of measuring achievement and improvement. It takes the results from a number of satisfaction surveys and allocates a value to key satisfaction indicators. It rates satisfaction
variables using an index e.g. 1 to 10, most important to least important, etc. It can be used as a method to assess customer care performance and as a means for motivating people to improve customer care standards.

Another performance measurement tool is the Service Performance Index (SPI). This is a model established internally within an organization. It tests the organization’s ability to meet the standards it has set as well as emphasizing the importance of continuous improvement.

Fig 1: Model of Service Quality

Parasuramann, Zeithmal and Beryl (1985) developed a model that explains the nature of meeting quality service and is depicted hereunder

Factors That Influence Total Customer Service. (ZRP Operations)

<table>
<thead>
<tr>
<th>Method</th>
<th>Environment</th>
<th>Material</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Training</td>
<td>Bureaucracy</td>
<td></td>
</tr>
<tr>
<td>Unnecessary Lengthy Procedures</td>
<td>Politics internally and Externally.</td>
<td></td>
</tr>
<tr>
<td>Unclear Procedures</td>
<td>Unsuitable Locations</td>
<td></td>
</tr>
<tr>
<td>Lack of technology Update – Computers</td>
<td>Lack of Adequate Training</td>
<td></td>
</tr>
</tbody>
</table>

Hindrances to providing quality service in ZRP.

Slow speed in processing Reported Cases

36
The model identifies factors that contribute to quality service. In the process of providing service, several gaps are created that call for companies to improve service in order to fully meet customer demands. These are known as “gaps of satisfaction”. A gap in this context is a bridge between satisfaction and dissatisfaction - what exist in-between.

**Gap 1:**
This comprises conducting market research, investing in research and development and applying research feedback to be able to determine customer needs and how to service such needs effectively. It entails developing and efficient communication system within the organization, where all organizational members participate in day to day affairs of the organization. Another aspect covered is the level of management within the organization. This should not in any way hinder development in the organization due to dictate or authoritarian management.

**Gap 2:**
This aspect requires that management should be committed to providing quality service in order to lead the way in providing quality. It also requires that tasks are standardized across the entire organizational network such that all work towards meeting one goal “quality service”, and the same is observed in all the departments and branches of that organization.

The organization should ensure that it has the capabilities and resources to meet the goal specifications as fully stated.
Gap 3:
This sector identifies teamwork as being an essential tool in integrating resources to provide one common goal rather than individualized competition, which tends to overshadow the main purpose being pursued. It also recognizes the fact that employee selection and task allocation is of great importance. The right job should be allocated to the right person with the right skills at the appropriate workstation. Technological innovation and improvements should be in line with the current market technology in order to compete on an equal ground with competitors and be able to give the best possible service to your customers.

Job evaluations should be conducted fairly where the employees' efforts are considered taking into consideration the resources available to enable them perform their duties as well as shortcomings in the course of duty. Tasks should be clearly defined such that role conflict and role ambiguities are eliminated. Role conflict refers to incompatibility between one or more roles within employees' role set, such that fulfilling one role would make fulfilling the others more difficult. Role ambiguity refers to a situation where an employee lacks salient information needed to effectively play his/her role.

Gap 4:
Horizontal communication is emphasized by way of newsletters, updates, bulletins, etc. where all members of an organization are made aware of what is going on in the Company goals and objectives. An organization will often find itself in situations where it promises more than it can
deliver. This pressure exerted will force the organization to look for a way to fill this gap.

**Gap 5:**

This gap integrates the previous four identified gaps in a bid to provide service quality. Service quality in totality is determined by the reliability of the service responsiveness of the service personnel, assurance of quality service throughout the entire organization, empathy from the service personnel and tangible evidence of quality service. Through further research, Parasuramann, Zeithmal and Beryl developed a model to measure the degree of compliance to the variables discussed in the model above. This scale is known as the SERVQUAL SCALE MODEL and is used to measure service as perceived by customers along five distinct dimensions, namely: tangibles, reliability, responsiveness, and assurance, amongst others.

Ten determinants of service quality have been adopted from the works of Parasuramann, Zeithmal and Beryl to assist in measuring service quality in this study. These determinants include inter alia:

1. **Reliability:** Consistency of performance and dependability.
2. **Responsiveness:** Willingness and readiness to provide service.
3. **Competence:** Required skills and knowledge to perform the service.
4. **Access:** Approachability and ease of contact.
5. **Courtesy:** Politeness, respect, consideration and friendliness of contact personnel.
6. **Communication:** Informing and listening to customers in a language they can understand.
7. **Credibility:** Trustworthiness, believability and honesty.
8. **Security:** Freedom from danger, risk or doubt. Includes freedom from both physical and financial danger.

9. **Knowing the customer:** Making an effort to understand customer needs.

10. **Tangibles:** Physical evidence of the service being provided.

### 2.2.8 Classical Measurement Theory

This approach is mostly applied when assessing customers' level of satisfaction. This measures the level of satisfaction of an individual by making him respond to some questions. From the answers, we obtain a score that indicates that person's level of satisfaction with the service. Thus, we can obtain the person's level of satisfaction. The observed score is composed of a true score (which is the actual level of satisfaction) and a component of measurement error (Bob E. Hayes 1997)\(^3\). The basic equation of the Classical Measurement Model which describes the relationship between observed scores, true scores and error is:

\[ X = T + E, \]

Where \( X \) is observed scores,

- \( T \) is the true score
- \( E \) is error of measurement.

The importance of the model is that it reduces the error of measurement and thereby leaves us with high scores for the participation scale on high reliable side. This gave us some confidence that observed scores derived from that measure reflect true levels of customer attitudes. The model demonstrates a high degree of reliability measurement and also

distinguishes between people who have a positive attitude and those who have a negative attitude towards the research.

2.3.0 Critical Incident Approach

The Critical Incident Technique (Flanagan, 1954) defines customer requirements. This approach has been used in establishing performance dimensions in appraisal systems (Latham, Fay and Saari 1979, Latham and Wexley 1977). The model is valuable in any business process analysis in which companies attempt to define and understand their customer requirements. The critical incident approach focuses on obtaining information from customers about the services they receive. Customers are a generic term referring to anybody who receives a service from the organization. The strength of the critical incident approach lies in its utilization of customers in defining customer requirements.

2.3.1 Critical Incidents

These are aspects of organizational performance in which customers come in direct contact with. They are derived from the customer’s perspectives. Critical incident is a specific example of the service that describes either positive or negative performance. A positive example is a characteristic of the service, which the customer wishes to see and vice-versa.

2.3.2 Rating Scales

The research made use of the 7-point Likert scale. The Likert type scale is the most commonly used rating scale. The scale is used to measure perception, attitude, values and behavior. Rating scales consist of numbers and descriptions, which are used to rate or rank the subjective
and intangible components in research. The numerical scale helps to minimize the subjectivity and makes it possible to use quantitative analysis. Likert scales are often used with matrix questions. The items that are used in Likert scale are usually declarative in form. The Likert scale comprises 5-7 response categories. The numbers in a Likert scale are ordered such that they indicate the presence or absence of the characteristic being measured.

CHAPTER SUMMARY

The literature review has discussed various models of performance in international quality standards, the customer satisfaction index, the service performance index, classical measurement theory, critical incident approach and lastly the 7-point Likert Scale model.

