

# PRACTICES AND CHALLENGES OF POLICE OFFICERS IN PROVIDING QUALITY SERVICES: THE CASE OF ADAMA CITY REGULAR POLICE OFFICERS

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## Abstract

*The Purpose of this study was to assess the practice and challenges of police officers in delivering quality services at Adama City Administration regular Police Department. Descriptive research method was employed as it was the appropriate method which enables the research to assess and describe the practice and challenges of police officers in delivering quality services in wider magnitude. Primary data were collected by means of survey questionnaires; key informants Interview and FGD. There were two groups of survey questionnaire respondents (police officers and community policing board members). Eighty one survey questionnaires were distributed to police officers and Seventy five questionnaires were filled and properly received from the respondents. In addition twenty two survey questionnaires were distributed to community policing board member respondents and all (twenty two) of distributed questionnaires were filled and properly received from the respondents. The major findings of the study revealed that the current services quality of Adama city regular police is in low quality service standards. The community not satisfied toward police services. Logistic and work facility to police work in general and inadequacy of ICT infrastructure in particular were deduced the major challenges of Adama city regular police officers in delivering quality services to the community whereas gap of administration and breach of professional ethics by police officers supposed moderately challenging factors of police officers in delivering quality services. To alleviate the challenges it is recommended that properly implementing principles of community policing, introduce a reward scheme, properly implementing existing regulation, introducing research based capacity building system and allocated enough budgets, should be preceded by an appropriate installation of dependable IT infrastructure installed. In addition to this, the regular inspection of service delivery and public satisfaction should be assessed.*

**Keywords:** practices, challenges of service quality; Adama City Administration regular Police officers.

## 1. Introduction

### 1.1 Background of The Study

The police are vital public service to protect life and property of citizens. Citizens in our country have not experienced an increase in satisfaction with the services that the police provide (Mesfin Mekonnen, 2014). Service is a set of activities performed by an organization that aims at creating value, which includes economic or specific services (Edvardsson, 2005).

Service quality is defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml & Bitner, 1996). The state of satisfaction is determined by how consumers perceive the service they received compared to what they had expected before service (Rust, Zahorik, & Keiningham, 2002). Customers use five police service standard dimensions to form their judgment of

service quality, which are based on a comparison between expected and perceived service. Thus are reliability, responsiveness, assurance, empathy and tangibles (Fitzsimmons & Fitzsimmons, 2006).

According to Ethiopian Federal Police Commission Proclamation No.313/2003; Police is respectful to the laws enacted in accordance with the Constitution, equipped with adequate training required for his profession. Also, Police is mandated to serves public, respects and ensures the observance of human and democratic rights as well as maintains peace and orders of the community. However, citizens in our country have not experienced an increase in satisfaction with the services that the police provide. “When we ask citizens about their confidence in police service, they often respond with expressions of dissatisfaction”; Some of the common grievances mentioned are; delay on call, an inability to clear crime cases through arrest or property recovery, corruption, brutality, and an inability to effectively control crime risk areas (Mesfin Mekonnen 2014:9-10).

There are various factors that affect police service quality. The attitude of the Police Force itself by the police officers and the community they serve are the main factors that influence the service quality ( Alemika ,1988 &Okereke ,1995). Mesfin Mekonnen (2014), stated that, in developing country like Ethiopia, inadequate knowledge and skill, incompetent leadership, inadequate policy procedure & supervision, improper selection of police members, work overload, violation of the rights of suspects, corruption and other misconducts are the influencing factors of police service quality.

According to Ethiopian Federal Police Commission Proclamation and Oromia police regulation No.32/95, the primary mission of police is keeping peace and order of the society. Related this, the Evaluation conducted by Oromia police commission in 2014 revealed that, the service provided by the regular police was not effective and efficient and also satisfaction of the society toward police service is less.

