# Assessing Quality of Police Services in Hyderabad

## PROJECT REPORT

## ADMINISTRATIVE STAFF COLLEGE OF INDIA (ASCI)

## HYDERABAD

Study Sponsored By

Sardar Vallabhai Patel National Police Academy (NPA)

Shivaramapalli, Hyderabad - 500 052,

Telangana, India.

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# Acknowledgements

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# Chapter I

## 1.1    Introduction

The police force constitutes an integral part of the law enforcement machinery in India. The police perform multiple roles in society by reducing incidence of crime, protection of society, upholding law and order etc.

According to Zeithmal et al (1990[1]) honesty, excellence and the principle of giving full value for what we receive would become the rule of conduct in both business and personal relationships in a "Quality Society".

The citizens of the country pay taxes to the government and expect certain services to be provided to them. The Citizens become the consumers of the service and the police are the service providers. The term "Service Quality" can be defined  as the extent of discrepancy (difference) between customer's expectation (ideal service) from the service and their perception (actual service).

Service delivery happens during interactions between contact employees (government officials) and citizens, attitudes and behaviors of the contact employees can influence citizens' perceptions of service quality (Schneider and Bowen, 1985[2]).

Beatson et al (2008)[3] found that percvepved employee satisfaction, perceived employee loyalty, and perceived employee commitment has a significant impact on perceived product and service quality (in commercial setting).

Zeithmal et al (1990) proposed five dimensions by which customers evaluate service quality:

Tangibles-the appearance of the physical facilities, equipment, personnel and communication materials.

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[1] Zeithmal, V.A, Parasuraman, A and Berry, L. L. (1990), Delivering Service quality, The Free Press, New York, NY

[2] Schneider,  B and Bowen, D. (1985). Employee and Customer Perceptions of Services in banks: Replication and Extension. Journal of Applied Psychology, Vol.70. p 423-433

[3] Beatson, A, Lings, I and Gudergan, S. (2008), Employee Behaviour and Relationship Quality: Impact on customers, The Service Industries Journal. Vol. 28 (2), p. 211-223.

Reliability- the ability to perform the promised service dependaly and accurtely

Responsiveness- The willingness to help customers and provide prompt service.

Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence and

Empathy- The caring, individualised attention the organization provides its customers.

When adapted to Public service quality, the SERVQUAL Gap Model can be described as follows:

Gap 1 is the positioning gap: The managements' (top administration) perceptions of citizens' expectations and the relative importance citizens' attach to quality dimensions.

Gap 2 is the specification gap: The difference between what management (top administration) believes the citizen wants and what the citizens expect the government to provide.

Gap 3 is the delivery gap: The difference between the service provided by the employee of the government and the specifications set by the management (administration).

Gap 4 is the communication gap: The promises communicated by the government to the citizen do not match the citizens' expectations of those external promises.

Gap 5 is the perception gap: The difference between the citizens' internal perception and expectation of the services.

Public Services are responsible and accountable to citizens and communities. Several researchers have dealt with service quality in public services (Wisniewski and Donnelly, 1996[4]; Rowley, 1998[5]; Brysland and Curry, 2001[6]). According to Gowen et al (2001)[7] service provision is more complicated

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[4] Wisniewski, M and Donnelly, M (1996), Measuring Service Quality in the Public Sector: the Potential for SERVQUAL. Total Quality Management, Vol. 7 (4). P. 357-365.

[5] Rowley, Jennifer (1998). Quality Measurement in the Public Sector: Some Perspectives from the Service Quality Literature. Total Quality Management, Vol. 92(3). P. 321-333

[6] Brysland, A and Curry, A (2001), Service Improvements in public Services Using SERVQUAL, Managing Service Quality, Vol.11(6).p. 389-401

[7] Gowan, M. Seymour, J., I Barreche. S and Lackey. C. (2001). Service Quality in a Public Agency: Same Expectations but Different Perceptions by Employees, managers and Customers. Journal of Quality Management. Vol.6.p. 275-291.

in the delivery of public services as it involves finding out unexpressed citizen needs, prioritizing citizen needs, allocating resources based on priorities and justifying the same.

## 1.2    Problem Statement

According to the Conceptual Model of Service Quality proposed by Zeithmal et al (1990) as shown in diagram 1.

Figure 1
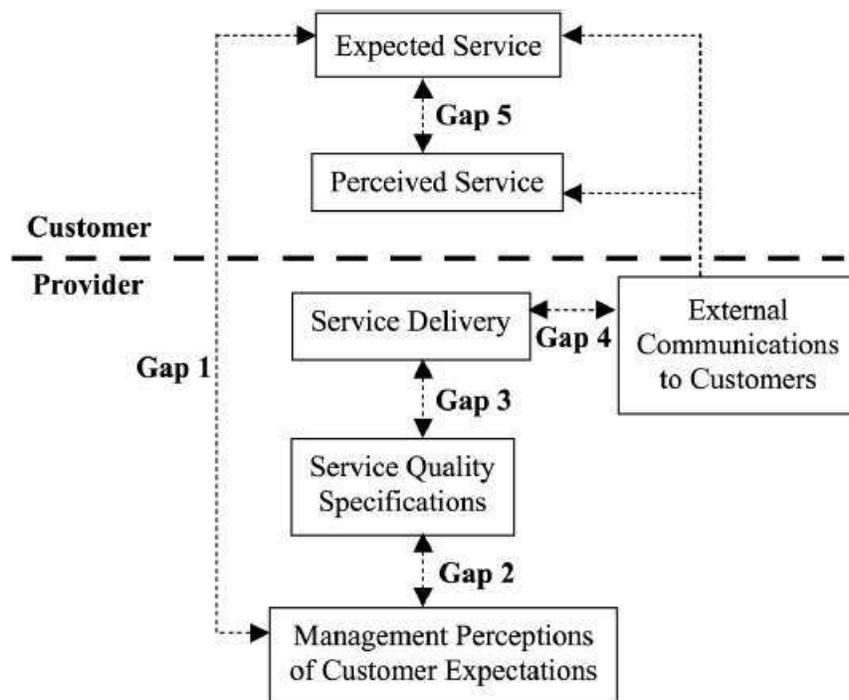


**Source:** Adapted from Zeithaml *et al.* (1990, p. 46)

Zeithmal et al (1988[8] and 1990) identified four gaps which would lead to the fifth and most important gap that is the difference between what the customer (here citizen) expects and what the provider (police) delivers.

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[8] Parasuraman, A. Zeithmal, V.A. and Berry, l.L (1988), SERVQUAL: A Multiple-item Scale for Measuring Customer perceptions of Service Quality, Journal of Retailing, Vol.62, p. 12-40.

1. Gap1: the gap between customer's (citizen's) expectations and management (police) perceptions of these expectations

2. Gap 2: the gap between management (police) perceptions of customer (citizen) expectations and service quality specifications

3. Gap 3: the gap between the service quality specifications and the actual delivery of these

4. Gap 4: the gap between the perceptions/expectations of customers (citizens) of the service and what is communicated by the organization (police)

5. Gap 5: the gap between perceived service and expected service

## Chapter II

## 2.1 Literature Review

**Q**uality has come to be recognized as a strategic tool for attaining operational efficiency and improved performance in public and private services. This is true for both the goods and services sectors. However, the problem with management of service quality in Government departments is that quality is not easily identifiable and measurable due to inherent characteristics of services which make them different from goods. Various definitions of the term 'service quality' have been proposed in the past and, based on various definitions different scales for measuring service quality have been put forward.

Services are different from manufactured products in certain core areas such as:

1. Services are perishable: services cannot be stored for future use.

2. Services are Simultaneous: there is very less time to rectify mistakes during delivery of service as there is simultaneous delivery and consumption of service.

3. Services are variable: Customising the service delivery to the specific changing needs of individual customers is difficult.

4. Services are intangible: the measurement of service quality is subjective.

Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved business performance (Anderson and Zeithaml, 1984[9], Babakus and Boller, 1992[10]; Garvin, 1983[11]; Phillips, Chang and Buzzell, 1983[12]). This is true for the services sector too.

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[9] Anderson, C and Zeithaml, C P (1984). Stage of the Product Life Cycle, Business Strategy, and Business Performance, Academy of Management Journal, 27 (March),5-24.

[10] Babakus, E and Boller, G W (1992). An Empirical Assessment of the SERVQUAL Scale, Journal of Business Research, 24(3), 253-68.

[11] Garvin, D A (1983). Quality on the Line, Harvard Business Review, 61(September-October), 65-73

[12] Phillips, L W, Chang, D R and Buzzell, R D (1983). Product Quality, Cost Position and Business Performance: ATest of Some Key Hypothesis, Journal of Marketing, 47 (Spring), 26-43.

Several authors have discussed the unique importance of quality to service firms (Normann, 1984[13]) and have demonstrated its positive relationship with profits, increased market share, return on investment, customer satisfaction, and future purchase intentions (Anderson, Fornell and Lehmann 1994[14]; Boulding *et al*., 1993[15]; Buzzell and Gale, 1987[16]; Rust and Oliver, 1994[17]). One obvious conclusion of these studies is that firms with superior quality products outperform those marketing inferior quality products.

Service quality is a comparison of expectations of citizen with performance of police. A business with high service quality will meet customer (Citizen) needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness.

An investor world defines service "A type of economic activity that is intangible, is not stored and does not result in ownership. A service is consumed at the point of sale. Services are one of the two key components of economics, the other being goods

Service is a valuable action, deed, or effort performed to satisfy a need or to fulfill a demand[i].Such as Administrative service, Civil service, Community service, Customer service etc.

An assessment of how well a delivered service conforms to the client's (Citizen) expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

## 2.2    SERVQUAL Model

Though initial efforts in defining and measuring service quality emanated largely from the goods sector, a solid foundation for research work in the area was laid down in the mid-eighties by

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[13] Normann, R (1984). Service Management. New York: Wiley.

[14] Anderson, E W, Fornell, C and Lehmann, D R (1994). Customer Satisfaction, Market Share and Profitability: Findings from Sweden, Journal of Marketing, 58(3), 53-66.

[15] Boulding, W; Kalra, A, Staelin, R and Zeithaml, V A (1993). A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions, Journal of Marketing Research, 30(February), 7-27.

[16] Buzzell, R D and Gale, B T (1987). The PIMS Principles, New York: The Free Press.

[17] Rust, R T and Oliver, R L (1994). Service Quality — New Directions in Theory and Practice, New York: Sage Publications

Parasuraman, Zeithaml and Berry (1985) were amongst the earliest researchers to emphatically point out that the concept of quality prevalent in the goods sector is not extendable to the services sector. Being inherently and essentially intangible, heterogeneous, perishable, and entailing simultaneity and inseparability of production and consumption, services require a distinct framework for quality explication and measurement. As against the goods sector where tangible cues exist to enable consumers to evaluate product quality, quality in the service context is explicated in terms of parameters that largely come under the domain of 'experience' and 'credence' properties and are as such difficult to measure and evaluate (Parasuraman, Zeithaml and Berry, 1985; Zeithaml and Bitner, 2001[18]). One major contribution of Parasuraman, Zeithaml and Berry (1988) was to provide a terse definition of service quality. They defined service quality as 'a global judgment, or attitude, relating to the superiority of the service', and explicated it as involving evaluations of the *outcome* (i.e., what the customer actually receives from service) and *process of service act* (i.e., the manner in which service is delivered).

The manufacturing approach to measuring quality is not applicable in services due to the subjective nature of services. Reliable measurement of service quality remains a challenge hence SERVQUAL proposes that service quality is the difference between expectations and perceptions. As quality is not absolute, it is possible to improve quality when measured with respect to changing expectations and perceptions from time to time.

In line with the propositions put forward by Gronroos (1982[19]) and Smith and Houston (1982), Parasuraman, Zeithaml and Berry (1985, 1988) posited and operationalized service quality as a difference between consumer expectations of 'what they want' and their perceptions of 'what they get.' Based on this conceptualization and operationalization, they proposed a service quality measurement scale called 'SERVQUAL.'
The SERVQUAL scale constitutes an important landmark in the service quality literature and has been extensively applied in different service settings.

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[18] Zeithaml, V A and Bitner, M J (2001). Services Marketing: Integrating Customer Focus Across the Firms, 2nd Edition, Boston: Tata-McGraw Hill
[19] Gronroos, C (1982). Strategic Management and Marketing in the Service Sector. Finland: Swedish School of Economics and Business Administration

SERVQUAL model is one of the models through some gap between expectation and perception analysis to try to measure customer service quality is the rate. This model also is known as the gap analysis model. SERVQUAL model was developed by Parasuraman and Zeithaml(1985). Service Quality is presented as a multidimensional construct. In their original formulation, Parasuraman et al. (1985) identified ten Components of Service Quality:

- Reliability;
- Responsiveness;
- Competence;
- Access;
- Courtesy;
- Communication;
- Credibility;
- Security;
- Understanding/knowing the customer;
- Tangibles.