However, less data concerning the Zimbabwe Republic Police has been included in this section due to lack of such documented data. This makes it difficult to carry out an analysis of customer feelings before the inception of the Service Charter for comparison purposes.
CHAPTER THREE
METHODOLOGY

The research was carried out through theoretical and empirical study, which involves survey studies. The survey was conducted through interviews with a number of police officers within the Zimbabwe Republic Police. Interviews were held with highly experienced, medium experienced and relatively inexperienced police officers. Also interviewed randomly were members of the public. The purpose of the interview was to determine the feelings and attitudes of the general public towards Zimbabwe Republic Police policies and implementation of customer service policy (Service Charter).

The study analyzed the quantitative and qualitative variables that affect customer satisfaction. Dummy variables were used as proxy for the qualitative variables. The dependent variable was the output (derived satisfaction) from ZRP services per individual while the explanatory variables included prompt answering of telephones by ZRP, police reliability, responsiveness to issues, competence, accessibility, courtesy, communication, credibility, documentation, degree of neatness, location of police stations, complaints management, attitude, and professionalism.

Since it was practically difficult to formulate a tractable model which incorporates all these variables, we adopted a simple 7-point “Likert Scale Model” implicitly anchored at the end and presented in matrix form with scale points ranging from 1-7, where the lower case of the matrix representing a strongly disagreement attitude and the upper case representing a strongly agreed feeling and thus demonstrating a two-point strong perception of the respondents in regard to customer satisfaction.
Model specification as presented in a simple Cobb-Douglas type production function was as follows:

$$Cs = f (A1, A2, A3, C1, C2, C3, C4, CM, D, N, R1, R2, T, P)$$

Where $CS$ is customer satisfaction

$A1 =$ accessibility of police stations

$A2 =$ attitude of police officers towards customers

$A3 =$ attention offered to customers by police officers

$C1 =$ police competence

$C2 =$ courtesy

$C3 =$ communication

$C4 =$ credibility

$CM =$ complaints management

$D =$ speed in documentation process

$N =$ degree of neatness of police officers and police stations

$R1 =$ reliability of police officers

$R2 =$ responsiveness

$T =$ telephone conversation

$P =$ degree of professionalism in the force

3.1 The selection of model variables

The variables were selected on the basis of the high degree of affecting perception of what the customer deemed to be total satisfaction. They were considered to be the most closely linked aspects of what constitute satisfaction in regard to services offered by an organization. The variables highly reflected customers' attitude towards a certain objectivity; that is, if they are anchored on the lower case of the Likert scale- they represent a strong disagreement vis-à-vis.
3.2 Sampling

Using a stratified cluster sampling technique, the country was broken into four strata. Stratum 1 includes Harare and Bulawayo, given their unique demand and supply conditions and their links to the outside world via international airports. These cities are referred to in the paper as Zimbabwe’s “capital cities”. Stratum 2 includes all other large urban areas with populations over 10,000. Stratum 3 includes all urban areas with populations of 3,000 to 10,000. Finally, stratum 4 includes all towns with populations under 3,000 and all other areas not captured in the strata 1 through 3, and is referred to as the “rural stratum”.

Each stratum was then subdivided into similarly-sized areas using the Zimbabwe Republic Police divisions of area of command and the Central Bureau of Statistics (CBS) 1989 sampling frame of “population clusters”, and a random sample was drawn from each stratum. Within each chosen cluster, all designated areas were visited. The following summarized table shows the stratum by name and code number for reference purposes.

<table>
<thead>
<tr>
<th>Stratum Type</th>
<th>Reference Number used to code each stratum in this research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harare and Bulawayo</td>
<td>1</td>
</tr>
<tr>
<td>Gweru, Masvingo, Mutare, Kwekwe, Kadoma, Chitungwiza, Chinhoyi</td>
<td>2</td>
</tr>
<tr>
<td>Shurugwi, Karoi, Kariba, Bindura, Chivu</td>
<td>3</td>
</tr>
<tr>
<td>Rural stratum</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Survey Data.
The strata was located in the nine- (9) provinces on Zimbabwe Republic Police administrative context. The provinces were noted down as follows:
- Harare Province
- Matebeleland North
- Matebeleland South
- Mashonaland Central
- Mashonaland West
- Mashonaland East
- Masvingo
- Manicaland
- Midlands

3.3 Survey Instruments
The survey included a survey instrument, which was in the form of a questionnaire. The questionnaire was delivered at each stratum on chosen sites within the population with the help of selected field enumerators. Data of the questionnaire focused on the interaction between the police and the community, the nature of opportunities and constraints facing the police and the general strategic planning and implementation of policies. The survey instrument constituted the primary data sources/tools of this research. Secondary data was extracted and digested accordingly from Zimbabwe Republic Police Staff College Library, internal records kept by Zimbabwe Republic Police, books, documents (for example, published statistics, annual reports, articles in journals, magazines and newspapers, conference papers, archives, published statistics, electronic data-bases and the Internet).
3.4 Data Collection
Data collection was carried out over a two-week period in December 1999 by a team of four supervisors and 16 enumerators.

3.5 Limitations
One limitation deserves special mention so that the results presented can be interpreted correctly. First, the main limitation of the study arises from use of cross-sectional data, which is collected with respect to variables under consideration, at one point in time. This data has an inherent problem in that it is difficult to model differences in behavior across individuals (Green, W.H., 1988). Use of time series across sectional data would have been more appropriate but this is hindered by the failure of Zimbabwe Republic Police to keep customer satisfaction data records. For simplicity, many studies based on cross sectional data control the heterogeneity in individual behavior by assuming away variations of slopes/intercept across individuals.

The other problem relates to non-response and data inaccuracy which are characteristic of questionnaire-based surveys. The validity of results is also threatened by the type of specification and estimation method used, even though estimating customer satisfaction functions has generally been conducted using regression analysis and formulation of Cobb-Douglas type production function. These are, however, not only approaches, there are other formulations and estimation techniques, even though controversy abounds as to which method is the best. Lack of funding, resulted into limited sampling of identified clusters. However, the results from the survey provided interesting insights into the impact of the Zimbabwe Republic Police Service Charter on the people.
The outcome of this survey can be extrapolated to the entire country, if nation-wide results are needed.

The survey method was based on the prototype developed by Michigan State University and used by GEMINI Project worldwide. For a complete overview of this methodology, refer to McPherson and Parker, 1993. Analysis of customer expectations versus service performance of Zimbabwe Republic Police was carried out using a 7-point "Likert Scale" Model.

CHAPTER SUMMARY

The methods chosen in this research were based on the difficulties of obtaining such data given the huge number of population under consideration. However, the use of the 7-point Likert Scale Model gave a near indication of the feelings of customers towards the quality of services they are obtaining from the Zimbabwe Republic Police.
CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS.

A number of 1000 questionnaires were distributed during the exercise into designed strataums. Each stratum received 166 questionnaires. Of the total distributed questionnaires, 926 responses were received, representing a total percentage of 93% response. Male respondents were more than female respondents. Total number of male respondents was 728 representing 73% of total respondents. The female sector demonstrated a lower record of 198 respondents in all strataums. This figure represents 20% of total respondents. However, the results gave an overall impression that the Zimbabwean community is in constant contact with the police force even though they are not satisfied with the services they are getting. The following tabulation indicated below shows the distribution of respondents by gender during the survey.

**Table 2**  Distribution of Respondents by Gender

<table>
<thead>
<tr>
<th>Key</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>198</td>
</tr>
<tr>
<td>Male</td>
<td>728</td>
</tr>
<tr>
<td>TOTAL</td>
<td>926</td>
</tr>
</tbody>
</table>

**Source:** Survey Data.

**Total % Response =**

\[
\text{Total Respondents Received} \times 100
\]

Total Administered Questionnaires

\[
\begin{align*}
926 \times 100 \\
1000 \\
93\%
\end{align*}
\]
The above figures showed that 93% of the total respondents responded to the questionnaires administered and only 7% did not respond.