Adama is one of the Oromia regional cities which have high socio economic activity. The five years crime statistics assessment of Adama city (2011-2015) shows that, on average the crime rate stands and public criticism on Police service quality is high. The five year’s plan (2011-2015) of Oromia police commission pointed that;the commission has been planned and strived to reduce the rate of crime 22.6% in five years. However, the five years (2011-2015) report of the commission shows that the crime rate stands at 23.8% in planed five years duration. This shows that, the five year plan was not effective or successful. The Police force fails to achieve the desired plan and Adama city police is the part.As mentioned by Couper (1983), Zeithaml & Bitner (1996) customer satisfaction and crime rates are the elements of police service quality measurement. Consequently, according tofive year crime statistics assessment of Adama city (2011-2015), public satisfaction on Police service is less and the crime rate in Adama city in five years duration was increased.

In light of the above arguments, the researcher examined and analyzed the existing practices and challenges of Police officers in delivering quality services from the viewpoints of Adama city administration regular Police department, and make recommendations about the corrective actions to be taken, in relation to some ill sites that has been identified in this study.

## 1.2.Statement of the Problem

Police is responsible directly to the local community it serves in view of the consent that the community gives responsibility for the person to be a Police officer and serve (workneh Gebeyehu, 2016). To be competent with the institutional mission, the organizations have tended to assess the influencing factors of quality service deliveries and alleviate Practices leading to failure. For numerous organizations, this has created a need to reconsider their service deliveries status to be harmonized with the community need and expectation (Deming, 2000). This becomes vital, because communities develop negative attitudes and blame the institution when the deliveries of services are unsatisfactory and expected service is not met.

The study conducted in Ethiopia on “the Performance Problem of police officers” showed that Citizens in our country have not experienced an increase in satisfaction with the services that the police provide (Mesfin Mekonnen, 2014). According to Mesfin Mekonnen (2014) the major source of Police performance problem are job dissatisfaction that leads Police officers to cynicism; subsequently not give due attention to public service. As well, Public confidence on the service quality of the Police is less and many part of the community prefer to maintain and keep their peace and order in an informal manner. In addition, the study of “factors affecting police performance” which was conducted by Oromia Police College at Oromia regional level, including Adama city police was revealed that; selection (employment) and training problems are the major factors affecting police performance (Oromia Police College, 2016).

Despite the fact that, the study of Police performance problem (Mesfin Mekonnen 2014), scope was limited to criminal investigation at Addis Ababa city and the respondent of the study were complainants of police, Police officers and prosecutors only. It was not participated fair-minded parts of the community who were served by police officers. Also, the study of factors affecting Police performance (Oromia Police college 2016), was only focused on Police officers performance challenges, ahead of assessing the current practice of Police officers, and participant of the study were only police officers.

However, to the best of the researcher knowledge, the researcher have not been come across, the studies conducted on the topic related to the practices and challenges of Police officers in delivering quality services, further on above mentioned study. Therefore, the researcher induced to study the issue of practices and challenges of police officers in delivering quality service, through systematically and methodologically organizing evidences for the study. Therefore, the study assessed the practices and challenges of police officers in delivering quality service; with commitment to fill the above mentioned methods and scope gaps (assess the current practice of police officers, participated appropriate respondents to the study and the study was conducted in a view of generalize the finding of the study to all regular police officers of Adama city).

### 1.3. Research questions

- What are the current practices of Police officers service delivery?
- What are the major challenges Police officers face to delivering quality services for the community?

### 1.4. Objectives of the Study

#### 1.4.1. General objective

The general objective of this study is to assess practices and challenges of police officers in delivering quality services.

#### 1.4.2. Specific objectives

- To assess the current status of services police officers are providing for the community.
- To assess the major challenges Police officers face in providing quality service to the community.