In their 1988 work, these components were collapsed into five dimensions as follows:

1. **Reliability** : Ability to perform the promised service dependably and accurately
2. **Assurance** : Employees' knowledge and courtesy and their ability to inspire trust and confidence
3. **Tangibles** : Appearance of physical facilities, equipment, personnel and written materials
4. **Empathy** :Caring, easy access, good /communication, customer understanding and individualized

## 2.3    SERVQUAL Scale

The foundation for the SERVQUAL scale is the gap model proposed by Parasuraman, Zeithaml and Berry (1985, 1988). With roots in disconfirmation paradigm, the gap model maintains that

satisfaction is related to the size and direction of disconfirmation of a person's experience *vis-à-vis* his/her initial expectations (Churchill and Surprenant, 1982[20]; Parasuraman, Zeithaml and Berry, 1985; Smith and Houston, 1982). As a gap or difference between customer 'expectations' and 'perceptions,' service quality is viewed as lying along a continuum ranging from 'ideal quality' to 'totally unacceptable quality,' with some points along the continuum representing satisfactory quality. Parasuraman, Zeithaml and Berry (1988) held that when perceived or experienced service is less than expected service, it implies less than satisfactory service quality. But, when perceived service is less than expected service, the obvious inference is that service quality is more than satisfactory. Parasuraman, Zeithaml and Berry (1988) posited that while a negative discrepancy between perceptions and expectations — a 'performance-gap' as they call it — causes dissatisfaction, a positive discrepancy leads to consumer delight. Based on their empirical work, they identified a set of 22 variables/items tapping five different dimensions of service quality construct.2 Since they operationalized service quality as being a gap between customer's expectations and perceptions of performance on these variables, their service quality measurement scale is comprised of a total of 44 items (22 for expectations and 22 for perceptions). Customers' responses to their expectations and perceptions are obtained on a 7-point Likert scale and are compared to arrive at (P-E) gap scores. The higher (more positive) the perception minus expectation score, the higher is perceived to be the level of service quality. In an equation form, their operationalization of service quality can be expressed as follows:

$\Sigma == -kj \ 1ij \ ij \ SQ \ (P \ E \ ) \ (1)$

where: $SQ_i$ = perceived service quality of individual 'i'

k = number of service attributes/items

P = perception of individual 'i' with respect to performance of a service firm attribute 'j'

E = service quality expectation for attribute 'j' that is the relevant norm for individual 'i'

The importance of Parasuraman, Zeithaml and Berry's (1988) scale is evident by its application in a number of empirical studies across varied service settings (Brown and Swartz, 1989; Carman, 1990; Young, Cunningham and Lee, 1994). Despite its extensive application, the SERVQUAL scale has been criticized on various conceptual and operational grounds. Some major objections against the

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[20] Churchill, G A and Surprenant, C (1982). An Investigation into the Determinants of Customer Satisfaction, Journal of Marketing Research, 19(November), 491-504.

scale relate to use of (P-E) gap scores, length of the questionnaire, predictive power of the instrument, and validity of the five-dimension structure (e.g., Babakus and Boller, 1992; Cronin and Taylor, 1992; Dabholkar, Shepherd and Thorpe, 2000) and yet still remains the most valid and reliable measure of service quality.

## 2.4     Assessing Public Service Quality

Assessing the quality of public services is made difficult by the nature of the customers, the decision makers and the complexities of the environments that most public services inhabit.

In relation to the customers, the nature of many public services is such that there is collective, or community, payment for services which are not always enjoyed personally or directly by every paying citizen. Conversely, there are some services where the individual receiving the service does not pay directly, or at all, for the service. Early research (Donnelly and Dalrymple, 1996) indicates that the ability of commercial sector instruments to assess public service quality might be compromised as the service under scrutiny moves away from any close commercial sector analogue in terms of extent of direct payment for, and personal receipt of, the service. The detachment of the customer from the service delivery arena in terms of direct payment reinforces the need to recognize the variety of "stakeholders" in public sector services. These include the service users and consumers; future or potential users; excluded people and non-users; citizens; local communities; elected representatives; decision-makers; employees; other public agencies; commercial and voluntary sector partners; professional associations; central government; and society as a whole. Other complexities involving the public service customer rarely experienced in commercial sector environments include:

1. The  ignorance of actual service receipt  by the "customer" and their limited associated knowledge of the service;
2. The ambiguity of the customer;
3. Customers with directly conflicting interests; and
4. The existence of unwilling customers for the  service.

There are many differences between commercial service providers and public service providers. Donnelly and Dalrymple (1996) have questioned the applicability of commercial sector instruments in public services. According to Donnelly et al (2006), the complexities are: the ignorance of actual service receipt by the "customer" and their limited associated knowledge of the service, the ambiguity of the customer, customers with directly conflicting interests and the existence of unwilling customers for the service.

With reference to police services, four situations identified are: those citizens who are neither the victim, witness, juror or perpetrator of a crime and so never come into direct contact with the police, the victim of a crime and the person accused of this crime who are both "customers" of the same service provider, situations where the rights of all, perhaps opposing parties have to be protected and those citizens who are placed under arrest or confinement against their will and are constitutionally regarded as innocent until proven guilty of their accused crime.

Although the service quality approach (Zeithmal et al, 1990) has been criticized it continues to be cited (Buttle, 1996 and Curry, 2001) and used as a highly valuable, reliable and valid method of measuring customer expectations and perceptions. Donnelly et al (2006) have used this approach to measure service quality of Strathcylde Police in United Kingdom.

In the specific context of police services these four situations are reflected in:

1. Those people who are neither the victim, witness, juror nor perpetrator of a crime and so never come into direct contact with the police;
2. The victim of a crime and the person accused of this crime who are both "customers" of the same service provide;
3. Situations where the right of all, perhaps opposing, parties have to be protected; and
4. Those citizens who are placed under arrest of confinement against their will and are constitutionally regarded as innocent until proven guilty of their accused crime.

These complexities provide real challenges and dilemmas for police managers and for researchers trying to assess the quality of services provided by the service.

Another key difference between the commercial sector and the public sector is that while the commercial sector may choose to analyse its external environments at a distance, public services are often required by statute or by necessity to consult, collaborate and negotiate directly with their many stakeholders. The consultation processes and contexts for the synthesis of strategic service objectives can range from direct representation on formal committees through participation in joint boards to customer feedback mechanisms and advisory and consultative forums.

This mosaic of service delivery environments, demand management, executive profiles, accountability arrangements, stakeholder involvement and contexts for strategy formation, service definition and conflict is arguably far richer than that experienced in the commercial sector and may impact on the assessment of the quality of services provided. Research effort is therefore important to drive forward quality assessment approaches for services where receipt and payment are not matched and for these other special customer/provider complexities.

## Chapter III

### 3.1 Research Methodology

Research methodology refers to the theory of the research and the reasons for the way the research has been designed. Methodology explains the research question and why the question is important. It explains the starting point of the research, the directions of the research and the possible implications of the research when it is completed. Methodology explains the literature the researcher is using, the language and terminology, the other theories and explanations being used, the methods and the type of analysis that will be used to interpret the data and information collected. Chapter III provides all these details.

The study utilizes a combination of qualitative and quantitative methods. Depth interviews with senior police officers and Focus Group Discussions are used to clarify and seek opinions of knowledgeable respondents in deciding the research questions and method of data collection. Quantitative method of descriptive survey research is used through a questionnaire. The questionnaire is a modified SERVQUAL instrument.

### 3.2 Need and Importance of the Study

The services rendered by the police are aimed at improving the overall quality of life for the citizens in the country. The expectations and perceptions of both the citizens and police have to be aligned as citizens act as co-creators of the service. The extant literature search reveals that an empirical estimation of the expectations and perceptions of citizens and police personnel has not been conducted in India. This study will be seminal and provide insights into developing the quality of services delivered by the police and identify the gaps in delivering excellent service.

### 3.3 Objectives of the Study

1. To understand the expectations of citizens from Hyderabad police
2. To measure the perceived (existing) level of service delivered by the Hyderabad police from citizens' perspective
3. To assess the quality of service delivered by Hyderabad police
2. To identify the service quality gaps in Hyderabad police force and suggest ways to address the gap

## 3.4    Methodology

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│ Step 1: Conduct Structured interviews with   │
│ very senior police officers                   │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Step 2: Conduct 2 Focus Group Discussions    │
│ with Police Officers and citizens to identify │
│ the variables impacting quality of service    │
│ delivered                                     │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Step 3: Develop questionnaires to know the    │
│ Expectations and Perceptions of police        │
│ officers and citizens regarding quality of    │
│ service delivered                             │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Step 4: Pilot study and Data Collection       │
└─────────────────────────────────────────────┘
                      │
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┌─────────────────────────────────────────────┐
│ Step 5: Suggest methods to enhance service    │
│ quality of police services in Hyderabad       │
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## 3.5    Sampling

Stratified quota sampling will be used; the sampling unit will be police personnel of Hyderabad and residents of selected areas. The sample distribution will be 100 police officers from a cross section of police force (lower, middle and senior levels) and comparatively a large sample size of 400 residents of Hyderabad would be selected, residents who have experience in dealing with police services such as complainants, victims of crime, and witnesses to police in action would be covered. Actual Sample size of Police Officials was 159 and citizens' was 340.

**3.6    Tools and Techniques for data collection**

Focused group discussions and Personal interview using structured questionnaire

**3.7    Secondary Data**: Secondary data was collected from International and National Journals, periodicals, reported data from authorized government websites such as BPR and D.

**3.8    Primary Data**: Primary data was collected through structured interviews of senior officials, focus group discussions with police personnel and citizens and structured questionnaires after pilot study. The questionnaire was translated from English to Urdu and Telugu so that respondents (both Police officials and citizens) would not have any difficulty in participating in the study.

**3.9    Analysis of data**

Apart from measures of central tendency, appropriate multivariate statistics will be used including Paired t'tests and discriminant analysis.

**3.10    Delimitations of the Study**

Study will cover Hyderabad City

**3.11    Chapters of the Report**

1. Introduction
2. Literature Review
3. Research methodology
4. Data analysis and interpretation
5. Summary of findings and conclusions

# Chapter IV
## Data Analysis and Interpretation

Part I: Focus group Discussions

Part II: Survey of Police Officials

Part III: Survey of Citizens

**Part I: Focus Group Discussions**

**Topic: Assessing the Quality of Police Services in Hyderabad:**

Two focus group discussions (FGD) with Police officials in Andhra Pradesh Police Academy

**FGD 1 Participants**

Middle level and senior level police officers serving in and around Hyderabad. In this category total 8 participants were present

**FGD 2 Participants:** Constables Serving in and around Hyderabad. In this category total 8 participants were present

**Objectives**

- To know how to define service quality of police and what aspects should be measured.
- To identify the variables impacting quality of Police services in Hyderabad.
- To develop questionnaires to know the expectations and perceptions of police officers and citizen regarding quality of services delivered.

**FGD Discussion: Middle level and senior level police officers serving in and around Hyderabad**

Deputy Director of APPA started with welcome note. After that Dr. Shahaida started the session. The SERVQUAL model was explained in great details to the participants. The discussion was open ended. The salient aspects of the discussion are noted below:

1. What do citizens expect service from police as police service is different from other services such as Hotels/ airlines.

- There are 4 categories of citizens

    a) No interaction with police

    b) Victim

    c) Accused

    d) Suspect

- Every type of citizen has different opinion on police services.

**2.** How to define quality of police services?

Participants Answers:

- Reduction of crime, Maintenance of law and order

- Expectations of citizens will be more. For that police should involve citizen too. Moreover police has to look at several issues gambling, drug addiction etc. this makes the job of police more complicated.

- Citizens want service but at same time they do not want to involve or help the police.

- Media can help too.

- Deal with citizens with empathy: when citizen comes to police station. Offer them a Glass of water, listen patiently and address their problem.

- Improve communication service with citizens. Should have sufficient budget, police personnel recruitment should be in Hyderabad city. Increase vehicles for police.

- One participant said that there is no difference between police services and other services. Citizens expect good communication. Police should give service to citizen like customer.

- Problem of police. They live busy lives, always on phone and other services. delegation of power, Timely response are critical.

- When you resolve the issue of citizens, they will be happy/ satisfied.

- Police should have local Knowledge. Political pressure should be reduced.

- Decentralizations in police should be implemented.

3. Do you think Citizen is right person to judge the service?

Most of participants said yes. There was a deliberation on citizen as a judge of police services. If it is what does citizen expect and what we can deliver to citizen.

Gap = Expectation – Perception, When expectation is more than perception, When perception is more than expectation will be positive things.

4. What can be factors/parameters to measure the service quality of police?

- Communication

- Complaint Handling

- Registration of FIR.

- Communication to citizen

- Visual Policing.

- Time take to resolve issue.

5. What are problem which is stopping to deliver quality services? We will ask from Senior Police officers.

- Lack of staff ( Constable, Head constable )

- No delegation of power

- No motivation to work

- Political Pressures

- No performance measurement

Gap Model (Parasuraman et al, 1985)was discussed with participants and shared questionnaire adopted for a police context to measure both expectation and context.