However, in order to research consumer reaction to Zimbabwe Republic Police initiatives of the Service Charter, a sample of respondents in respective strata was selected. Each respondent was exposed to a questionnaire and was asked to rate the questions. Customer satisfaction was measured by combining respondents’s responses 14 items, with the response to each item being measured using a 7-point “Likert Scale”. The 14 items and the scale of possible responses are shown in Table 3. Here, since we describe the least-favorable response and the most-favorable response (and we do not describe the responses), we say that the scale is “anchored” at its ends. Responses to the 14 items were summed to obtain a composite score for each respondent. It follows that the minimum composite score possible was 14 and the maximum composite score possible was 98.

In this situation, it obviously was not possible to list and number each and every person located in the stratum. Consequently, it was not possible to use random numbers to obtain a random sample of respondents. Instead, we selected what is called “systematic sample”. To do this, every 100th person passing a specified location in the strata was invited to participate in the survey. Here, selecting every 100th person was arbitrary—we could have selected every 200th, every 300th, it was probably reasonable to believe that the responses of the survey participants were not related. Therefore, it is reasonable to assume that the sampled people obtained by the systematic sampling process make up an approximate random sample.
**Total Customer Satisfaction Survey Instrument**

*Please circle the response that most accurately describes whether you agree or disagree with each statement about the services in which Zimbabwe Republic Police is offering through the implementation of the Service Charter.*

**Table 3**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZRP answers telephone calls promptly</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in telephone conversation</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Service Charter has improved courtesy in ZRP</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in problem solving</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP provides personal attention to its clients</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has become more reliable</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in documentation process</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP portrays a high degree of neatness</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP police stations are ideally situated</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has a user friendly system of complaints management</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Police Officers demonstrate better customer care attitude</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>People have confidence in ZRP because of the Charter</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Service Charter has made ZRP a professional force</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Majority people are aware of the Service Charter</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
</tbody>
</table>

Over the course of two weeks, a sample of 1000 people/respondents was selected by using the systematic sampling process just described. Each respondent was asked to rate the services provided by Zimbabwe Republic Police after the introduction of the Service Charter by responding to the 14 items in Fig iii and a composite score was calculated.
for each respondent. The 926 composite scores obtained are given in Table 4. Since these scores range from 14 to 98, we might infer that most of the respondents in selected stratum during the two-week period of the study would rate the services provided by ZRP as per the Service Charter with composite scores from 14 to 98. Furthermore, since 120 of the 926 composite scores are at least 49, we might estimate that the proportion of all sampled respondents would give total satisfaction a composite score of at least 49, that is,

\[
\frac{120}{926} = 0.129589632
\]

That is, we estimate that (12.96%) of the respondents would give total customer satisfaction a composite score of at least 49. The composite score of 49 is the arithmetic mean derived from the score of 98. The overall impression of this outcome suggest to us that of the total sampled population, only 12.96% are satisfied with the services they are receiving from Zimbabwe Republic Police. The remaining 87.04% are total dissatisfied with the services they are receiving from Zimbabwe Republic Police. This lead us to conclude that the survey results support our first hypothesis which state that people are not satisfied with the services they are getting from Zimbabwe Republic Police irrespective of the implementation of the service charter.
Table 4
Total Customer Satisfaction Ratings (Composite scores for a systematic sample of 926 respondents).

<table>
<thead>
<tr>
<th></th>
<th>50</th>
<th>62</th>
<th>36</th>
<th>39</th>
<th>66</th>
<th>14</th>
<th>30</th>
<th>49</th>
<th>17</th>
<th>15</th>
<th>19</th>
<th>18</th>
<th>14</th>
<th>27</th>
<th>19</th>
<th>70</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>34</td>
<td>39</td>
<td>42</td>
<td>14</td>
<td>17</td>
<td>32</td>
<td>22</td>
<td>49</td>
<td>17</td>
<td>20</td>
<td>17</td>
<td>14</td>
<td>18</td>
<td>30</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>18</td>
<td>33</td>
<td>14</td>
<td>17</td>
<td>14</td>
<td>56</td>
<td>18</td>
<td>20</td>
<td>49</td>
<td>21</td>
<td>14</td>
<td>17</td>
<td>14</td>
<td>40</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>17</td>
<td>40</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>50</td>
<td>16</td>
<td>49</td>
<td>20</td>
<td>22</td>
<td>13</td>
<td>49</td>
<td>14</td>
<td>75</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>19</td>
<td>15</td>
<td>18</td>
<td>20</td>
<td>22</td>
<td>67</td>
<td>17</td>
<td>14</td>
<td>27</td>
<td>20</td>
<td>14</td>
<td>22</td>
<td>25</td>
<td>16</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>20</td>
<td>14</td>
<td>25</td>
<td>24</td>
<td>21</td>
<td>74</td>
<td>19</td>
<td>15</td>
<td>29</td>
<td>21</td>
<td>15</td>
<td>14</td>
<td>26</td>
<td>77</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>59</td>
<td>16</td>
<td>44</td>
<td>31</td>
<td>17</td>
<td>14</td>
<td>20</td>
<td>17</td>
<td>14</td>
<td>17</td>
<td>17</td>
<td>15</td>
<td>32</td>
<td>19</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>30</td>
<td>19</td>
<td>43</td>
<td>16</td>
<td>14</td>
<td>17</td>
<td>14</td>
<td>18</td>
<td>17</td>
<td>18</td>
<td>18</td>
<td>16</td>
<td>14</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>31</td>
<td>22</td>
<td>16</td>
<td>14</td>
<td>15</td>
<td>19</td>
<td>15</td>
<td>49</td>
<td>49</td>
<td>27</td>
<td>19</td>
<td>17</td>
<td>59</td>
<td>74</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>42</td>
<td>14</td>
<td>17</td>
<td>19</td>
<td>14</td>
<td>20</td>
<td>16</td>
<td>20</td>
<td>32</td>
<td>42</td>
<td>20</td>
<td>18</td>
<td>14</td>
<td>16</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>47</td>
<td>15</td>
<td>18</td>
<td>15</td>
<td>19</td>
<td>78</td>
<td>17</td>
<td>34</td>
<td>33</td>
<td>33</td>
<td>25</td>
<td>49</td>
<td>42</td>
<td>67</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>61</td>
<td>21</td>
<td>19</td>
<td>16</td>
<td>20</td>
<td>19</td>
<td>49</td>
<td>37</td>
<td>42</td>
<td>63</td>
<td>29</td>
<td>20</td>
<td>17</td>
<td>19</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>33</td>
<td>18</td>
<td>90</td>
<td>19</td>
<td>33</td>
<td>21</td>
<td>22</td>
<td>49</td>
<td>47</td>
<td>14</td>
<td>32</td>
<td>14</td>
<td>49</td>
<td>14</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>42</td>
<td>17</td>
<td>32</td>
<td>20</td>
<td>14</td>
<td>17</td>
<td>35</td>
<td>14</td>
<td>15</td>
<td>17</td>
<td>39</td>
<td>15</td>
<td>18</td>
<td>54</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>74</td>
<td>18</td>
<td>26</td>
<td>42</td>
<td>22</td>
<td>15</td>
<td>14</td>
<td>47</td>
<td>17</td>
<td>16</td>
<td>52</td>
<td>38</td>
<td>16</td>
<td>22</td>
<td>17</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>25</td>
<td>30</td>
<td>56</td>
<td>14</td>
<td>14</td>
<td>75</td>
<td>14</td>
<td>14</td>
<td>49</td>
<td>19</td>
<td>14</td>
<td>17</td>
<td>18</td>
<td>18</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>42</td>
<td>14</td>
<td>17</td>
<td>17</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>44</td>
<td>20</td>
<td>20</td>
<td>15</td>
<td>49</td>
<td>16</td>
<td>89</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>87</td>
<td>14</td>
<td>16</td>
<td>14</td>
<td>18</td>
<td>19</td>
<td>16</td>
<td>18</td>
<td>15</td>
<td>27</td>
<td>14</td>
<td>17</td>
<td>20</td>
<td>14</td>
<td>77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>18</td>
<td>19</td>
<td>15</td>
<td>15</td>
<td>20</td>
<td>16</td>
<td>49</td>
<td>29</td>
<td>49</td>
<td>17</td>
<td>19</td>
<td>22</td>
<td>14</td>
<td>27</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>20</td>
<td>17</td>
<td>31</td>
<td>16</td>
<td>19</td>
<td>19</td>
<td>21</td>
<td>30</td>
<td>20</td>
<td>20</td>
<td>28</td>
<td>14</td>
<td>49</td>
<td>64</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>22</td>
<td>18</td>
<td>17</td>
<td>28</td>
<td>22</td>
<td>25</td>
<td>32</td>
<td>32</td>
<td>82</td>
<td>32</td>
<td>34</td>
<td>14</td>
<td>20</td>
<td>57</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>27</td>
<td>19</td>
<td>18</td>
<td>14</td>
<td>20</td>
<td>21</td>
<td>37</td>
<td>42</td>
<td>14</td>
<td>14</td>
<td>37</td>
<td>14</td>
<td>25</td>
<td>49</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>26</td>
<td>14</td>
<td>20</td>
<td>19</td>
<td>49</td>
<td>18</td>
<td>89</td>
<td>49</td>
<td>14</td>
<td>17</td>
<td>14</td>
<td>15</td>
<td>18</td>
<td>20</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>19</td>
<td>32</td>
<td>19</td>
<td>14</td>
<td>19</td>
<td>49</td>
<td>47</td>
<td>19</td>
<td>14</td>
<td>15</td>
<td>66</td>
<td>17</td>
<td>49</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>34</td>
<td>18</td>
<td>19</td>
<td>77</td>
<td>22</td>
<td>27</td>
<td>20</td>
<td>18</td>
<td>22</td>
<td>16</td>
<td>16</td>
<td>71</td>
<td>49</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>58</td>
<td>14</td>
<td>18</td>
<td>15</td>
<td>14</td>
<td>33</td>
<td>37</td>
<td>19</td>
<td>19</td>
<td>17</td>
<td>17</td>
<td>14</td>
<td>22</td>
<td>73</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>60</td>
<td>17</td>
<td>32</td>
<td>19</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>18</td>
<td>49</td>
<td>18</td>
<td>15</td>
<td>18</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>41</td>
<td>18</td>
<td>14</td>
<td>27</td>
<td>15</td>
<td>14</td>
<td>17</td>
<td>36</td>
<td>14</td>
<td>14</td>
<td>49</td>
<td>19</td>
<td>19</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>14</td>
<td>19</td>
<td>16</td>
<td>34</td>
<td>16</td>
<td>18</td>
<td>18</td>
<td>37</td>
<td>17</td>
<td>32</td>
<td>20</td>
<td>32</td>
<td>14</td>
<td>39</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>49</td>
<td>21</td>
<td>17</td>
<td>43</td>
<td>17</td>
<td>16</td>
<td>49</td>
<td>38</td>
<td>14</td>
<td>14</td>
<td>22</td>
<td>18</td>
<td>15</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>16</td>
<td>27</td>
<td>19</td>
<td>16</td>
<td>18</td>
<td>17</td>
<td>20</td>
<td>89</td>
<td>22</td>
<td>15</td>
<td>23</td>
<td>19</td>
<td>17</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>15</td>
<td>29</td>
<td>32</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>34</td>
<td>14</td>
<td>14</td>
<td>16</td>
<td>44</td>
<td>22</td>
<td>20</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>20</td>
<td>34</td>
<td>14</td>
<td>25</td>
<td>20</td>
<td>20</td>
<td>16</td>
<td>17</td>
<td>15</td>
<td>19</td>
<td>19</td>
<td>16</td>
<td>17</td>
<td>29</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data