### 1.5. Significance of the study

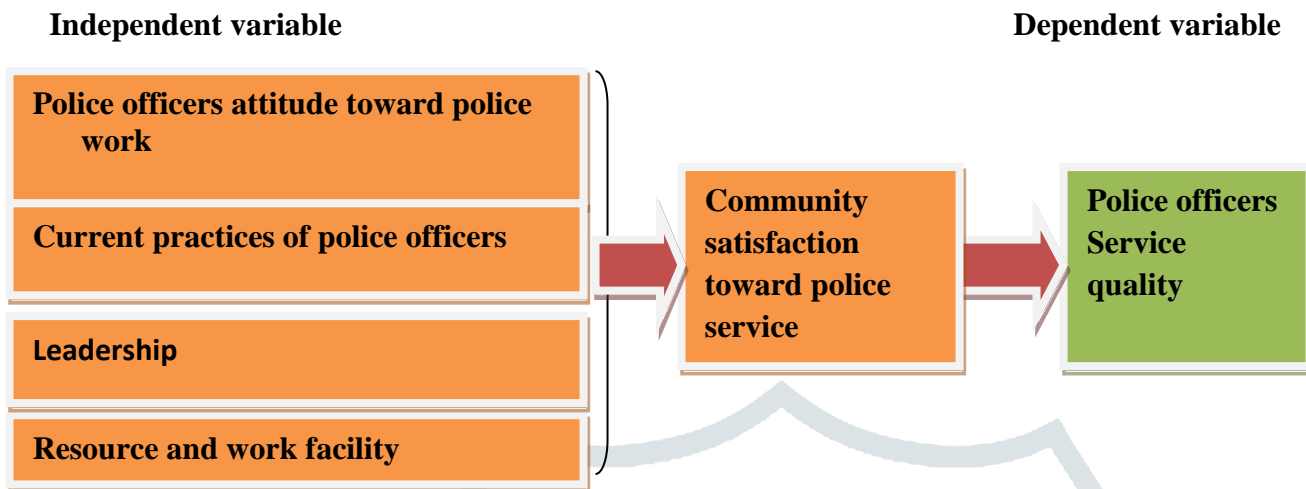
The output of this research is essential for police organization in general and for Adama city regular police in particular to comprehend the challenges of police officers in delivering of quality services in the city. The study will help the social workers to identify the area of social work in Adama city police institution. It will be also helpful for academic to enhance the existing knowledge about the challenges of police officers in delivering of quality services. In addition to this it will be helpful as a reference or source of information for other researcher.

### 1.6. Scope of the study

The study was conducted in Adama city with the intention of assessing practices and challenge of regular police officers in delivering quality services. The study scope would be limited to such internal factors considered as after training (after deployment) challenges of police officers in delivering quality services in related to the current practice of police officers.

## 1.7. Conceptual Frame Work

Figure 1. Conceptual Frame Work



The above figure shows the interrelationship between the variables. The study therefore conceptualized the relationship that existed either positively or negatively between the internal organizational factors and employees' service delivery. Therefore the aim of the conceptual framework was to determine the relationship among the independent variables and the dependent variable.

According to the system model; the means needed for the achievement of specific ends in terms of inputs, acquisition of resources, leadership, structures and processes are the basic to achieve organizational goal (Yuchtman and Seashore 1997). This system identified constant management support, resources, organizational structures, resources and work facility as the major challenges facing organizations in the process of service delivery (Kotter, 1998).

The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of a whole and not independent component.

## 1.8. Operational definitions

- **After deployment:** on job (after training and deployed to work)
- **Regular police officers:** all Adama city police who are Oromia police commission member's exclusive of Riot control and Special force.
- **Police quality service:** keeping **peace** and **order** of the society based on the standard of police role and responsibility located on Ethiopian federal police commission proclamation no. 313/2003 and considering reliability, responsiveness, assurance, empathy and tangibles in police services.
- **Public order:** Public order is a condition characterized by the absence of widespread criminal violence. Public disorder can be profoundly destabilizing for societies emerging from conflict.
- **Peace keeping:** it is activities that tend to create conditions that favor lasting peace in the community.
- **Community policing board members:** refers to members of a community who are selected by the



community to be a member of community policing police services department committee of people and serve the community on a security related issue proactively.