The participants felt that the following gaps existed:.

1. Expected service

2. Management Perceptions of Customer Expectations

3. Service Quality specifications

4. Service delivery

5. External communications to customers

They shared also a few points which are stopping to deliver quality of services as below:

- Lack of Control

- Role of Conflict

- Role Ambiguity

Participants expressed a few problem which existing as below:

- People problem

- Lack of proper training

- Lack of leadership skills


### Focus Group Discussion 2: Police Constables

What are demands of public and what we are delivering to them? What we should do?

Participants Answer:

- Police should talk very politely and respectfully.
- Whoever is coming to police station, they have problem. Police should listen politely whether they can deliver or not. Try to solve level best problem.
- Police should engage community then citizen perception about police will be improved. Sport activity will be helpful.

- Police should give personal service then people will get confidence

- When police patrols. Citizen doses not share anything till we will not ask them.

- Communication barrier

- People perceive behaviour of police is not good

- Citizens want money safety, personal safety, business safety, peace and security

2. Do you think police service can be improved?

All participants agreed that there was a lot of scope for improvement and following problems were cited:

- Constables should be trained properly

- Adequate staff is not available for servicing common people, politicians and influential people use more police services

- Long working hours of constables affect their health

- At night Head constables manage the police station many times

All participants agreed that the SERVQUAL model could be used with a few changes in certain questions to measure the service quality of Police

## 4.1 Description of Hyderabad Police Force

**History of Hyderabad Police during Nizam Period[21]**

The erstwhile State of Nizam comprised areas covered of the present Telangana of AP State, Bidar, Raichur and Gulburga, districts of present Karnataka State and Osmanabad. Bheed, Nanded, Latur, Aurangabad and Parbhani districts of the present Maharashtra State. Hyderabad was the Capital of Nizam. As per the available records, the Police Commissionerate system existed way back from the year 1847. The Nizam of Hyderabad used to appoint the Commissioners of Police who were officers of the Hyderabad Civil Service and they used to function during his pleasure. They were answerable to the Nizam directly on various matters of policing in Hyderabad city. However as far as administrative matters were concerned the Commissioner of Police used to correspond with the Home Department directly. The commissioner of Police was popularly called as "KOTWAL" and was responsible for maintenance of law and order, prevention of detection of crime etc. The correspondence used to be only in Urdu. Kotwal enjoying a high position and look upon with great respect of fear had always been appointed from an early period and he had under him a public force composed of various nationalities and a number of detectives.

The "Kotwal" combined in his office not only the powers and privileges of the police head, but also was in enjoyment of certain judicial and civil powers. He had direct access to the king and had his ears. He was the chief adviser to the monarch in all police matters. He was primarily responsible for the maintenance of law and order, for the prevention and control of crime, and prosecution of criminals. He occupied a unique position not only in the administration of criminal justice but also a very honourable place in the king's "Durbars". He received the "Roznamachas" (Daily reports) from the Thanedars "about the happening in the city, kept a watch on the British Residency and maintained a number of paid informers. The "Kotwal-e-Balda" was both respected and feared by the general Public. The last of such powerful "Kotwals" was Raja Bahadur Venkatrama Reddy during the reign of Nawab Mir Osman Ali Khan, Nizam-VII. He even resolved major litigations between Gadwal and Wanaparthi "samasthans" through negotiatios. In the big "Samasthans", policing was being done by the big feudal lords, who owned vast chunks of land, and organized their respective police forces and a separate judicial service.

The Head of the "Thana" (Police Station) came to be called "Amin" The rank equivalent to inspector was known as "Sardar Amin". The Assistant Commissioner of Police and the Deputy Commissioner were called "Madadgar Kotwal" and "Naib Kotwal" respectively. The entire city

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[21] www.hyderbadpolice.gov.in

police force had distinctive uniforms and badges of rank. At the "Thana" level there was a "Jemadar" (General Duty Head Constable) and a Mohriri (Writer Head Constable). The Constabulary was called Barkandaz in the beginning and later called "Jawan". He was getting Rs. 6-00 in 1902 A.D. as pay and two annas per day was his daily allowance, whenever he had to travel outside Hyderabad City.

The prosecuting agency consisted of Police functionaries of inspectors rank and so far as the city was concerned. They were under Naib Kotwal Seghal Jaraim i.e. Dy. Commissioner of Police Crime. The strength of city police in the early years of this century was hardly a few thousands, quite commensurate with the limited needs of the populations of Hyderabad, which was barely 2.5 lakhs, enclosed within an impregnable fort-wall running round the city. There were thirteen huge gates and as many windows which used to be closed by the Police Armed guards from dust to dawn, by an order of the city Police Commissioner. This system ensures automatic "Nakabandi" and no burglar or thief having operated in the city could dare leave the precincts of the city without being caught and interrogated. The city police budget in 1906 was a meager few lakhs. Except for Police Station "Thana and outpost "Naka" buildings, of which there was a network, there were few Administrative Police Buildings. The Present Commissioner office "Kotwal Balda" which is more than hundred years old is situated in "Purana Haveli" locality in the heart of the old city. There were no motor vehicles, wireless equipments and telephone facility. But there are many records maintained in Urdu at the P.S. level, a few obsolete fire arms and hand-cuffs and leg-lrons. The concept of respecting the rights of the individual was not at all there and criminals were dealt with harshly to say the least. Surveillance over criminals was effective and "Goondas" and rowdies were kept under check Mostly, religious processions and assemblies were in evidence those days and hardly labour or student troubles. Strikes by Government employees were unheard of and hardly any forms of protests by political parties were noticed.

**Re-organisation of the City Police in 1981**[22]

Due to rapid increase in / population, industrialisation and urbanization etc. there has been a steady increase in crime. In view of the above again in the year 1981 the City Police was re-organised, vide G.O.Ms.No.341, Home (Pol.D) Department, dated: 30-05-1981.

According to which the city was divided in to 4 zones Viz: Hyderabad South, Hyderabad East, Hyderabad west & Hyderabad North, the 4 zone were again dived in to 12 divins. Each Zone is

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[22] www.hyderbadpolice.gov.in

under the incharge of D.Cs.P. of the rank of supdt. Of Police for maintenance of L&O, and Crime work and keeping up the morale of the force, who are under the disciplinary and administrative control of the Commissioner of Police, having powers and functions of Addl. Dist. Magistrate.

Each Division is under the incharge of rank of Supdt. Of Police, ACP of the rank of Dy. Supdt. Of Police, who works under the control of DCP. He is responsible for prevention and detection of crimes maintenance of L&O and discipline of the force.

Each Police station is under the incharge of inspector of Police who is the S.H.O and performs all the duties and exercises all the powers of the S.H.O.

The city crimes station was renamed as "Detective Department" which works under the D.C.P. who is assisted by ACPs and inspectors.

Government had sanctioned in the year 1992, 3 posts Jt. Commissioner of Police in the rank of D.I.G. to assist the Commissioner of Police for effective functioning and better administration of City Police each in-charged of Co-ordination, Crimes and Security.

One Sub-Inspector of Police was to be placed incharge of Law and Order duties and another for Crime duties for each Police Station. A Divisional Detective inspector for each Division was provided for. In order to achieve this functional division it was proposed in the scheme to increases the number of posts of Sub-Inspectors and Head Constables and decrease the number of posts of Police Constables.

**Recent Developments**

The state of Andhra Pradesh was bifurcated into 2 states i.e., Telangana and Residual Andhra Pradesh w.e.f. 2-6-2014. Hyderabad city is the capital for both the states. The city has 4Acs Police Stations, 12 circles and 34 police stations under the supervision of DCP. Law and Order (L &O).

The ACP L&O deals with both L&O and Crime work. The L&O Sub Inspector has administrative control over police stations and incharge of L&O duties. The crime SI is incharge of crime work of the Police Stations. The city has 5 zones: Central (Abids, Chikkadpally and Saifabad), East (Sultan Bazaar, Kachiguda and Malakpet), West (Asif Nagar, Banjara Hills, Gosha Mahal and Panjagutta), North (Begumpet, Gopalapuram and Mahankali Divisions) and South (Charminar, Falaknuma, Mirchowk and Santoshnagar).

As per data (as on 1/1/2014) from Bureau of Police Research[23] , Hyderabad City has 83 Police Stations, 1 senior official of DGP/SPDG/Addnl DGP rank, 3 IGPs, 4 DIGPs, 11 officials in the ranks of AIGP/SSD/SP/COM, 16 officials in the ranks of Addl Sp/Dy COM, 45 officials in the

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[23] http://www.bprd.nic.in/showfile.asp?lid=1291

ranks of ASP/DySP/A COM, 250 Inspectors, 641 Sis, 500 ASIs, 1431 Head Constables and 6092 Constables. Total number of officials: 8994.

**Profile of Respondents: Police Officials**

**Sample Description**:

On the instruction of the Office of the Commissioner of Police, Hyderabad City, ten police stations from five zones of Hyderabad city were selected. The police stations (PS) included in the study are Charminar PS, and Madannapet PS from South Zone. Amberpet PS and Malakpet PS from East Zone, Banjara Hills PS and S. R. Nagar PS from West Zone, Narayanaguda PS from and Nampally PS from Central Zone, Begumpet PS and Mahankali PS from North Zone. The sample of police officials includes Inspectors, sub inspectors, head constables and constables. A total of 225 questionnaires were self- administered (with assistance provided where ever necessary) of which 159 usable questionnaires were judged suitable for data analysis for this study, giving a response rate of 70.06%. Detailed profile of respondents follows in the subsequent section.

### 4.1.1 Gender and Age of Police Officials

| | | | | | | Table 4.1 | | | | | |
| | | | | | | GENDER AND AGE | | | | | |

| Age | | 21-30 years | 31-40 years | 41-50 years | 51-60 years | |
|---|---|---|---|---|---|---|
| Gender | Male | 54 | 41 | 14 | 16 | 125 |
| | | (91.5) | (83.7) | (93.3) | (89) | (79.2) |
| | Female | 5 | 8 | 1 | 2 | 16 |
| | | (8.5) | (16.3) | (6.6) | (21) | (20.8) |
| Total | | 59 | 49 | 15 | 18 | 141 |
| | | (100) | (100) | (100) | (100) | (100) |

Figures in parenthesis in each cell denote percentages to column total

Source: Survey data

The Table 4.1 shows the cross tabulation of gender and age of the respondents. Majority of the respondents are male and belong to the age group of 21-30 years followed by the age group of 31-40 years.

### 4.1.2 Qualification and Experience of the Police Officials

| | | Experience | | | | |
|---|---|---|---|---|---|---|
| **Table 4.2** | | | | | | |
| **QUALIFICATION AND EXPERIENCE** | | | | | | |
| | | 0-10 years | 11-20 years | 21-30 years | 31-40 years | Total |
| Qualification | Graduation | 43 | 8 | 12 | 5 | 68 |
| | | (78) | (100) | (70.58) | (100) | (80) |
| | Post-graduation | 9 | 0 | 3 | 0 | 12 |
| | | (16.36) | | (17.64) | | (14.11) |
| | any other | 3 | 0 | 2 | 0 | 5 |
| | | (5.45) | | (28.57) | | (5.88) |
| Total | | 55 | 8 | 17 | 5 | 85 |
| | | (100) | (100) | (100) | (100) | (100) |

Figures in parenthesis in each cell denote percentages to column total

Source: Survey data

The table 4.2 shows the cross tabulation of qualification and experience of the respondents. Out of 159 respondents, 85 have answered the question on qualification and experience. Majority of the respondents are graduates with 0-10 years of experience.

### 4.1.3 Designation of Police Officials

**Table 4.3**

**DESIGNATION**

|  | Frequency | Percent |
|---|---|---|
| Sub inspector of police | 58 | 49.6 |
| Police constable | 36 | 30.8 |
| Head Constable | 10 | 8.5 |
| Assistant Inspector of Police | 7 | 6.0 |
| Inspector of Police | 4 | 3.4 |
| Home guard | 2 | 1.7 |
| Total | 117 | 100.0 |

Source: Survey data

The table 4.3 shows the designation of the respondents, the sample consists of a good representation of different designations in the police force, with Sub Inspector of Police (49.6 %) and Police Constables ( 30.8 % ) being represented in a substantial manner.

**Inference: The sample is an adequate representative of the police personnel in Hyderabad city. The sample is drawn from all 5 geographic zones, has representation of both genders across different designations. The sample has more representation from younger police officials (0-10 years' work experience).**

**4.2     Profile of Respondents: Citizens of Hyderabad City**

**Description of the population of Hyderabad City[24]**

Hyderabad is the largest city and capital of the southern Indian state Telangana. Hyderabad is located on the banks of the Musi River around artificial lakes. The estimated population of Hyderabad was 8.7 million in 2014, which makes it the 4th most populous city in India.

Most Hyderabadi are Telugu and Urdu speaking people, although there are minority communities of Tamil, Marathi, Kannada, Marwari, Malayali, Oriya, Guijarati, Punjabi and Uttar Pradeshi.