The following aggregate output depicts the crimes committed in terms of weight and concern as viewed by the respondents. The importance of this classification was to direct the Police Force into major areas of concern as viewed by the customers.

(a) HARARE PROVINCE
- Robbery
- Theft
- Rape
- Theft from/or of motor vehicles
- Sexual offences (rape, child abuse)
- Fraud
- Drugs
- Murder
- Assault
- Arson
- Stock theft
- Traffic offences

(a) MATEBELELAND NORTH
- Murder
- Rape
- Robbery
- Child abuse
- Drugs
- Fraud
- Theft
- Stock theft
- Theft of/from motor vehicle
- Assault
- Traffic offences
- Malicious injury to property

(b) MATEBELELAND SOUTH
- Murder
- Rape
- Robbery
- Child abuse
- Stock theft
- Theft
- Stock theft
- Theft of/from motor vehicle
- Assault
- Drugs
- Fraud
- Traffic offences
- Malicious injury to property

(d) MASHONALAND CENTRAL
- Theft
- Child abuse
- Rape
- Theft of/from motor vehicle
- Robbery
- Stock theft
- Murder
- Drugs
- Assault
- Fraud
- Traffic offences
- Malicious injury to property

(e) MASHONALAND EAST
- Theft
- Rape
- Stock theft
- Murder
- Robbery
- Child abuse
- Drugs
- Fraud
- Theft of/from motor vehicles
- Malicious injury to property
- Traffic offences

(f) MASHONALAND WEST
- Robbery
- Murder
- Child abuse
- Rape
- Theft
- Stock theft
- Drugs
- Theft of/from motor vehicles
- Fraud
- Assault
- Traffic offences
- Malicious injury to property

(g) MIDLANDS
- Robbery
- Theft
- Theft of/from motor vehicle
- Murder
- Rape
- Fraud
- Child abuse
- Stock theft
- Assault
- Drugs
- Traffic offences
- Malicious injury to property

(h) MASVINGO

- Rape
- Murder
- Robbery
- Stock theft
- Fraud
- Theft of/from motor vehicle
- Theft
- Child abuse
- Assault
- Drugs
- Traffic offences
- Malicious injury to property

(i) MANICALAND

- Robbery
- Drugs
- Theft
- Rape
- Stock theft
- Murder
- Child abuse
- Fraud
- Theft of/from motor vehicle
- Malicious injury to property
- Traffic offences

The following prioritized crimes were recorded in sequential order of concern as follows:
- Robbery
- Rape
- Theft
- Murder
- Child abuse
- Stock theft
- Theft of/from motor vehicle
- Drugs
- Fraud
- Assault
- Malicious injury to property

4.1 COMMENT ON RESEARCH FINDINGS
The public face of the Zimbabwe Republic Police is provided by it’s officers on the street; the policemen and women who take on a service directly to the general public. In Zimbabwe, the culture of traditional policing is characterized by these police officers, close to their community, only being able to patrol a bit with the consent of the general
public. This consent can only be retained by the quality of service provided by the police to the general public.

This report was produced at the end of the Twentieth Century, a period that has sadly witnessed food riots in Harare, Chitungwiza and the periphery, political demonstrations country-wide and public complaints of abuse of authority at record levels, with magistrate and judges increasing reluctance to convict on police evidence alone. Zimbabwe Republic Police customers, the taxing public wanted change in the direction of enhancing total customer satisfaction. These customers pay substantial amounts of dollars each year for policing of Zimbabwe and had every right to expect a cost-effective, non-discriminatory service that will meet total customer satisfaction. The revelation of this research paper goes beyond the scope of just problems Zimbabwe Republic Police as an organization and its external customers faces but also touches on the relationships between internal customers within the organization itself and the manifested gap between the workers and management.