## **2. Methodology**

### **2.1. Research design**

Research design essentially refers to the plan or strategy of shaping the research (Henn, Weinstein & Foard, 2006). This research used both qualitative and quantitative research approach and descriptive survey research method, by following sequential mixed research procedure. This is because, as indicated in Creswell (2008), a mixed methods design is useful to capture the best of both quantitative and qualitative approaches.

The quantitative research method used to explore attitudes, behaviors and experiences of respondents used to generate statistical data through using questionnaires for data collection, while qualitative research approach had provided in-depth information through using individual (one-by-one) interview and focus group discussion. The reason for using Descriptive research as research method is that, to describe the existing practice and challenges of police officers in delivering quality services by participating large number of respondents.

#### **2.1.1 Population of the study**

The population of this study comprises all the members of Adama City Administration regular Police officers, community policing board members, city resident community members (Police clients) and Prosecution of Adama City Administration. Hence, the researcher conducted the study of practices and challenges of Adama city police officers in delivering quality service on a selected representative sample of the study population.

### **2.2. Sample size and sampling technique**

#### **2.2.1. Sample size determination**

At present; Adama city Administration police has got four woreda police stations and organized with a total of 540 regular police officers.

According to Mugenda and Mugenda (2003), at least 10% sample size is considered adequate representation for the study populations less than 10,000. The larger number of sample needed for heterogeneous population and smaller samples needed for homogeneous populations (Leedy & Ormond, 2001).

Therefore, a total of 540 regular police members taken as sampling frame, out of which 81 (15%) members selected by using proportionate stratified random sampling techniques, to ensure proportional participation of respondents. Thus 22, 18, 15, 17, and 9 per strata sample size were taken from woreda one, woreda two, woreda three, woreda four and City level Police administration command respectively. Because, it help to obtain estimates of known precision for certain subdivisions of the population by treating each subdivision as a stratum. Subsequently, from a total of 28 woreda level community policing board members 22 (78%) of them were selected. Because, community policing board members are a members of community who are heterogeneous in

different aspects; like educational background, exposure and awareness about the practices and challenges of police officers. Overall, the total number of questionnaire respondents was 103 in number.

In addition, two city administration police department leaders, two community policing board members from woreda level and one city woreda prosecutor; a total of five key informants were selected by using purposive sampling technique to be included as respondents in this study.

To have all rounded data for the study; the researcher conducted focus group discussion with two groups of community members police clients who were at woreda two and woreda four of police station during the study period. For focus group discussion; two groups (6-8 people per group) of community members were selected accidentally; because, to calculate accurate total population of police clients and determine sample size at a time is not viable.

### 2.3. Data type and sources

Both primary and secondary data sources were used to conduct the research.

### 2.4. Tools of data collection

Data were collected using questionnaires, Key informant interview, FGD and document analysis.

### 2.5. Techniques of data analysis

The quantitative data, which have been collected via questionnaires, were presented using Tables and charts for interpretation in relation to the research questions. Descriptive statistics used by feeding the quantitative data in to statistical software program (SPSS-16) and analyze it in frequency, percentage, mean and standard deviation, to examine the occurrence and variation by chart and Table. Rating systems are for, “Yes”, “No” and I don’t know: 1, 2, and 3 respectively, for excellent – poor: 1-5 is given respectively, for strongly agree - strongly disagree is rated as 1-5 respectively and for choose (a-e) rated 1-5 respectively.

The qualitative data obtained from semi-structured interview, FGD and documents was transcribed, edited and organized around the subtopics derived from the research questions. Furthermore the data from the interview, FGD and documents triangulated, checked against the quantitative ones. Besides this, the findings were discussed and interpreted in relation to the relevant literature.

## 3. Findings of the study

This part presents the results of the empirical study. Results are presented in respect to the practices and challenges of Police officers in delivering quality services, at Adama City Administration Police Department.