Among the foreigners in the city, Hadhrami Arabs represent the majority, with sizeable populations of African Arabs, Armenians, Abyssinians, Iranians, Pathans and Turkish people. At the 2011 census, 24% of Hyderabadi were migrants from elsewhere in the country.

Hinduism is the most common religion practiced in the city (55.5%), followed by Muslims (41%), Christians (2.5%), Jains (0.5%), Sikhs (0.3%), Buddhists (0.02%) and other religions.

13% of the population of Hyderabad live below the poverty line. There are at least 1,476 slums in Hyderabad with a population of at least 1.7 million, 66% of whom live in the core of the city that made up Hyderabad before the expansion in 2007. The remaining people live in 491 tenements. Nearly one-quarter of the slum-dwellers in the city came from other parts of India in the 1990s, with at least 63% having lived in slums for at least a decade. Around 30% of the slums have basic service while others depend on general public services from the government.

**Sample Description**

On the instruction of the Office of the Commissioner of Police, Hyderabad City, ten police stations from five zones of Hyderabad city were selected. The police stations (PS) included in the study are Charminar PS, and Madannapet PS from South Zone. Amberpet PS and Malakpet PS from East

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[24] http://worldpopulationreview.com/world-cities/hyderabad-population/

Zone, Banjara Hills PS and S. R. Nagar PS from West Zone, Narayanaguda PS from and Nampally PS from Central Zone, Begumpet PS and Mahankali PS from North Zone.

The sample of citizens includes citizens who have visited the ten police stations categorized as complainants, witnesses and victims. The sample also includes citizens who have had no direct contact with the police. A total of 400 questionnaires were self- administered (with assistance provided where ever necessary) of which 340 usable questionnaires were judged suitable for data analysis for this study, giving a response rate of 85%. Detailed profile of respondents follows in the subsequent sections.

### 4.2.1    Gender and age of citizens

<table>
<tr><td colspan="8" align="center"><b>Table 4.4</b><br><b>GENDER AND AGE</b></td></tr>
<tr><td></td><td></td><td colspan="5" align="center">Age</td><td></td></tr>
<tr><td></td><td></td><td>&lt;21 years</td><td>21-30 years</td><td>31-40 years</td><td>41-50 years</td><td>51-60 years</td><td>Total</td></tr>
<tr><td>Gender</td><td>Male</td><td>19<br>(79.1)</td><td>113<br>(90.4)</td><td>59<br>(79.72)</td><td>15<br>(55.55)</td><td>14<br>(82.35)</td><td>220<br>(82.39)</td></tr>
<tr><td></td><td>Female</td><td>5<br>(20.9)</td><td>12<br>(9.6)</td><td>15<br>(20.27)</td><td>12<br>(44.44)</td><td>3<br>(17.65)</td><td>47<br>(17.65)</td></tr>
<tr><td colspan="2">Total</td><td>24<br>(100)</td><td>125<br>(100)</td><td>74<br>(100)</td><td>27<br>(100)</td><td>17<br>(100)</td><td>267<br>(100)</td></tr>
</table>

Figures in parenthesis in each cell denote percentages to column total

Source: Survey data

The table 4.4 depicts the cross tabulation of gender and age, of the 340 citizens who responded to the survey, 267 have revealed their age and gender. Majority (82.39%) of the sample is male. Among the male sample, majority (90%) belong to the 21-30 years age group. Among the female sample, there is similar representation of age groups 21-30 years, 31-40 years and 41-50 years.

### 4.2.2 Qualification and employment status of Citizens

| | | Employment | | | | |
|---|---|---|---|---|---|---|
| **Table 4.5** QUALIFICATION AND EMPLOYMENT | | | | | | |
| | | Not employed | Private | Government | Self-employed | Total |
| Qualification | Illiterate | 12 (27.27) | 3 (2.11) | 0 | 0 | 15 (28.30) |
| | < Standard 10 | 12 (27.27) | 36 (25.35) | 20 (32.78) | 3 (50) | 70 (27.66) |
| | Under graduation | 12 (27.27) | 65 (45.77) | 17 (27.86) | 3 (50) | 97 (38.33) |
| | Graduation | 8 (18.18) | 30 (21.12) | 18 (29.50) | 0 | 56 (22.13) |
| | Post-graduation | 0 | 8 (5.63) | 6 (9.83) | 0 | 14 (5.53) |
| Total | | 44 (100) | 142 (100) | 61 (100) | 6 (100) | 253 (100) |

Figures in parenthesis in each cell denote percentages to column total

Source: Survey data

The table 4.5 depicts cross tabulation of qualification and employment of the citizen sample. The sample is adequately represented by illiterates, undergraduates, graduates and citizens who have been educated below standard 10.

A little more than half the sample (142- 56%) is employed in private sector. About quarter of the sample (61-24%) is employed in the Government sector. Followed by Unemployed and self-employed citizens.

### 4.2.3 Marital Status of Citizens

**Table 4.6**

**MARITAL STATUS**

| Status | Frequency | Percent |
|--------|-----------|---------|
| Married | 198 | 74.4 |
| Unmarried | 68 | 25.6 |
| Total | 266 | 100.0 |

Source: Survey data

The table 4.6 depicts the marital status of citizen respondents, out of 340 respondents, 266 have provided their marital status. Majority (74.4%) of the respondents are married.

### 4.2.4 Family Income of Citizens

**Table 4.7**

**FAMILY INCOME**

| Annual income in rupees | Frequency | Percent |
|-------------------------|-----------|---------|
| < 1 lakh | 121 | 51.3 |
| 1.1- 5 lakhs | 83 | 35.2 |
| 6-10 lakhs | 26 | 11.0 |
| 11- 15 lakhs | 6 | 2.5 |
| Total | 236 | 100.0 |

Source: Survey data

The table 4.6 depicts the marital status of citizen respondents, out of 340 respondents, 236 have provided their family income. A little more than half of the respondents (51.3%) have an annual family income of < 1 lakh. Followed by 1.1-5 lakhs (35.2 %), majority of the sample belongs to

middle and lower middle class citizens of Hyderabad. 11% of the sample has an income of 6-10 lakhs and 2.5% has an income of 11-15 lakhs.

### 4.2.5    Type of Citizen: Basis of Opinion

**Table 4.8**

**TYPE OF CITIZEN: BASIS OF OPINION**

| Type | Frequency | Percent |
|------|-----------|---------|
| Complainant | 145 | 42.6 |
| Witness | 86 | 25.3 |
| Criminal | 39 | 11.5 |
| No direct contact | 70 | 20.6 |
| Total | 340 | 100.0 |

Source: Survey data

The table 4.8 shows the type of citizen: Basis of Opinion, the opinion developed by the respondent would vary depending on the type of interaction with the police. All 340 respondents have answered this question. 42.6% are complainants, 25.3 % are witnesses, 11.6 % are criminals and 20.6 % have no direct contact with the police. The sample has a good representation of the population of Hyderabad city in this perspective.

**Part II: Survey of Police Officials**

**4.3    SERVQUAL: Police Officials**

The opinion of Police Officials regarding the service quality delivered by the police force is measured. Service quality is operationalized as being a gap between Police Official's expectations and perceptions of performance on 22 variables. The SERVQUAL instrument has 44 items (22 on expectations and 22 on perceptions) belonging to 5 dimensions- tangibles, reliability, responsiveness, assurance and empathy. Responses are recorded on a 7-point Likert Scale with 1 being Strongly disagree and 7 being Strongly agree (the other points being in-between). The Perceptions minus expectations Gap (P-E) is calculated and compared. The higher (more positive) the perception minus expectation score, the higher is perceived to be the level of service quality. All questions start with "Police stations have or police officials are" (refer questionnaire provided in the appendix)

The reliability of the SERVQUAL instrument was measured using Cronbach Alpha, Nunnally (1994) suggested that a modest reliability range from 0.5 to 0.6 would suffice. The value of Cronbach alpha for Police Officials is 0.897. Hence the scale is reliable.

4.3.1    Paired statistics of Police officials (Perceptions and Expectations)

The comparison of means of Perceptions and Expectations is done using the t' test of significance, while simple comparison of means indicates which mean is highest (perception or expectation), statistically the difference in means has to be validated, hence the t' test is used. The Table 4.9 shows the means of Expectations and Perceptions, Table 4.10 shows means of Perception minus Expectation and level of significance for the t' test for 22 items of SERVQUAL scale.

**Table 4.9**

**MEANS OF EXPECTATIONS AND PERCEPTIONS**

| Expectations | Mean | Perceptions | Mean |
|---|---|---|---|
| E have modern equipment | 5.8994 | P have Modern Equipment | 5.3467 |
| E visually appealing clean | 5.9045 | P visually appealing clean | 5.6443 |
| E appear professional | 5.8924 | P appear professional | 5.8176 |
| E material such as stationary | 5.4088 | P material such as stationary | 5.1400 |
| E Promise of timeliness | 5.4114 | P promise of timeliness | 5.3041 |
| E Complaint investigation | 5.5759 | P Complaint investigation | 5.4384 |
| E performed right first time | 5.9809 | P performed right first time | 5.9530 |
| E services at the time | 5.5380 | P services at the time | 5.2905 |
| E services at the time | 5.3141 | P services at the time | 4.9795 |
| E will always keep appointments | 4.9226 | P will always keep appointments | 5.0069 |
| E prompt service | 5.6646 | P prompt service | 5.4392 |
| E always be willing | 5.4367 | P always be willing | 5.2568 |
| E victim or client is kept informed | 5.8089 | P victim or client is kept informed | 5.4392 |
| E will instil confidence | 5.9554 | P will instil confidence | 5.5541 |
| E members of the public feel safe | 5.2821 | P members of the public feel safe | 5.0959 |
| E consistently courteous | 5.7806 | P consistently courteous | 5.3649 |
| E knowledge to answer | 5.3742 | P knowledge to answer | 5.1959 |
| E attention to individuals | 4.6538 | P attention to individuals | 4.4459 |
| E Convenient operating hours | 4.8105 | P Convenient operating hours | 4.2653 |
| E deal with public in a caring manner | 5.4744 | P deal with public in a caring manner | 5.2770 |
| E public's best interest | 5.7355 | P public's best interest | 5.5442 |
| E understand the specific needs | 5.3333 | P understand the specific needs | 5.1918 |

The table 4.9 shows the means of expectations and perceptions that police officials have from police services. The means of all 22 items on expectations are higher than perceptions, however the difference between some of the expectations and perceptions means may not be statistically significant, hence the t' test is conducted.

Table 4.10

Paired Statistics for SERVQUAL scale

| Pairs | Description | Mean | SD | T | df | Sig (2 tailed) |
|---|---|---|---|---|---|---|
| Pair 1 | P have modern equipment - E have modern equipment | -.72667 | 1.93136 | -4.608 | 149 | .000 |
| Pair 2 | P visually appealing clean - E visually appealing clean | -.39865 | 1.78710 | -2.714 | 147 | .007 |
| Pair 3 | P appear professional - E appear professional | -.19048 | 1.36659 | -1.690 | 146 | **.093** |
| Pair 4 | P material such as stationary - E material such as stationary | -.40000 | 1.78359 | -2.747 | 149 | .007 |
| Pair 5 | P Promise of timeliness - E Promise of timeliness | -.16892 | 1.98768 | -1.034 | 147 | **.303** |
| Pair 6 | P Complaint investigation - E Complaint investigation | -.19863 | 1.87035 | -1.283 | 145 | **.201** |
| Pair 7 | P performed right first time - E performed right first time | -.10135 | 5.65534 | -.218 | 147 | **.828** |
| Pair 8 | P services at the time - E services at the time | -.35135 | 1.87669 | -2.278 | 147 | .024 |
| Pair 9 | P records keeping totally accurate - E records keeping totally accurate | -.42361 | 1.94893 | -2.608 | 143 | .010 |
| Pair 10 | P will always keep appointments - E will always keep appointments | .05556 | 2.35273 | .283 | 143 | **.777** |
| Pair 11 | P prompt service - E prompt service | -.35135 | 1.58163 | -2.703 | 147 | .008 |
| Pair 12 | P always be willing - E always be willing | -.24324 | 1.32286 | -2.237 | 147 | .027 |
| Pair 13 | P victim or client is kept informed - E victim or client is kept informed | -.50340 | 1.40144 | -4.355 | 146 | .000 |

| Pair | | | | | | |
|---|---|---|---|---|---|---|
| Pair 14 | P will instil confidence - E will instil confidence | -.52381 | 1.74125 | -3.647 | 146 | .000 |
| Pair 15 | P members of the public feel safe - E members of the public feel safe | -.26712 | 1.88384 | -1.713 | 145 | **.089** |
| Pair 16 | P Consistently courteous - E consistently courteous | -.51701 | 1.41108 | -4.442 | 146 | .000 |
| Pair 17 | P knowledge to answer - E knowledge to answer | -.21769 | 1.66148 | -1.589 | 146 | **.114** |
| Pair 18 | P attention to individuals - E attention to individuals | -.19595 | 1.89758 | -1.256 | 147 | **.211** |
| Pair 19 | P Convenient operating hours - E Convenient operating hours | -.49655 | 1.90804 | -3.134 | 144 | .002 |
| Pair 20 | P deal with public in a caring manner - E deal with public in a caring manner | -.22973 | 1.55224 | -1.800 | 147 | **.074** |
| Pair 21 | P public's best interest - E public's best interest | -.25342 | 1.64762 | -1.859 | 145 | **.065** |
| Pair 22 | P understand the specific needs - E understand the specific needs | -.23288 | 1.49961 | -1.876 | 145 | **.063** |

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality (P=E) for all 22 pairs.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. (P> E)

**Analysis and Interpretation**

If the p value is <0.05, then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations (P>E).