Perhaps what Zimbabwe Republic Police should know is that, excellent organizations have a deeply ingrained philosophy and value system, which effectively calls for respect of the individual and togetherness and hence making people winners. Winners thrive, losers survive and the Zimbabwe Republic Police should stand up and be counted, hands-on, value driven. This study was therefore primarily concerned with identity and with what the organization stood for, how it operated, and, as important, how its customers perceived it. These customers were not only the public that Zimbabwe Republic Police policies, but also those within the organization who influenced its character.
What this study primarily identified was that the Zimbabwe Republic Police lacked a strong sense of identity. Six areas were identified for remedy during interviews with some police officers and the public which ZRP policies and were listed as follows:

- A sense of purpose.
- Improving a divided organization
- Improving poor management practice.
- Promoting of service ethos.
- Improving of internal and external communication.
- Improved visual appearance.

The Zimbabwe Republic Police should transform from being an organization of sellotape customs. But this can only be achieved if the Organization realizes in which business they are in so as to realize a fully-fledged service culture.

One Senior Police Officer interviewed shared a feeling that was also shared by his officers, of the dichotomy in the perception of policing. Should it be a Police service or a Police Force? The survey indicated that the public wants a service. However, when serious incidents arise for example in cases of robbery, theft, they call for firm law-reinforcement. Thus, what can be deduced from this finding is the fact that either the police officers or members of the public ought to know in which business they are. One officer interviewed in Harare candidly put it that"

"The call upon Zimbabwe Republic Police is immense. The workload is high, finances are limited and the pressures are at times overwhelming. Policing Zimbabwe means helping to prevent crime, targeting and
arresting criminals, being professional and sympathetic to victims of crime and when dealing with people, remembering that the people we speak to will be the people whose support we need tomorrow. At the end of the day, we must not forget that today’s aggrieved customer could be tomorrow’s Magistrate. We must therefore not forget that we are accountable to the public, we depend upon them for co-operation and if we provide a service that we require, with honesty and courtesy, we in turn, will receive the respect and co-operation that we deserve. The results will be more assistance and greater success. But if we fall in this, we all lose that respect and assistance, and the public may well look for other agencies for the support and reassurance that they require and which they are not getting from us. That alternative is unacceptable”.

For this statement, it was evident that the public expects and deserves the highest standards of commitment and service promised. To the contrary, the police have a duty to provide a service, to do a job, within a very difficult society in the face of many pressures and broad responsibilities. The community therefore wanted to look to the police as a service. What this means was put across by another officer interviewed in Gweru that, 

Assisting victims, arresting criminals, responding to the everyday needs of the people of Zimbabwe is our statement of Common Purpose and Values. Our statement does not replace our tradition aims. Our purpose is still our project, which is to protect people’s property, to bring criminals to justice and to maintain law and order. The statement reminds us all what the focus of our work must be, which is to care for the people of Zimbabwe. We must never forget that so many people depend on us, and look up to us. Perhaps, on occasions, their expectations of us are unrealistic, that is also part of the challenge. It is
about responding to public needs. At the end of the day, I am talking about you and the public and the working together for a better life in Zimbabwe. Nonetheless, sometimes the public will find reason to complain or even question our role. They must be answered, our customers must be reassured and that is why we have brought about the service charter”.

In trying to determine the service business mission of Zimbabwe Republic Police, the research reveals that the Organization’s mission statement has its original goals set up in the traditional constitution of Zimbabwe without amendments. This reinforces original objectives and builds and sustains the values required to improve policing for the future as one senior officer lamented, “I want us all to feel we are part of the same team-pulling in the same direction, remembering that what happens in one small part of the Police force affects the whole. Zimbabwe Republic Police Service Charter is not about going “soft” or simply about self-image. It is about getting things right within our organization, between ourselves, and different parts of the police, understanding why we are in business. Of course it is about responding to public needs giving the public confidence to walk the streets, relying upon us in Zimbabwe Republic Police and being proud of the service that we provide. But it is also about ensuring that those officers and civil staff providing the service are being given the best possible support by the rest of us”.

However, the method of policing adopted by Zimbabwe Republic Police detached the police from the community. This research reveals that the organization practices a paramilitary approach to management, and many
of the officers I talked to felt this kind of management still existed at many intermediary levels. It is a management style designed to make sure that police officers do not get into trouble, embarrass the department they work in and more importantly, not get their supervisors into trouble. Anything that an officer does is prescribed for him or her; everything should be predictable with rules and regulations covering all. If a police officer violates any aspect of this regime then the disciplinary system will catch up with the officer.

This is a management style that does not allow individuals to be creative, to be entrepreneurial, to use creative thinking, or to take a risk in solving problems. However, such management style works effectively especially when an organization has to be disciplined and controlled. However, what happens on the ground is that, police officers portray a great deal of autonomy. They engage in risk taking and rapid decision making. Police officers often have to think on their feet, and simply cannot keep ringing back to their station whenever there is a problem. The question which arises at this juncture is that of ascertaining whether they posses the art and will of making viable decisions on such short notices. Majority of the people we interviewed testified that such junior officers who are often in contact with them demonstrated a high degree of inefficiency when it came to decision making.

4.2 The Customer Approach:
The research reveals that the Zimbabwe Republic Police is faced with the challenges of management and leadership styles. The command control type, which the organization practiced, is not synchronous with the service-centered approach. Management style is more autocratic and
closed and is directed towards discipline, control and checking rather than more of a participate approach, geared towards communicating, developing and motivating. The subordinates we asked felt as individuals, that they had no influence, no idea what was going on and no feedback. The only message they remembered very well from meetings was “Go out and make arrests, make as many as you can”. There was no mention of creation of customer service environment out there. This scenario left the police officer’s job as being 80% enforcement and 20% service. We should not forget at this juncture that, work without feedback is killing activity. Ever since the inception of the Service Charter in 1996 to date, these officers complained of the lack of feedback as regards ZRPSC initiative.

From our observations, morale always seems higher in adaptive management systems and service excellent organizations. By comparison, morale never appears to be high in organizations where people are subject to the personal whims of their supervisors. Zimbabwe Republic Police falls within this category where officers demonstrate a high degree of low morale. However, the research found out that the whole essence of achievement in this scope should be vested on teamwork. Teamwork is a way of pushing entrepreneurship right down the line on organizations and teams act as major innovators of the company.

One senior officer commented that, “We felt that, prior to 1996, there was not as much emphasis, as there should be on making the needs of the victim more important within the crime investigation organization. There was not sufficient emphasis placed on victims and witnesses, who were both our prime customers. Victims expect a good service; indeed, they
are entitled to one. Victims of crime want some straightforward services to be provided by the police force. For example, sympathetic and reassuring attitude, which indicates that they are being treated as individuals, a reasonable amount of times being spent with them at the scene. Victims also require reassurance and they like to see or at the very least, be kept informed of some positive investigative activities. In fact, these victims needs are very similar to the needs that would be expressed by customers of any other service."