**Table 1. Response rate of the questionnaires**

No	Sample Group	Instrument/ Questionnaires					
		Distributed		Returned		Not Returned	
		F	%	F	%	F	%
1	Police officers	81	100	75	92.5	6	7.5
2	Community policing board members	22	22	22	100	-	-
<b>Total</b>		103	100	97	94.2	6	5.8

**Source: Field Survey, April 2017**

Out of 103 distributed questionnaires, 97 were returned; the return rate is 94.2 %. A total of 97 returned questionnaires were filled, and no questionnaires left unfilled or discarded due to missing data. Therefore, a total of 97 questionnaires were considered for the study. In addition, a total of five key informants were participated and two FGDs were managed.

### 3.1. The quality of service given by Police officers

**Table 2. Police responsiveness**

No	Respondents group	Excellent		Very good		Neutral		Fair		Poor		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
	Police officers Inform customers when services will be performed always												
1	PO	0	0	38	50.7	26	34.7	8	10.7	3	4	75	100
	CPBM	0	0	4	18.2	7	31.8	11	50.0	0	0	22	100
2	Offers on time services to customers												
	PPO	0	0	14	18.7	6	8.0	34	45.3	21	28.	75	100
	CPBM	0	0	0	0	1	4.5	10	45.5	11	50.	22	100
3	Police officers willingly respond to customers' request												
	PO	1	1.3	23	30.7	7	9.3	35	46.7	9	12.	75	100
	CPBM	0	0	5	22.7	1	4.5	10	45.5	6	27.3	22	100
4	Always willing to help customers												
	PO	7	9.3	20	26.7	34	45.3	9	12.0	5	6.7	75	100
	CPBM	0	0	0	0	4	18.2	18	81.8	0	0	22	100

PO=polic officer, CPBM= community policing board members

**Source: Field Survey, April 2017**

As indicated on Table 2, majority of community policing board member respondents rated fair, three of listed factors and one factor rated poor. In addition, police officer respondents were rate two factors fair, one factor neutral and one factor very good. Consequently, the result of study from the sum of questionnaire respondents' opinion, interviewees and FGD shows that, police responsiveness is below the expectation of the community.

Favoring this finding; keeping a customer waiting for particularly no apparent rationale is considered irresponsiveness and creates unnecessary negative perceptions of service quality (Perreault et al. 2009). Therefore, the finding of the study revealed that, the responsiveness of police services were below the



expectation of the community and it is possible to conclude that, the community perception of service quality is negative as well as point out customer's dissatisfactions toward service quality provided by police officers.

**Table 3.Assurance of Police Services**

No	Respondents group	Excellent		Very good		Neutral		Fair		Poor		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
	Public confidence in police services												
1	PPO	4	5.3	25	33.3	2	2.7	38	50.7	6	8.0	75	100
	CPBM	0	0	2	9.1	1	4.5	18	81.8	1	4.5	22	100
2	public feeling safe in police transaction												
	PPO	1	1.3	23	30.7	22	29.3	24	32.0	5	6.7	75	100
	CPBM	0	0	6	27.3	4	18.2	10	45.5	2	9.1	22	100
3	well-mannered of the police officers at all times												
	PPO	11	14.7	43	57.3	8	10.7	11	14.7	2	2.7	75	100
	CPBM	0	0	5	22.7	2	9.1	15	68.2	0	0	22	100
4	the knowledge of police officers to answer customers' questions												
	PPO	2	2.7	23	30.7	23	30.7	21	28.0	6	8.0	75	100
	CPBM	0	0	1	4.5	6	27.3	14	63.6	1	4.5	22	100

PO=polic officer, CPBM= community policing board members

#### Source: Field Survey, April 2017

On public confidence in police services (item1), both police officers and community policing board member respondents were rated fair by score of 50.7% and 81.8% respectively. Alike, public feeling safe in police transaction (item2), rated fair by 32.0% and 45.5% of police officers and community policing board member respondents respectively. The existence of well-mannered police officers at all times (item3), was assessed differently with two respondents group. Accordingly police officer rated very good 57.3% score while community policing board members rated fair by 68.2% score. In other the knowledge of police officers to answer customers' questions(item4), weigh up as fair by 63.8% community policing board members while rated very good and neutral by 30.7% of police officer respondents equally.