Out of the 22 pairs the t' test value is <.05 for 12 pairs which means that Null Hypothesis is rejected for the pairs where p value is <.05.

The pairs for which **Expectations do not meet Perceptions (P> E)** are   P have modern equipment - E have modern equipment, P visually appealing clean - E visually appealing clean, P material such as stationary - E material such as stationary, P services at the time - E services at the time, P records keeping totally accurate -  E records keeping totally accurate, P prompt service - E prompt service, P always be willing - E always be willing, P victim or client is kept informed - E victim or client is kept informed, P will instil confidence - E will instil confidence, P Consistently courteous -  E consistently courteous and P Convenient operating hours - E Convenient operating hours.

The 12 pairs for which p Value is >.05 Null hypothesis cannot be rejected. Which means that Perceptions = Expectations.

The pairs for which **Expectations meet Perceptions (P=E)** are: P appear professional - E appear professional, P Promise of timeliness - E Promise of timeliness, P Complaint investigation - E Complaint investigation, P performed right first time - E performed right first time, P will always keep appointments - E will always keep appointments, P members of the public feel safe - E members of the public feel safe, P knowledge to answer - E knowledge to answer, P deal with public in a caring manner - E deal with public in a caring manner, P public's best interest -  E public's best interest, P understand the specific needs - E understand the specific needs.

(Note: the means of perceptions for these 12 pairs are higher than the means of expectations, however statistical significance is absent, hence the conclusion).

### 4.3.2 Comparison on SERVQUAL dimensions

Table 4.11

Paired Statistics for SERVQUAL DIMENSIONS

|        |                  | Mean    | Std. Deviation |
|--------|------------------|---------|----------------|
| Pair 1 | P tangibles      | 22.1655 | 5.90317        |
|        | E tangibles      | 23.9448 | 5.65290        |
| Pair 2 | P reliability    | 27.3191 | 8.99946        |
|        | E reliability    | 28.4113 | 6.72848        |
| Pair 3 | P responsiveness | 21.3357 | 6.16778        |
|        | E responsiveness | 22.3497 | 5.76324        |
| Pair 4 | P assurance      | 21.4196 | 5.76343        |
|        | E Assurance      | 22.9161 | 5.74272        |
| Pair 5 | P empathy        | 24.6831 | 7.16311        |
|        | E empathy        | 26.0845 | 6.95935        |

The table 4.11 shows that the means of Expectations are higher for all 5 dimensions of Service quality.

Table 4.12

T' Test for SERVQUAL DIMENSIONS

| Pairs | Description | Mean | SD | t | df | Sig. (2-tailed) |
|---|---|---|---|---|---|---|
| Pair 1 | Per tangibles – Exp tangibles | -1.77931 | 4.90531 | -4.368 | 144 | .000 |
| Pair 2 | Per reliability – Exp reliability | -1.09220 | 8.18788 | -1.584 | 140 | .115 |
| Pair 3 | Per responsiveness – Exp responsiveness | -1.01399 | 4.63147 | -2.618 | 142 | .010 |
| Pair 4 | Per assurance – Exp assurance | -1.49650 | 4.70073 | -3.807 | 142 | .000 |
| Pair 5 | Per empathy –Exp empathy | -1.40141 | 4.71915 | -3.539 | 141 | .001 |

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality (P=E) for all 5 dimensions of SERVQUAL

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. (P> E) for 5 dimensions of SERVQUAL.

The table 4.11 shows the t test for the 5 dimensions of service quality.

 **Analysis and Interpretation**

If the p value is <0.05, then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations (P>E).

Out of the 5 pairs the t' test value is <.05 for all pairs which means that Null Hypothesis is rejected

**Expectations do not meet Perceptions (P> E) for the five SERVQUAL dimensions.**

### 4.3.3 Importance of five SERVQUAL dimensions

A question was asked to Police officials to give the importance of the five dimensions: Tangibles, reliability, responsiveness, assurance and empathy.

Table 4.13

Summary of Gap 5 SERVQUAL Scores

| Dimension | Expectations | Perceptions | Gap | Weight | Rank |
|---|---|---|---|---|---|
| Tangibles | 23.9448 | 22.1655 | -1.77931 | 18.26 | 4 |
| Reliability | 28.4113 | 27.3191 | -1.09220 | 21.44 | 2 |
| Responsiveness | 22.3497 | 21.3357 | -1.01399 | 22.42 | 1 |
| Assurance | 22.9161 | 21.4196 | -1.49650 | 21.23 | 3 |
| Empathy | 26.0845 | 24.6831 | -1.40141 | 17.84 | 5 |

The table 4.13 shows the overall gap that is Gap 5, in the opinion of the police officials, the most important dimension of service quality is Responsiveness followed by Reliability, Assurance, Tangibles and Empathy.

### 4.3.4 Root Causes of Gaps

A question was asked regarding the root causes of gaps, respondents were asked to rate statements belonging to the 5 gaps on a Likert Scale from 1 to 7 (7 being strongly agree and 1 being strongly disagree).

**Analysis and Interpretation**: Table 4.3 shows the means of all questions asked to find out the root cause. The highest means are (above 4.5): Insufficient management commitment to service quality, Insufficient task standardization, Perception of infeasibility to improve quality, Lack of control, Role conflict, Role ambiguity, Propensity to over-promise, Gap between citizens expectations of police services and actual services received.

Table 4.14

Root Causes of Gaps

| Description | Mean | Std. Deviation |
|---|---|---|
| G1 lack of upward communication | 4.4000 | 1.84866 |
| G1 Too many levels of management | 4.050 | 2.1414 |
| G2 Insufficient management commitment to service quality | **4.9478** | 2.05556 |
| G2 Lack of clear goal setting | 3.7807 | 1.99006 |
| G2 Insufficient task standardization | **4.8173** | 1.89411 |
| G2 Perception of infeasibility to improve quality | **4.9159** | 2.02401 |
| G3 Lack of teamwork | 3.8276 | 1.87559 |
| G3 Poor employee-job fit | 4.3964 | 1.83541 |
| G3 Poor technology-job fit | 4.0088 | 1.88846 |
| G3 Lack of control | **4.5714** | 1.91586 |
| G3 Insufficient supervisory systems | 4.0702 | 2.20907 |
| G3 Role conflict | **4.5221** | 1.81313 |
| G3 Role ambiguity | **4.5086** | 1.80095 |
| G4 Insufficient lateral communication | 4.0082 | 2.01029 |
| G4 Propensity to over-promise | **4.8403** | 1.92655 |
| G5 Gap between citizens expectations of police services and actual services | **4.5565** | 2.11192 |

**Analysis and Interpretation:** The table 4.14 depicts the means of the root causes of gaps. The way the SERVQUAL model is designed any Gaps from 1 to 4 will lead to Gap 5. According to the Hyderabad police Officials who have participated in this study –

Gap 2 has the highest mean of 4.60: Gap between police top management perception (of the citizens' expectations) and service quality specifications i.e., Designing the Standard Operating Procedures, process definitions and setting the standards is the major root cause.

Gap 4 (has a mean of 4.42): Gap between service delivery and external communications i.e., lack of proper communication within the hierarchical levels of Police and over promising citizens regarding the service delivery.

Gap 5 (has mean of 4.55): Gap between citizens expectations of police services and actual services i.e., the overall services quality gap (arises out of the 1-4 gaps)

Table 4.15

Means of Root Causes of Gaps

| Gaps | Mean |
|---|---|
| Gap 1 Gap between citizen expectations and police top management perception (of the citizens expectations) | 4.225 |
| Gap 2 Gap between police top management perception (of the citizens expectations) and service quality specifications | 4.60 |
| Gap 3 Gap between service quality specifications and service delivery | 4.26 |
| Gap 4 Gap between service delivery and external communications | 4.42 |
| Gap 5 Gap between citizens expectations of police services and actual services | 4.55 |

**Part III: Survey of Citizens of Hyderabad**

## 4.4      SERVQUAL: CITIZENS

The opinion of citizens regarding the service quality delivered by the police force is measured. Service quality is operationalized as being a gap between citizens' expectations and perceptions of performance on 22 variables. The SERVQUAL instrument has 44 items (22 on expectations and 22 on perceptions) belonging to 5 dimensions- tangibles, reliability, responsiveness, assurance and empathy. Responses are recorded on a 7-point Likert Scale with 1 being Strongly disagree and 7 being Strongly agree (the other points being in-between). The Perceptions minus expectations Gap (P-E) is calculated and compared. The higher (more positive) the perception minus expectation score, the higher is perceived to be the level of service quality. All questions start with "Police stations have or police officials are" (refer questionnaire provided in the appendix)

The reliability of the SERVQUAL instrument was measured using Cronbach Alpha, Nunnally (1994) suggested that a modest reliability range from 0.5 to 0.6 would suffice. The value of Cronbach alpha for citizens is 0.897. Hence the scale is reliable.

### 4.4.1  Paired statistics: Citizens

Table 4.16: **PAIRED STATISTICS: CITIZENS**

| Expectations | Mean | Perceptions | Mean |
|---|---|---|---|
| E have modern equipment | 5.3823 | P have Modern Equipment | 5.4159 |
| E visually appealing clean | 5.3914 | P  visually appealing clean | 5.4832 |
| E appear professional | 5.3920 | P appear professional | 5.6327 |
| E material such as stationary | 5.1327 | P material such as stationary | 5.3951 |
| E Promise of timeliness | 5.4159 | P promise of timeliness | 5.4862 |
| E Complaint investigation | 5.4815 | P Complaint investigation | 5.4938 |
| E performed right first time | 5.4472 | P performed right first time | 5.6553 |
| E services at the time | 5.3813 | P services at the time | 5.5485 |
| E record keeping totally accurate | 5.5779 | P record keeping totally accurate | 5.5552 |
| E will always keep appointments | 5.3611 | P will always keep appointments | 5.4290 |
| E prompt service | 5.5710 | P prompt service | 5.6481 |
| E always be willing | 5.3611 | P always be willing | 5.4290 |
| E victim or client is kept informed | 5.5160 | P victim or client is kept informed | 5.6859 |
| E will instill confidence | 5.6154 | P will instill confidence | 5.7159 |
| E members of the public  feel safe | 5.2810 | P members of the public  feel safe | 5.4673 |
| E consistently courteous | 5.5016 | P consistently courteous | 5.7314 |
| E knowledge to answer | 5.5031 | P knowledge to answer | 5.6950 |
| E attention to individuals | 4.8193 | P attention to individuals | 5.0062 |
| E Convenient operating hours | 4.9159 | P Convenient operating hours | 4.9439 |
| E deal with public in a caring manner | 5.5918 | P deal with public in a caring manner | 5.8829 |
| E public's best interest | 5.8195 | P public's best interest | 6.1408 |

| E understand the specific needs | 5.6526 | P understand the specific needs | 6.0351 |
|---|---|---|---|

The table 4.16 shows the means of expectations and perceptions that police officials have from police services. The means of 20 items on expectations are lower than perceptions, however the difference between some of the expectations and perceptions means may not be statistically significant, hence the t' test is conducted.