This statement showed commitment by the Zimbabwe Republic Police in trying to achieve and enhance total customer satisfaction the officers realized that if they are not happy with themselves it is therefore unlikely that they are going to be happy towards the people they are serving. Thus the more devolved the decision-making the process down the line, the more involved and committed; they are likely to be, to want to give their best. One officer in Bulawayo lamented when referring to the service charter team that, It is the basic law of leadership without credibility, you are vulnerable. The team is very individual including their supervisor. I am not an "add on". For team to work effectively there has got to be a great deal of respect for one another as well as self-respect. Additionally, there is a difference between managing individuals in yesteryear and in the 21st century. Today we have to give "service" – there is no alternative. This means, quite simply, commitment to the public who pays our wages. We have to change from a "force mentality to a "service" mind – but this cannot happen overnight. It is not easy, because we are still living in bureaucratic ballast of paper pushing, from filing, checking, controlling and chastising. This is a major learning focus and to succeed, there must be commitment and
direction from the top down the line to the team. Especially when you remember, teams are built upon challenge, contention and contest”.

The officer enumerated further and said, *Healthy competition is good, but it is a tight –rope-envy can breed contempt between teams and it could be divisive, but this is exactly where Service Charter can help. Service charter is all about corporacy and therefore the management of the entire department, and the way it is led, is fundamental to breeding a healthy team spirit rather than a destructive one*”

However, irrespective of all the efforts and considerations made by senior police officers, the customers expected a variety of issues which involve inter *alia* the following findings,

4.3 The crime Victim expected:

- Telephone calls to be answered without delay and the expected arrival time be given.
- An immediate response both for cases of residential theft (burglary) or other emotive crime and if the victim is at a location other than home or workplace.
- A telephone callback if delay occurs.
- A sympathetic and reassuring attitude including steps to allay the victims fears.
- A thorough and conspicuous investigation including comprehensive note taking and search for witnesses.
- Officers to display listening skills.
• Information to be provided as to whether the crime is likely to be solved including whether and when further contact is likely.
• To be told the likelihood of forensic evidence being found.
• Information to be provided on what happens next, Crime desk telephone numbers, Crime Reference Numbers and general advice/reassurance, victim support etc.
• Promises of further appointments to be kept.
• Information on how to obtain crime prevention advice.
• Regular contact with the investigating officer. Regular updates on the progress of the case if arrests have been made.

4.4 At the Front Counter:
• A prompt service.
• Sufficient staff to be available to deal with demand.
• To be acknowledged if delay is unavoidable.
• To be given personal attention.
• To be dealt with immediately if in a distressed condition.
• Procedures to be completed quickly and efficiently.
• A degree of privacy to be afforded especially when taking reports or statements in crime cases.
• Reports to be taken, even if the incident did not occur in complainant area of residence or jurisdiction.
• A sympathetic and reassuring attitude.
• Not to see officers apparently idle whilst crime reports are being taken.
• An explanation to be given as to what will happen next.
CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

Companies that thrive for excellence have realized the need for quality leadership and that it is about doing and about achieving. It is also about taking people with you and doing so with credibility. Zimbabwe Republic Police efforts of realizing excellence have slowly withered away due to the fact of failing to install its roots at the grass roots of the organization, through committed action plans right down the line. The withering away has been attributed to incompetent leadership style.

Leadership is not only about taking people with you, it is actually about doing something that makes people realize that the organization has changed. Leadership is action, not position. This is a point of paramount importance. Unless subordinates down the line actually see things happen or are given a reason why they cannot happen, they will not take ownership of any new ethos, no matter how much they want to believe in it.

Organizations, which have traditional civil service mentality type management styles and structures, like the Zimbabwe Republic Police, breed cynicism. Such an operational outlook has tasked the Commissioner of Police’s efforts to ensure that the philosophy of ZRPSC is built into the structure and working arrangements of the organization as a whole. To do this, he has to ride out the cynicism and pre-empt the prejudices of those in the organization who pay lip-service to what they believe is just another project, a short-term one with a beginning and an end. Other members believe that ZRPSC was all to do with cosmetic
imagery. Both views represent some of the negative attitudes, which have long been lingering in this organization and reflect its culture.

As was indicated earlier in this paper, ZRPSC is going through a cultural shift, changing attitudes and behavior with the whole organization pulling together as one corporate entity. Thus the program has to be a long-term initiative, a journey, not a destination. Positive change in organizations never just happens, it must be directed, encouraged and visible, people must see things happening. Above all, it needs to be driven and in this regard the Commissioner has excelled in his journey of ZRPSC initiatives.

Positive change needs emphasis on leadership and communication. However, during our investigations, we noted much concern over communication and bureaucracy within Zimbabwe Republic Police. We found much potential for frustration and resentment especially when situations are not explained.

The police should take responsibility for ensuring that they pass on relevant information, clearly and concisely to the people. This will reflect good management. However, all police officers bear responsibility of wanting to be receptive to information provided by others, they should take responsibility for the health and well being of the Service Charter. The Charter starts and ends with each individual’s responsibility. Whatever job they do, they should provide the best service to each other and to the public.
Therefore, in order to promote and enhance ZRPSC, communication must be open and listening must be endorsed at high degree. The Zimbabwe Republic Police must be a listening organization and must desist from the actions of throwing up walls that preclude listening. When it comes to negative results, staff, no matter at what level glue themselves to walls of defense and they argue their point - perhaps to say I was right in execution of my actions. Such mechanical operations produce an organization, which is defensive and deaf, one that is a live laboratory for cynics, for cynics never listen to anyone but themselves. Sadly, organizations can destroy themselves by cynicism and disillusion just as effectively as by bombs.

Thus, Zimbabwe Republic Police efforts at implementing the Service Charter should be acknowledged and more emphasis should be placed on the quality of personnel. The Organization must have quality personnel right before it can ever expect quality service at the customer interface level. Quality of service is always affected by the way people are led and by the way they treat one another.

5.1 Zimbabwe Republic Police Malleability:
The one thing we noticed when we spent a lot of time with Zimbabwe Republic Police staff members was that they did not share a common sense of purpose. We found that there was inconsistency of views as regards the overall objectives of the Zimbabwe Republic Police. One wonders how such different standards of behavior and action co-exist, sometimes with such schizophrenia that is noticed by the general public.
The majority of police officers we interviewed registered a feeling of uncertainty in roles. They questioned about what the business they are in and what is their end product, what they are supposed to be and what they are supposed to be producing. They derived a quest of wanting to know what is proper police work. Policing has changed and so have society and the public. Public expectations have become much higher and as customers they are sensitive to shortcomings.

Even the police acknowledge the changes. To them, one workday is quelling food riots, then state ceremonial occasions, the next day on to road accidents and rape scenes, etc. This demonstrated a lot of pressure on the police. It was of no surprise that we discovered that almost all of police work involves the public and was hence stressful and emotional situations. However, whatever the magnitude of the co-relations, the public change persisted and therefore Zimbabwe Republic Police must change their ethos and culture in order to establish good partnership with the public which is so essential for the proper performance of their organization.

However, a lot of this service-role confusion can be eased if the Police established a keener dialogue between itself and its customers in order to find out exactly what the customer wanted and not what the organization perceives them to want. The Service Charter has failed to bring this about since it is tailor-made by the organization without public involvement.
5.2 The Change Process

The launching of ZRPSC was a noble idea. But, the question, which remained unanswered, was that of quality personnel. Also, a mission statement was needed to drive new values and beliefs through the organization. Zimbabwe Republic Police mission statement is adopted from the constitution of Zimbabwe which describes the business in which it is and how the job is done as well as the commitment values of the organization. Bringing down a mission statement for change is such a difficult task.

According to many of the senior officers we talked with, they generally accepted that the launch of the statement, as an exercise in communication, was not an easy task. Many confused the intention of the "statement" believing that it replaced the primary objectives and goals of the original document of the Police Force.

We therefore suspected that many in the Police Force were simply confused about the need to restate the common purpose and values that they believed they were already upholding. This was a common mistake adopted on introduction. The Commissioner should have been certain when introducing new hopes and aspirations and should have pointed out that the way things were done previously was not necessarily wrong. Rather, he should have suggested that in order to survive and excel, the Organization needed to improve from its previous operations. Organizations that develop major change initiatives needed to be steered, monitored, directed and driven. This therefore was to be the responsibility of the Commissioner of Police. In addition, a force for change team was
supposed to be introduced and the various key issues arising in the following manner monitored and evaluated.

The change process components outlook with joint teams of Police and civil staff, drawing an external help where appropriate, were, supposed to be set up to investigate the key issues. The team was to categorize component areas into three broad groups.

Firstly, the adoption of the Statement of Common Purpose and Values. Commissioner of Police launched the Statement in 1996 and provided the basic guidelines to the way in which Zimbabwe Republic Police was to carry out its responsibilities in policing Zimbabwe. His task was to ensure that everyone knows, understands and believed in the statement, what it means to each and everyone in Zimbabwe Republic Police. Second, there was supposed to be a group components concerned with overall policy making and the Operational Management of the Service, Policy Making and Command Structures, Composition and Deployment of Teams, Rewards and Sanctions, Performance Indicators.

Third, three components which concerned the way the Police behaves and presents itself, paperwork and bureaucracy, communication, the appearance of the force was to be implemented.
5.3 Strategic Plan for Implementation of ZRPSC

The initiative implemented by Zimbabwe Republic Police lacked cohesion, co-ordination and focus. Our findings attributed this problem to lack of a responsible, purposeful team. What we recommended to Zimbabwe Republic Police management team was the formation of a team with the following outlook,

(i) The Strategy group.
(ii) The marketing group
(iii) The support group

The purpose of each group would have been:

(a) The Strategic Group

- To be concerned with the overview, the strategic plan.
- Provide support for the component teams.
- Co-ordinates recommendations to ensure corporacy of consistency.
- Balances expediency with radical solutions.

(b) The Marketing Group

- Stimulates internal and external communication about Service charter.
- Carry out surveys, internal and external opinion in the short run.
- Provide feedback about Service Charter initiatives.

(c) The Support Group

- Provide administrative support.
- Develop and maintain the database.
Police officers who volunteered to steer the launching of the Charter did so only as a way of exploring new opportunities. Some of them thought that they enjoy training, communicating and facilitating, but only to prove to be mediocre (not good). Launching of such an initiative without follow-up of seminars, feedback is tantamount to thinking that perhaps, the initiative did not originate from the Organization itself, but was a borrowed idea which was rushed in to serve a deteriorating situation. What was evident therefore in this case was the issue of having:

- Management who were not committed to the success of the service charter
- Presence of management team, which pretends to be committed but who deliberately, sabotages the process.
- Basket of recalcitrants and bad mouthers.
- Facilitators who lacked direction.

What this implied, was the fact that top management was supposed to be committed and enthusiastic about the Service Charter and was supposed to demonstrate their qualities visibly. However, the crux of the problem was between the top management and intermediate level management who believed that they were not adequately involved in the initiative process. The result was deliberate sabotage of the whole process. The Commissioner of Police, since he wanted to be associated and control the process should have identified the blockages in the system and ways of overcoming them. Much of the work was assigned to community liaison officers, a group, which had existed before the launching.
This was a great risk since most of them did not possess the following qualities:

• Being confident.
• Enjoying communicating.
• Having a sense of humor.
• Ability to organize and participate.
• Ability to manage time and recalcitrants.

There was need to have officers' work with credibility. The dichotomy of the police was that, every member is competent, great misconception of the whole deal, especially with an organization with its cautious and circumspect culture. These street-wise product champions were to act as the apostles, the advocates down the line of the whole situation but it was sad to note that the research reveals that they were already cynical.

This research findings depicts that the Zimbabwe Republic Police did not devote enough effort in training courses that teach the facilitators. This would have enhanced them to select the best and dedicated few with the sense of ownership. We would like to exclude Zimbabwe Republic Police from organizations who are hierarchical and who preclude listening and take criticism as a personal attack. It was paramount that effective communication of the philosophy of ZRPSC and its statement be continuously consolidated. Some officers who went through life with their mouths open compounded the problems of these initiatives and their minds closed, primarily to appeal to superiors. These were the "yes" men and they caused problems in the whole process.
Most senior officers were foot dragging since they lacked commitment to the initiative. They could not believe that Zimbabwe Republic Police with the Service Charter was the same police force they joined. However, majority of the police officers we met around, believed that it was right to be helpful to the general public. Disbelievers and fanatics proved to be a thorn in the side of Zimbabwe Republic Police an organization which was trying to be rosier, they even blocked the initiatives from getting off the ground. Overall, the central ZRPSC team could not do it alone but instead they needed devolved devotees and this would have made the initiative stick.

5.4 Total Customer Satisfaction:

"Making the change to being a customer led organization is one thing. Making the ideal stick is another and requires a continuous effort. It is this second wave of commitment which is the real telling one" Malcolm Parkinson, Managing Director, Simon-Dundley, Simon Access Division.

The ultimate aim of Zimbabwe Republic Police is to enhance the quality of the community as envisaged in the philosophy of the Service Charter. It was interesting to note that the police acknowledged that the quality of service they give to their customers was very much affected by the way the people in touch directly with the general public function. As a result, they looked on different contact points where they felt could be improved and these contacts involved putting people first:

- In the street.
- At the police station.
- On the telephone.
- By letter.
Through the media. They were concerned with meeting the needs of customers. In other words, they tried closing the gap between customer expectations and service delivery. This was demonstrated in the following scenario, where Quality = Meeting the needs and Expectations of the Customer.

**Quality of Service Delivery:**

**Figure ii**

Quality of service can only be achieved through good visionary leadership. To enhance the leadership training, as a means to drive ZRPSC and produce a quality service to the public at the cutting edge, Inspectors and Sergeants need to undertake imaginative and effective training as far as leadership is concerned. This is a major aspect, which is lacking in Zimbabwe Republic Police. Quality of service fails at the front line, particularly at the supervisory level and the reason for this is twofold. Majority police officers that are in constant contact with the public have little training in leadership skills. Some are promoted to supervisory levels for what are often the wrong
reasons. Perhaps they have obeyed all the rules and regulations and therefore will not upset the system.

Others may have alternatively served the required years and on that basis of tenure are due for promotion or they may have been promoted because they are very good at passing exams. Whatever the reason and all the above are unsound and unjust, no one in a supervisory position should be there without leadership skills, especially when we consider the very demanding management style required in a team centered environment.

Zimbabwe Republic Police should have foresaw that training was a major commitment undertaking the entire ethos and change process. In this regard, police officers should move from their reactive style of management to more proactive behavior. Basically, they should change their attitudes from military principles to those based on corporacy.

5.5 The Value of Satisfied Customers:
Continued customer measurement is a very strong side of the service charter initiative and completed the loop of meeting the needs of customers which are:

- Listen
- Act
- Measure
The value of satisfied customers is known by customers themselves. A high degree of deciphering such level of satisfaction is paramount in this case.

The following quality of service delivery figure shows the flow of meeting customer satisfaction.