Table 4.17

Paired Statistics for SERVQUAL scale: Citizens

| Pairs | Description | Mean | SD | T | df | Sig (2 tailed) |
|---|---|---|---|---|---|---|
| Pair 1 | P have modern equipment - E have modern equipment | .03364 | 1.67133 | .364 | 326 | **.716** |
| Pair 2 | P visually appealing clean - E visually appealing clean | .09174 | 1.58912 | 1.044 | 326 | **.297** |
| Pair 3 | P appear professional - E appear professional | .24074 | 1.33449 | 3.247 | 323 | .001 |
| Pair 4 | P material such as stationary - E material such as stationary | .26235 | 1.63429 | 2.889 | 323 | .004 |
| Pair 5 | P Promise of timeliness - E Promise of timeliness | .07034 | 1.39167 | .914 | 326 | **.361** |
| Pair 6 | P Complaint investigation - E Complaint investigation | .01235 | 1.26632 | .175 | 323 | **.861** |
| Pair 7 | P performed right first time - E performed right first time | .20807 | 1.48833 | 2.509 | 321 | .013 |
| Pair 8 | P services at the time - E services at the time | .16722 | 1.17816 | 2.454 | 298 | .015 |
| Pair 9 | P records keeping totally accurate - E records keeping totally accurate | -.02273 | 1.53232 | -.260 | 307 | **.795** |
| Pair 10 | P will always keep appointments - E will always keep appointments | .00000 | 1.42960 | .000 | 320 | **1.000** |
| Pair 11 | P prompt service - E prompt service | .07716 | 1.10034 | 1.262 | 323 | **.208** |
| Pair 12 | P always be willing - E always be willing | .06790 | 1.25472 | .974 | 323 | **.331** |

| Pair | | | | | | |
|---|---|---|---|---|---|---|
| Pair 13 | P victim or client is kept informed - E victim or client is kept informed | .16987 | 1.35143 | 2.220 | 311 | .027 |
| Pair 14 | P will instil confidence - E will instil confidence | .10256 | 1.30386 | 1.389 | 311 | **.166** |
| Pair 15 | P members of the public feel safe - E members of the public feel safe | .18627 | 1.40068 | 2.326 | 305 | .021 |
| Pair 16 | P Consistently courteous - E consistently courteous | .22977 | 1.28514 | 3.143 | 308 | .002 |
| Pair 17 | P knowledge to answer - E knowledge to answer | .19182 | 1.29217 | 2.647 | 317 | .009 |
| Pair 18 | P attention to individuals - E attention to individuals | .18692 | 1.58783 | 2.109 | 320 | .036 |
| Pair 19 | P Convenient operating hours - E Convenient operating hours | .02804 | 1.65713 | .303 | 320 | **.762** |
| Pair 20 | P deal with public in a caring manner - E deal with public in a caring manner | .29114 | 1.22567 | 4.223 | 315 | .000 |
| Pair 21 | P public's best interest -  E public's best interest | .32130 | 1.22830 | 4.354 | 276 | .000 |
| Pair 22 | P understand the specific needs - E understand the specific needs | .38246 | 1.33916 | 4.821 | 284 | .000 |

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality (P=E) for all 22 pairs.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. (P> E).

**Analysis and Interpretation**

If the p value is <0.05, then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations (P>E).

Out of the 22 pairs the t' test value is <.05 for 12 pairs which means that Null Hypothesis is rejected for the pairs where p value is <.05.

Where p value is > .05 Null hypothesis cannot be rejected., these pairs for which **Expectations do not meet Perceptions (P> E)** are  P have modern equipment - E have modern equipment, P visually appealing clean - E visually appealing clean, P services at the time - E services at the time, P Complaint investigation- E Complaint investigation, P records keeping totally accurate -  E records keeping totally accurate, P will always keep appointments- E will always keep appointments, P prompt service - E prompt service, P always be willing - E always be willing, P will instill confidence - E will instill confidence, and P Convenient operating hours - E Convenient operating hours.
The 12 pairs for which p Value is <.05 Null hypothesis is rejected.
 Which means that Perceptions = Expectations.

The pairs for which **Expectations meet Perceptions (P=E)** are: P appear professional - E appear professional, P material such as stationery- E material such as stationery, P performed right first time - E performed right first time, P Victim or client is kept informed- E victim or client is kept informed, P members of the public feel safe - E members of the public feel safe, P knowledge to answer - E knowledge to answer, P attention to individuals- E attention to individuals, P deal with public in a caring manner - E deal with public in a caring manner, P public's best interest -  E public's best interest, P understand the specific needs - E understand the specific needs.

### 4.3.2 Comparison on SERVQUAL dimensions

Table 4.18

Paired Statistics for SERVQUAL DIMENSIONS: Citizens

| | | Mean | Std. Deviation |
|---|---|---|---|
| Pair 1 | P tangibles | 21.8692 | 6.54468 |
| | E tangibles | 21.3084 | 7.57967 |
| Pair 2 | P reliability | 27.8803 | 7.29343 |
| | E reliability | 28.0599 | 7.80957 |
| Pair 3 | P responsiveness | 22.1715 | 5.63094 |
| | E responsiveness | 21.8576 | 6.52809 |
| Pair 4 | P assurance | 22.9306 | 5.44872 |
| | E Assurance | 22.2465 | 6.40272 |
| Pair 5 | P empathy | 28.8419 | 4.92909 |
| | E empathy | 27.5368 | 6.96582 |

The table 4.18 shows that the means of Expectations are higher for the dimensions: Reliability and Responsiveness. Means of Perceptions are higher for the dimensions: Tangibles, Assurance and Empathy.

Table 4.19

T' Test for SERVQUAL DIMENSIONS: Citizens

| Pairs | Description | Mean | SD | t | df | Sig. (2-tailed) |
|---|---|---|---|---|---|---|
| Pair 1 | Per tangibles – Exp tangibles | .56075 | 5.32361 | 1.887 | 320 | .060 |
| Pair 2 | Per reliability – Exp reliability | -.17958 | 4.88303 | -.620 | 283 | .536 |
| Pair 3 | Per responsiveness – Exp responsiveness | .31392 | 4.40135 | 1.254 | 308 | .211 |
| Pair 4 | Per assurance – Exp assurance | .68403 | 4.72603 | 2.456 | 287 | .015 |
| Pair 5 | Per empathy – Exp empathy | 1.30515 | 4.73102 | 4.550 | 271 | .000 |

Null Hypothesis: There is no difference between Perceptions and Expectations of Police Service quality (P=E) for all 5 dimensions of SERVQUAL.

Alternate Hypothesis: There is significant difference between Perceptions and Expectations of Police Service quality. Perceptions of service quality will be higher than expectations of service quality. (P> E) for 5 dimensions of SERVQUAL.

The table 4.18 shows the t test for the 5 dimensions of service quality.

 **Analysis and Interpretation**

If the p value is <0.05, then the Null hypothesis will be rejected (at 95% confidence interval) which means that Perceptions will be greater than Expectations (P>E).

Out of the 5 pairs the t' test value is <.05 for 2 dimensions: Assurance and Empathy, for these two dimensions we reject the null hypothesis and conclude that Perceptions are greater than Expectations. (alternatively citizens are satisfied with the service quality on Assurance and Empathy). The t' test value is >.05 for the dimensions: Tangibles, Reliability and Responsiveness, Which means Null hypotheses cannot be rejected. **Expectations do not meet Perceptions (P> E) for tangibles, reliability and responsiveness.** (alternatively citizens feel that they expect more quality than what they receive for these dimensions).

**4.3.3 Discriminant Analysis for classifying citizens on the basis of Opinion**

A question was asked to citizens on what basis have they arrived at an opinion regarding the expectations and perceptions of service quality of Police. The different options provided to citizens were: Complainant, Witness, Criminal and No direct contact with Police.
In order to analyse whether there is a difference in the expectations and perceptions based on the type of citizen interaction discriminant analysis is conducted.

**4.3.4 Discriminant Analysis based on Expectations**

Table 4.20

**Wilks' Lambda**

| Test of Function(s) | Wilks' Lambda | Chi-square | df | Sig. |
|---|---|---|---|---|
| 1 through 3 | .795 | 65.581 | 15 | .000 |
| 2 through 3 | .944 | 16.536 | 8 | .035 |
| 3 | .995 | 1.456 | 3 | .693 |

The usefulness of Discrimant analysis is first checked by the significance of the value of Wilk's Lamba, the p value of Wilk's lambda is below 0.05 for 2 functions (1 through 3 and 2 through 3) but greater than 0.05 for function 3. The model is statistically significant.

Table 4.21

**Standardized Canonical Discriminant Function
Coefficients**

| Expectations | Function | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| E-tangibles | .069 | 1.350 | **-2.524** |
| E- reliability | **1.469** | -2.625 | .457 |
| E-responsiveness | -.452 | -1.248 | 1.243 |
| E-assurance | -.135 | **3.038** | 1.314 |
| E-empathy | -.002 | -.420 | -.413 |

For determining which variables are responsible for creating a difference in the citizens expectations the standardized canonical discriminant functions are checked. The highest values in each function indicate that those variables have the highest power of creating a difference. Here we find that Expectations on Reliability, Assurance and Tangibles contribute to the highest difference in evaluating the expectations from Police services.

Table 4.22

**Functions at Group Centroids**

| Basis of opinion | Function | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| Complainant | .332 | -.130 | -.037 |
| Witness | -.240 | .383 | -.050 |
| Criminal | -.938 | -.302 | .006 |
| no direct contact | .135 | .084 | .143 |

Unstandardized canonical discriminant functions
evaluated at group means

The table 4.22 shows the group centroids (group mean) for each function. This will determine which group the citizen belongs too.

Graph 1

## Canonical Discriminant Functions
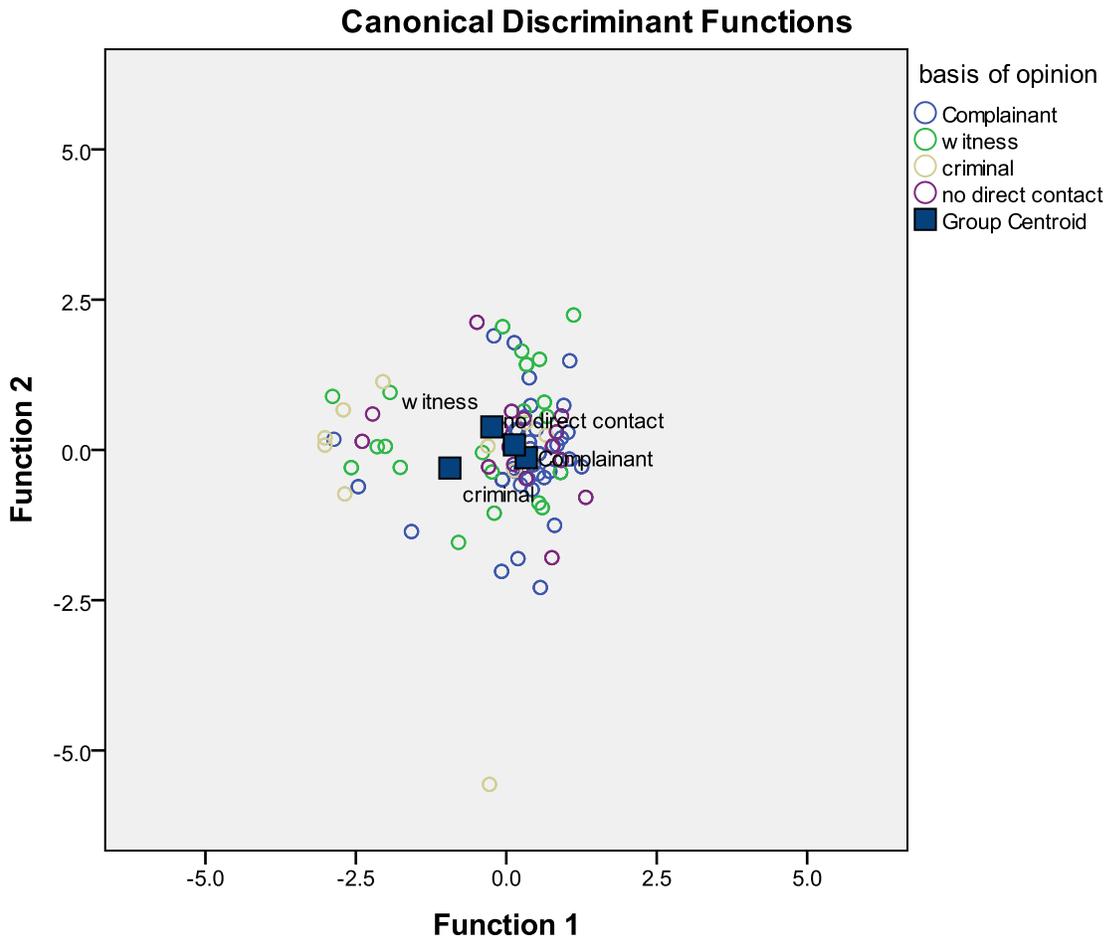


The graph 1 shows the difference in the opinion of different types of citizens. The group centroids of citizens with no direct contact and Complainants are overlapping. The group centroid of Witness is also close to No direct contact and Complainants. The group centroid of Criminals is away from the other types of citizens.

Inference: Criminals have higher expectations on Reliability and Assurance

### 4.3.5 Discriminant Analysis based on Perceptions

Table 4.23
**Wilks' Lambda**

| Test of Function(s) | Wilks' Lambda | Chi-square | df | Sig. |
|---|---|---|---|---|
| 1 through 3 | .759 | 61.847 | 15 | .000 |
| 2 through 3 | .944 | 13.029 | 8 | .111 |
| 3 | .994 | 1.286 | 3 | .733 |

The usefulness of Discrimant analysis is first checked by the significance of the value of Wilk's Lamba, the p value of Wilk's lambda is below 0.05 for 1 functions (1 through 3) but greater than 0.05 for functions 2 through 3 and 3. The model is statistically significant only for function 1 through 3.