**Figure iii**

Meeting the Needs of Customers

```
LISTEN

CUSTOMER SATISFACTION

MEASURE

ACT
```

**Key**

**Listen:** to customers to ascertain and understand their needs/expectations.

**Act:** and innovate with standards of services, which meet their needs.

**Measure:** results, to ensure that customer satisfaction is achieved.

[Adopted from Lynda King Taylor]
5.6 Winning the Customer:

Zimbabwe Republic Police should note that improving the quality of service and responding to the community’s needs and wishes is important. This is the only way a stronger partnership can be created between the police and public. The overall quality of service Zimbabwe Republic Police provides would depend on the strengths of that partnership. They should harness goodwill. However, the public should also be well involved in all the undertakings of the police. User groups and customer clinics should be emphasized.

Police hotlines should be made more efficient as this is the basic mode of communication between the two groups as they bust out crime. Zimbabwe Republic Police should know that the customer is the boss and they should sustain the joint partnership between themselves and the public in form of Neighborhood Watch Schemes, which are joint crime prevention panels. This committee should be a rank free structure or at constable grade.

Zimbabwe Republic Police have a long way to go to achieve total customer service through the Service Charter initiatives. The introduction of the Service Charter was a driving force in changing the way people work. It is the vehicle used by staff to drive their work, it is the first place they turn to. This level of acceptance would not have been possible without extensive training – a major feature of the continuous process of implementation. The Charter made the relationship between police

---

officers and the general public (customers) much clearer, it contributed to the building of a customer focused organization.

However, telephone answering deserves special emphasis since it is the most used means of communication between the two, the police and the community. In answering telephone calls, police officers should remember that telephone conversation forms the basis upon which many customers form their impression of Zimbabwe Republic Police. The officers should therefore spend enough time as long, as is necessary in dealing satisfactorily with any customer. Also, they should note that the public is merely concerned with solving of their problems and nothing else and remember a customer with a complaint is an opportunity to enhance the reputation of the entire police force. Of paramount importance, is the fact that the best person to resolve a customer’s problem is the first person they speak to. Zimbabwe Republic Police officers should therefore endure to meet the reasonable expectations of customers and should note that there is no need to protect senior officers from customers. If an officer can not deal with a customer’s enquiry he should record details and agree on time to call back whilst carrying out necessary inquiries. Alternatively, one should transfer the call to a new recipient and brief him of the problem. Thus, the police officers should support and encourage each other and share together their good and bad experiences in order that they may improve. Our preference in standard telephone answering phrase should be

"Good morning/afternoon, Sir/Madam, Warren Police Station

... How can I help you?"

The last exchange should be,

Thank you for calling Warren Park Police Station."
At the police station, the officers should provide prompt and reassuring service to all, in a way that inspires confidence in their ability to help and advice. In readiness to doing so, the police supervisors should ensure that sufficient staff is available to deal with the members of the public. All callers should be dealt with immediately. When one member of the public is being dealt with and others arrive, they should be immediately acknowledged and reassured. Anyone obviously distressed should be given priority and the reason explained to other callers. Callers should be given as much comfort as possible, for example, use of telephone to contact relatives and friends. Staff working at the reception should introduce themselves by name and titles, for example “Good afternoon, I am Constable Jack. How can I help you?” people who attend the station to give assistance must be thanked prior to leaving and where necessary contacted later to be told the final outcome. An explanation should be given to callers as to what will happen as a result of their call, example, process procedures, property found, accused arrested, etc. Zimbabwe Republic Police should employ trained staff on the front counter enquiry desk and no special constabulary members should be present there without necessary training. Well-trained officers will be easily identifiable and will portray an efficient and approachable image. The services provided at front counters will match the demands of the public and will therefore be supervised appropriately.

Facilities at the police station should be kept clean, tidy and comfortable and should be treated with respect by all personnel. Refreshments of any sort should not be taken into the reception area or consumed in view of members of the public. Books and forms should be neatly stored, clearly marked and readily available. Reception area should be given priority for
station cleaning staff. Station notice board should be clearly visible and regularly updated with useful information. Supply of pamphlets and leaflets giving advice and guidance should be made available. Particular needs of individual callers should be met e.g. seats for the elderly.

In written communication, Zimbabwe Republic Police should acknowledge every piece of written correspondence within a short reasonable time period-usually ten working days. All letters received through the post and cannot be acted on immediately should be acknowledged. Acknowledgement letters must be sent as interim replies where the relative importance of the person or the topic justifies it. Save in exceptional cases a full written reply should be sent within a reasonably short time – usually within two working weeks.

The content of written communication should be simple, clear and precise giving as much information as possible. Replies will be professionally set out using clear and precise language and must be typed unless of a personal nature. Replies should be as informative as possible and should be placed on official headed paper.

If Zimbabwe Republic Police acknowledges the outcome of these findings they will emerge shoulder high and will be counted first in total customer satisfaction circles.
Appendix

CUSTOMER SERVICE QUESTIONNAIRE

Thank you for taking the time to fill in this questionnaire.

Instructions

Please tick appropriate boxes.

1. Total Customer Satisfaction Survey Instrument

Please circle the response that most accurately describes whether you agree or disagree with each statement about the services in which Zimbabwe Republic Police is offering to its customers through the implementation of the Service Charter.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZRP answers telephone calls promptly</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in telephone conversation</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Service Charter has improved courtesy in ZRP</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in problem solving</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP provides personal attention to its clients</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has become more reliable</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has improved in documentation process</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP portrays a high degree of neatness</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP police stations are ideally situated</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>ZRP has a user friendly system of complaints management</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Police Officers demonstrate better customer care attitude</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>People have confidence in ZRP because of the Charter</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
<tr>
<td>Service Charter has made ZRP a professional force</td>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
</tbody>
</table>
2. My age group is:
   - Under 16
   - 16-23
   - 24-30
   - 31-40
   - 41-50
   - 51-60
   - 61 and above

3. I am:
   - Male
   - Female

4. What do you think should be the main concern of the Zimbabwe Republic Police? Please tick 3 from the following list:
   - Burglary/House breaking and theft
   - Robbery/Murder
   - Traffic Offences
   - Drugs
   - Sexual offences (rape)
   - Vehicle crime (e.g. theft of M/V)
   Other (Please specify)
5. Please use this space if you have any further comments:


December 8, 1999

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REF: LETTER OF RECOMMENDATION FOR ACADEMIC RESEARCH

United States International University-Africa (USIU-A) presents its compliments to your esteemed organisation and would like to avail the following to your kind attention:

Mr. Lovemore Matipira, Student I/D#: 197731, is a full time Master of Science student in Management and Organizational Development here at USIU-A.

Mr. Matipira has chosen to undertake a research project in your organization as a partial fulfilment of his degree programme. He intends to carry out a research on 'The Impact of the Zimbabwe Republic Police Service Charter Towards Enhancing Total Customer Satisfaction'.

On behalf of the faculty of Business Administration here at USIU-A, I humbly request that your good offices kindly assist the bearer in enhancing his academic endeavour. I wish to assure you that the information given will be purely for academic purposes only and in strict confidence as he will be using statistical averages.

Your cooperation will be highly appreciated.

Yours faithfully,

DR. ISAAC C. RIAK
PROFESSOR OF ECONOMICS & PROJECT SUPERVISOR

SAN DIEGO • MEXICO CITY • NAIROBI
P.O. Box 14634, Nairobi, Kenya • Phone 254-2-861940 • Fax 254-2-862017
BIBLIOGRAPHY


B.H. Elvy, How to Appreciate Your Customers, 1995, Macmillan


Chris Rice, Understanding Customers, 1997, Butterworth Heinemann


90


**Constitution of Zimbabwe**


Parasuramann a, Valerie A Zeithmal and Leonard L. Berry; *A conceptual Mode of Service Quality and its Implications for Future Research*, Journal of Marketing, Volume 49, Fall 1985, pp. 41-50


Phillip Crosby, *Quality is free, New York*: Mc Graw-Hill. 1979