Table 4.24
**Standardized Canonical Discriminant Function Coefficients**

| | Function | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| P-tangibles | -.454 | -1.030 | .053 |
| P-reliability | 1.346 | -1.145 | .072 |
| P-responsiveness | .608 | .745 | -2.013 |
| P-assurance | **-1.533** | 2.006 | 1.219 |
| P-empathy | .590 | .065 | .916 |

For determining which variables are responsible for creating a difference in the citizens perceptions the standardized canonical discriminant functions are checked. The highest values in each function indicate that those variables have the highest power of creating a difference. Here we find that Perceptions on Assurance contributes to the highest difference in evaluating the perceptions from Police services.

Table 4.25

**Functions at Group Centroids**

| basis of opinion | Function | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| Complainant | .313 | -.101 | .038 |
| Witness | -.677 | -.068 | -.036 |
| Criminal | -.536 | .899 | .213 |
| no direct contact | .541 | .355 | -.155 |

Unstandardized canonical discriminant functions evaluated at group means

The table 4.25 shows the group centroids (group mean) for each function. This will determine which group the citizen belongs too.

**Graph 2**

**Canonical Discriminant Functions**
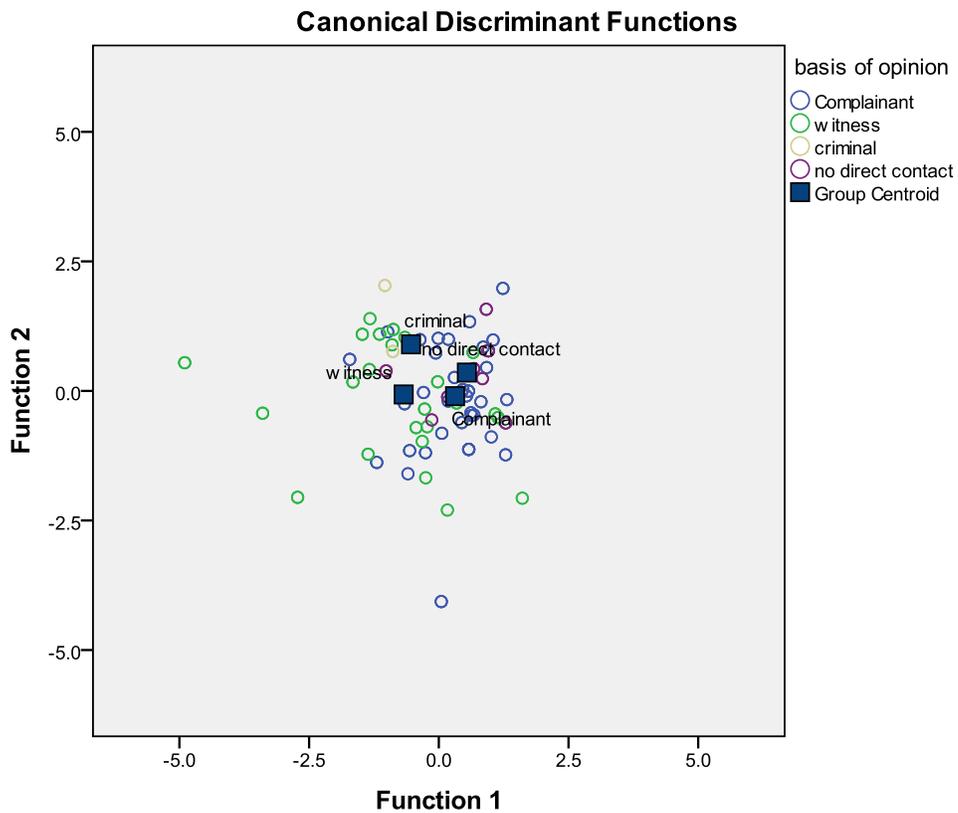
The graph 2 shows the difference in the opinion of different types of citizens. The group centroids of citizens with No direct contact and Complainants are overlapping. The group centroids of Witness and Criminals are away from the other types of citizens.

Inference: Criminals and Witnesses have higher Perceptions on Assurance of Service quality.

# Chapter V

## Findings, Recommendations and Conclusions

### 5.1 Summary of Findings

5.1.1 Major findings from the Interviews, FGDs and survey of Police Officials

- Staff crunch at lower levels, extended shifts, lack of effective delegation, lack of citizen awareness and involvement with Police officials were the major concerns raised by respondents.

- Police Officials opine that in the following aspects of Service Quality the Police are delivering on their promises and meeting the expectations of citizens:
  Professionalism, timeliness of investigation, complaint investigation, service performed correctly the first time, appointment adherence, a feeling of safety among citizens, knowledge of police officials in handling citizen queries, empathy towards citizens, having the best interest of the public and understanding the needs of the citizens.

- Police Officials opine that in the following aspects of Service Quality the Police are Not delivering on their promises and Not meeting the expectations of citizens: Modern equipment, clean facilities, accurate record maintenance, promptness of service, providing proactive information to citizens, creating confidence, courtesy towards citizens and suitable operating hours of the police stations

- In the opinion of the sampled police officials of Hyderabad, Expectations of Citizens are not met on all five dimensions of service quality: Tangibles, reliability, responsiveness, assurance and empathy.

- In the opinion of the police officials, the most important dimension of service quality is Responsiveness followed by Reliability, Assurance, Tangibles and Empathy.

- In the opinion of police officials the main root causes of gaps leading to inadequate service quality are: Insufficient management commitment to service quality, Insufficient task standardization, Perception of infeasibility to improve quality, Lack of control, Role conflict, Role ambiguity, Propensity to over-promise, Gap between citizens expectations of police services and actual services received.

5.1.2    Major Findings from Interviews and survey of Citizens

- Citizens opine that in the following aspects of Service Quality the Police are delivering on their promises and meeting the expectations of citizens:

  Professionalism, timeliness of investigation, complaint investigation, service performed correctly the first time, appointment adherence, a feeling of safety among citizens, knowledge of police officials in handling citizen queries, empathy towards citizens, having the best interest of the public and understanding the needs of the citizens.

- Police Officials opine that in the following aspects of Service Quality, the Police are Not delivering on their promises and Not meeting the expectations of citizens: Modern equipment, clean facilities, accurate record maintenance, promptness of service, providing proactive information to citizens, creating confidence, courtesy towards citizens and suitable operating hours of the police stations.

- In the opinion of citizens of Hyderabad, Perceptions are greater than Expectations for 2 dimensions of service quality: Assurance and empathy. (Alternatively, citizens are satisfied with the service quality on Assurance and Empathy).

- Expectations do not meet Perceptions (P> E) for tangibles, reliability and responsiveness. (Alternatively, citizens feel that they expect more quality than what they receive for these dimensions).

- Criminals have higher expectations on Reliability and Assurance

- Criminals and Witnesses have higher Perceptions on Assurance of Service quality.

**5.2    Suggestions to Improve Service Quality of Hyderabad Police**

- Service quality is determined by measuring the five dimensions suggested by Parasuraman et al (1985 and 1988): Tangibility, Responsiveness, Reliability, Assurance and Empathy are the five dimensions.

- The Hyderabad police are exceeding the expectations of citizens on Assurance and Empathy, which means that staff at all levels are citizen friendly, willing to listen to citizens, understanding citizen problems, give confidence to citizen that the [police can find best solution, make citizens feel safe in dealing with the police and trying their best to resolve citizen complaints.

- Whereas, The Hyderabad police is falling short of expectations on Tangibility, Responsiveness and Reliability.

- Tangibility can be improved by investing in infrastructure, better facilities in police stations which are visually appealing and encourage citizens to feel free to walk-in to the police stations, create the right public image by making all police staff adhere to a net and professional appearance and generating attractive, aesthetically interesting information booklets, visiting cards, signages etc.

- Responsiveness can be improved by imparting training in areas such as citizen friendly communication skills, attitude training, behavioural training, analytical problem solving, interaction and probing skills, pro active communication, courtesy and willingness to respond to citizen queries.

- Reliability is ensuring that the police deliver services correctly and on time, the major constraint hindering reliability is staff crunch. The staff crunch in Telangana state is 6000 and Hyderabad city is 4000[25]. The severe staff crunch leads to over working of existing staff, leaves no time for refresher training for existing staff, also leads to fatigue, low morale, improper work-life balance etc. The emotional labour experienced by service delivery staff will reduce reliable performance.

- Being a capital city for 2 states puts an additional burden as the city has all high profile government officials, politicians, elected government representatives and the needs of ever

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[25] http://www.deccanchronicle.com/141214/nation-crime/article/shortage-hands-hits-policing

increasing population of the city makes it very difficult to deliver high reliability. Recruitment, training and development should be implemented in project mode to address this major concern.

- The gaps in service quality as defined by SERVQUAL model are: Gap 1: Gap between citizen expectations and police top management perception (of the citizens' expectations), Gap 2: Gap between police top management perception (of the citizens' expectations) and service quality specifications. Gap 3: Gap between service quality specifications and service delivery, Gap 4: Gap between service delivery and external communication. Gap 5: Gap between citizens' expectations of police services and actual services.

- In Hyderabad city we find that Gap 2: Gap between police top management perception (of the citizens' expectations) and service quality specifications is highest, in order to overcome this Gap, the senior officials have to develop more effective Standard Operating procedures, better data management by using technology enabled methods including internet based services, hand held devices, call centre help lines, Citizen relationship management software for non emergency police services such as e-complaint registration, status of complaints, etc can be considered.

- The second biggest Gap is Gap 5: Gap between citizens' expectations of police services and actual services. This is an overall gap. If Gap 2 and Gap 4 are addressed Gap 5 will automatically improve.

- Gap 4 and Gap 3: Gap between service quality specifications and service delivery and Gap between service delivery and external communication are also seen. These gaps can be addressed through better staff strength, effective training and development initiatives, effective delegation of authority and power by using more effective Standard Operating procedures, building the public image of police through public relations, effective communication, generating awareness and knowledge about police services among the public and ensuring community involvement.

- In order to improve overall service quality of Hyderabad police certain areas of concern have emerged very significantly. They are: insufficient task standardization, infeasibility to improve quality, lack of control, role conflict, role ambiguity, propensity to overpromise and gap between citizens' expectations of police services and actual services.

- These root causes have to be addressed individually, Insufficient task standardisation relates to policies and procedures followed by the staff at various levels in the vertical hierarchy, clear SOPs and clear definitions of tasks with training on the same will help in resolving this concern

- Infeasibility to improve quality indicates that there is a belief among the police officials that the system cannot be improved and problems cannot be rectified. Empowering lower levels of administration, taking decisive steps to improve quality, improving motivation, morale and a 'can do' attitude are essential.

- Root causes such as lack of control, role conflict, role ambiguity pertain to improper Job description and clarity of roles and responsibilities, it is also possible while clarity exists in policy, in implementation clarity is not visible. This can lead to officials not taking up certain tasks as they are apprehensive about role boundaries. This can be addressed through revising the existing policies if required and providing proper training and guidance where ever necessary.

## 5.3    Conclusion

Hyderabad Police has been offering good services to its citizens despite the several challenges faced. As a public service agency it is very important to understand the changing requirement of citizen needs and offer services as per the changed needs. The study has shown that the Citizens of Hyderabad city believe that police officials are EXCEEDING their expectations on 2 out of 5 service quality dimensions (on Assurance and Empathy) where as the Police Officials believe that they are performing below expectations on all 5 dimensions of service quality. This means that even though the police officials are rating themselves poorly despite performing better in certain areas. It is possible that Police officials have set higher benchmarks for their performance and hence feel that they fall short of citizen expectations.

In service departments such as police services quality in delivery is achieved through citizen focus. The SERVQUAL methodology has clearly depicted the root causes of delivery problems in Hyderabad police, there are no other similar studies conducted either at National level for us to compare with other cities.

**Appendices**

**Questionnaire for Police Officials of Hyderabad City**

**Dear Respondent,**
Dr. Shahaida and Dr. Prabhati, faculty from Administrative Staff College of India, Hyderabad are conducting a study to "Assess the Service Quality of Police in Hyderabad". The study is commissioned by Sardar Vallabhbhai Patel National Police Academy, Hyderabad.
The information shared by you will be used for academic purposes only. I request you to spare a few minutes to respond to the questionnaire. Thank you for your cooperation.
**Instructions:**
Based upon your experience as a police officer, please visualize what the ideal quality police service would look like, the types of services it would provide, and what you would consider as best level of citizen service. There are no right or wrong answers.
For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

**Part 1: Expectations of Citizens from Police (Ideal Situation)**

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 1 | Police stations will have modern equipment (computer technology, radios, vehicles etc.) | | | | | | | |
| 2 | Stations and other facilities will be visually appealing, clean, comfortable and accessible to all | | | | | | | |
| 3 | Police personnel will appear professionally dressed. | | | | | | | |
| 4 | Police forces will produce written material such as stationary and public information documents that will be visually appealing | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 5 | When police promise to carry out a duty or conduct an enquiry by a certain time, they will do so | | | | | | | |
| 6 | When a complaint is made about a police force or officer, the police will show a sincere interest in solving the problem or investigating the complaint | | | | | | | |
| 7 | Police duties will be performed right first time the complaint is made | | | | | | | |
| 8 | Police forces will deliver services at the time they promise to do so | | | | | | | |
| 9 | Police forces will insist on keeping totally accurate records. | | | | | | | |
| 10 | Police and support staff will always keep appointments or inform members of the public, clients or officials of an alternative arrangement | | | | | | | |
| 11 | Police and support staff will always provide prompt service to any person requesting it | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 12 | Police and support staff will always be willing and never too busy to help any person in need | | | | | | | |
| 13 | Police and support staff will always keep a victim or client informed of progress on their case, and are easily contactable | | | | | | | |
| 14 | Police and support staff will instill confidence in the people they serve | | | | | | | |
| 15 | Members of the public, clients and office will feel safe in their transactions with the police. | | | | | | | |
| 16 | Police and support staff will be consistently courteous with all the people they meet | | | | | | | |
| 17 | Police and support staff will have the knowledge to answer questions asked of them by the public | | | | | | | |
| 18 | Police will give people the individual attention they deserve | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 19 | Police stations will have operating hours that are convenient and flexible enough to suit all those needing their services | | | | | | | |
| 20 | Police will deal with the public in a caring manner, with tact and sensitivity | | | | | | | |
| 21 | Police will have the public's best interest at heart | | | | | | | |
| 22 | Police will understand the specific needs of the people they deal with | | | | | | | |

## Part 2: Perceptions of Citizens from Police (Current Situation)

**Instructions:**

Based upon your experience as a police officer, please choose the options that best describe the real situation existing currently regarding the quality of services rendered by Hyderabad Police. This section depicts your opinion about the current quality level of services.

There are no right or wrong answers.

For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 1 | Police stations are having modern equipment (computer technology, radios, vehicles etc.) | | | | | | | |
| 2 | Stations and other facilities are visually appealing, clean, comfortable and accessible to all | | | | | | | |
| 3 | Police personnel appear professionally dressed. | | | | | | | |
| 4 | Police forces produce written material such as stationary and public information documents that will be visually appealing | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 5 | When police promise to carry out a duty or conduct an enquiry by a certain time, they do so | | | | | | | |
| 6 | When a complaint is made about a police force or officer, the police show a sincere interest in solving the problem or investigating the complaint | | | | | | | |
| 7 | Police duties are performed right first time the complaint is made | | | | | | | |
| 8 | Police forces deliver services at the time they promise to do so | | | | | | | |
| 9 | Police forces insist on keeping totally accurate records. | | | | | | | |
| 10 | Police and support staff always keep appointments or inform members of the | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| | public, clients or officials of an alternative arrangement | | | | | | | |
| 11 | Police and support staff always provide prompt service to any person requesting it | | | | | | | |
| 12 | Police and support staff are always willing and never too busy to help any person in need | | | | | | | |
| 13 | Police and support staff always keep a victim or client informed of progress on their case, and are easily contactable | | | | | | | |
| 14 | Police and support staff instill confidence in the people they serve | | | | | | | |
| 15 | Members of the public, clients and office feel safe in their transactions with the police. | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 16 | Police and support staff are consistently courteous with all the people they meet | | | | | | | |
| 17 | Police and support staff have the knowledge to answer questions asked of them by the public | | | | | | | |
| 18 | Police give people the individual attention they deserve | | | | | | | |
| 19 | Police stations have operating hours that are convenient and flexible enough to suit all those needing their services | | | | | | | |
| 20 | Police deal with the public in a caring manner, with tact and sensitivity | | | | | | | |

| 21 | Police have the public's best interest at heart | | | | | | | |
|----|------------------------------------------------|--|--|--|--|--|--|--|
| 22 | Police understand the specific needs of the people they deal with | | | | | | | |

**Importance questionnaire**

Listed below are five features of the services provided by the police service. We would like to know how important each of these features is to you.
Please allocate a total of 100 points among the five features, according to how important each feature is to you. The more important a feature is to you, the more points you should allocate.

**Please ensure that the points you allocate to the five features adds up to 100.**

| | | |
|---|---|---|
| **Tangibles** | The appearance of police officers Support staff, police stations and other police facilities. This includes stationery, pamphlets and Public information leaflets. | ……..Points |
| **Reliability** | The police force's ability to perform the promised service dependably and accurately | ……..Points |
| **Responsiveness** | The police force' willingness to help those in need and to provide the service promptly | …….Points |
| **Assurance** | The knowledge and courtesy of the police officers and support staff, and their ability to convey trust and confidence. | ..…..Points |
| **Empathy** | The caring, individualized attention the police force provides for those it serves | ……Points |

_____

**Total Points**                                     **100**

_____

## Root causes of gaps

For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

| Gaps | Statements | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| Gap 1: Gap between citizen expectation and police top management perception | Insufficient citizen orientation | | | | | | | |
| | Lack of upward communication | | | | | | | |
| | Too many levels of management | | | | | | | |
| Gap 2: Gap between police top management perception and service quality specification | G2 Insufficient management commitment to service quality | | | | | | | |
| | G2  Lack of clear goal setting | | | | | | | |
| | G2 Insufficient task standardization | | | | | | | |
| | G2 Perception of infeasibility to improve quality | | | | | | | |
| Gap 3: Gap between service quality specification and service delivery | G3 Lack of teamwork | | | | | | | |
| | G3 Poor employee-job fit | | | | | | | |
| | G3 Poor technology-job fit | | | | | | | |
| | G3 Lack of control | | | | | | | |
| | G3 Insufficient supervisory systems | | | | | | | |
| | G3 Role conflict | | | | | | | |
| | G3 Role ambiguity | | | | | | | |
| Gap 4: Gap between service delivery and external communication | G4 Insufficient lateral communication | | | | | | | |
| | G4 Propensity to over-promise | | | | | | | |
| Gap 5: Gap between expected service and experienced service | G5 Gap between citizens expectations of police services and actual services received | | | | | | | |

**Personal Information of the Police Officers**

Gender: Male ☐ Female ☐

Age:

21- 30 years ☐
31-40 years ☐
41-50 years ☐
51-60 years ☐

Qualification:

Graduation ☐
Post Graduation ☐
Additional, please specify_____

Rank and Designation, please specify

_____

Number of years of experience:
00- 10 years ☐
11-20 years ☐
21-30 years ☐
31-40 years ☐

Current office/station of work:

Suggestions to improve service quality of police in Hyderabad:

**Thank you**

**Questionnaire for Citizens of Hyderabad**

**Dear Respondent,**
Dr. Shahaida and Dr. Prabhati, faculty from Administrative Staff College of India, Hyderabad are conducting a study to "Assess the Service Quality of Police in Hyderabad". The study is commissioned by Sardar Vallabhbhai Patel National Police Academy, Hyderabad.
The information shared by you will be used for academic purposes only. I request you to spare a few minutes to respond to the questionnaire. Thank you for your cooperation.
**Instructions:**
Based upon your experience as a citizen of Hyderabad, please visualize what the ideal quality police service would look like, the types of services it would provide, and what you would consider as best level of citizen service. There are no right or wrong answers.
For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

### Part 1: Expectations of Citizens from Police (Ideal Situation)

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 1 | Police stations will have modern equipment (computer technology, radios, vehicles) | | | | | | | |
| 2 | Stations and other facilities will be visually appealing, clean, comfortable and accessible to all | | | | | | | |
| 3 | Police personnel will appear professionally dressed. | | | | | | | |
| 4 | Police forces will produce written material such as stationary and public information documents that will be visually appealing | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 5 | When police promise to carry out a duty or conduct an enquiry by a certain time, they will do so | | | | | | | |
| 6 | When a complaint is made about a police force or officer, the police will show a sincere interest in solving the problem or investigating the complaint | | | | | | | |
| 7 | Police duties will be performed right first time the complaint is made | | | | | | | |
| 8 | Police forces will deliver services at the time they promise to do so | | | | | | | |
| 9 | Police forces will insist on keeping totally accurate records. | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 10 | Police and support staff will always keep appointments or inform members of the public, clients or officials of an alternative arrangement | | | | | | | |
| 11 | Police and support staff will always provide prompt service to any person requesting it | | | | | | | |
| 12 | Police and support staff will always be willing and never too busy to help any person in need | | | | | | | |
| 13 | Police and support staff will always keep a victim or client informed of progress on their case, and are easily contactable | | | | | | | |
| 14 | Police and support staff will instill confidence in the people they serve | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 15 | Members of the public, clients and office will feel safe in their transactions with the police. | | | | | | | |
| 16 | Police and support staff will be consistently courteous with all the people they meet | | | | | | | |
| 17 | Police and support staff will have the knowledge to answer questions asked of them by the public | | | | | | | |
| 18 | Police will give people the individual attention they deserve | | | | | | | |
| 19 | Police stations will have operating hours that are convenient and flexible enough to suit all those needing their services | | | | | | | |
| 20 | Police will deal with the public in a caring manner, with tact and sensitivity | | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 21 | Police will have the public's best interest at heart | | | | | | |
| 22 | Police will understand the specific needs of the people they deal with | | | | | | |

**Part 2: Perceptions of Citizens from Police (Current Situation)**

**Instructions:**

Based upon your experience as a Citizen of Hyderabad, please choose the options that best describe the real situation existing currently regarding the quality of services rendered by Hyderabad Police. This section depicts your opinion about the current quality level of services.

There are no right or wrong answers.

For each of the following statements, there are 7 options starting from 1= strongly agree to 7=strongly disagree, please put a tick mark for your response to each statement in the block provided.

|   | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|-----------|---------------------|------------|---------------------|------------------------------|------------------|---------|------------------|
| 1 | Police stations are having modern equipment (computer technology, radios, vehicles etc.) | | | | | | | |
| 2 | Stations and other facilities are visually appealing, clean, comfortable and accessible to all | | | | | | | |
| 3 | Police personnel appear professionally dressed. | | | | | | | |
| 4 | Police forces produce written material such as stationary and public information documents that will be visually appealing | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 5 | When police promise to carry out a duty or conduct an enquiry by a certain time, they do so | | | | | | | |
| 6 | When a complaint is made about a police force or officer, the police show a sincere interest in solving the problem or investigating the complaint | | | | | | | |
| 7 | Police duties are performed right first time the complaint is made | | | | | | | |
| 8 | Police forces deliver services at the time they promise to do so | | | | | | | |
| 9 | Police forces insist on keeping totally accurate records. | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 10 | Police and support staff always keep appointments or inform members of the public, clients or officials of an alternative arrangement | | | | | | | |
| 11 | Police and support staff always provide prompt service to any person requesting it | | | | | | | |
| 12 | Police and support staff are always willing and never too busy to help any person in need | | | | | | | |
| 13 | Police and support staff always keep a victim or client informed of progress on their case, and are easily contactable | | | | | | | |
| 14 | Police and support staff instill confidence in the people they serve | | | | | | | |

| | Statement | Strongly Disagree 1 | Disagree 2 | Somewhat disagree 3 | Neither agree nor disagree 4 | Somewhat Agree 5 | Agree 6 | Strongly agree 7 |
|---|---|---|---|---|---|---|---|---|
| 15 | Members of the public, clients and office feel safe in their transactions with the police. | | | | | | | |
| 16 | Police and support staff are consistently courteous with all the people they meet | | | | | | | |
| 17 | Police and support staff have the knowledge to answer questions asked of them by the public | | | | | | | |
| 18 | Police give people the individual attention they deserve | | | | | | | |
| 19 | Police stations have operating hours that are convenient and flexible enough to suit all those needing their services | | | | | | | |
| 20 | Police deal with the public in a caring manner, with tact and sensitivity | | | | | | | |

| 21 | Police have the public's best interest at heart | | | | | | | |
|----|------|--|--|--|--|--|--|--|
| 22 | Police understand the specific needs of the people they deal with | | | | | | | |

Your Opinion about Hyderabad Police is based on:

As a victim/complainant ☐
 As a witness ☐
As a person accused of crime ☐
No direct interaction with police ☐

Any other Specify:_____
Name of the Police Station you are interacting with:_____ area_____

**Personal Details of the Citizen**

Gender: Male ☐   Female ☐

**Age:**
< 21 years ☐
21- 30 years ☐
31-40 years ☐
41-50 years ☐          51-60 years ☐          >61 years ☐

**Marital Status**
Married ☐          Unmarried ☐

**Qualification:**
Illiterate ☐

Up to 10$^{th}$ class ☐

Under graduation ☐

Graduation ☐

Post Graduation ☐

Additional, please specify_____

**Employment Status:**

Not employed    ☐

If employed
 a. In- Service    private ☐        Government ☐

 b. Self Employed    ☐
 Briefly describe Nature of employment: _____

**Family Income per annum in rupees:**
< 1 lakh             ☐
1.1 lakhs to 5 lakhs     ☐
6 lakhs to 10 lakhs     ☐
11 lakhs – 15 lakhs     ☐
16 lakhs -20 lakhs     ☐
> 21 lakhs           ☐

Suggestions to improve service quality of police in Hyderabad:

Thank You