On the assurance of police services, the interviewees and FGD were indicated that the knowledge of police officers to answer customers' questions was not sufficient. FGD participant of woreda Two said that “most police officers were impolite in work related communication, this leads to feeling fear in police transaction”. The majority of participants were pointed that, public confidence on police services was not well-built.

Against the finding of this study, Zeithaml & Bitner(1996) thought that, Service quality can be defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction The state of satisfaction is determined by how consumers perceive the service they received compared to what they had expected before service (Rust, Zahorik, & Keiningham, 2002). Accordingly, as

shown on Table 3, public confidence in police services and public feeling save in police transaction were rated fair (below average) by both group of respondents while community policing board member respondents were rated all factors fair. As well this count with FGD and interviewees' response, indicated public was not satisfied and certain with the assurance of police services.

**Table4.Level of police officers understanding community problems (Empathy)**

No	Respondents group	Excellent		Very good		Neutral		Fair		Poor		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
	Having convenient operating hours to all												
1	PPO	15	20.0	35	46.7	4	5.3	13	17.3	8	10.7	75	100
	CPBM	0	0	8	36.4	0	0	3	13.6	11	50.0	22	100
2	Police officers give personal attention to all community police service needs												
	PPO	7	9.3	20	26.7	8	10.7	37	49.3	3	4.0	75	100
	CPBM	4	18.2	7	31.8	1	4.5	9	40.9	1	4.5	22	100
3	have best interests to serve community												
	PPO	12	16.0	33	44.0	4	5.3	20	26.7	6	8.0	75	100
	CPBM	2	9.1	9	40.9	0	0	11	50.0	0	0	22	100
4	Respond to customers' needs												
	PPO	0	0	34	45.3	7	9.3	33	44.0	1	1.3	75	100
	CPBM	0	0	11	50.0	2	9.1	9	40.9	0	0	22	100

PO=polic officer and CPBM= community policing board members

**Source: Field Survey, April 2017**

Table 4 shows that, police officers give personal attention to all community needs rated fair (below average) by both groups of respondents while police have best interests to serve community and having convenient operating hours were supposed fair and poor respectively by community policing board member respondents. The rest one item (police respond to customers' needs) was rated very good through both respondents. Therefore, this indicated that police officers lack empathy. Against the finding, Wilson et al. (2008) portrays empathy as caring and paying individual attention to the customers. However the sum of the findings showed that level of the majority of police officers empathy was not on a position of "lay him-self at shoes of others' ".

FGD results indicated that, police officers have lack of give personal attention to all community needs of police service. FGD participant of Woreda Four said that "there were a few police officers who have best interest to serve the community; they were also dominated by those majority who lack sense of serving the community". Besides, they indicated that, always police not give attention to all rounded community needs of police services related.

To go over, the main points of service quality measurements; Fitzsimmons and Fitzsimmons, (2006), thought that judgment of service quality formed by using five dimensions which are based on a comparison between expected and perceived service. Thus are: reliability, responsiveness, assurance, empathy and tangibility of

services. Therefore, Table 2, Table 3, and Table 4 illustrated that the dimension of service quality measurements. Therefore, the cumulative responses of both community policing board members and police officer in each Table deduced that, Adama city regular police service quality was below the expectation of the community and it revealed the communities were not satisfied.

Further, in each variable police officer response and community member (community policing board member) respondent's response, it was showed the differences of opinion. Similarly, in the results of police officer interviewees with community members FGD participant and key informants were indicated the disparity of perception (view).

Favoring this, Model of service quality gaps (ASI Quality Systems, 1992; Curry, 1999; Luk & Layton, 2002), supposed, there are seven major gaps in the service quality concept, the three important gaps which are more associated with the external customers are; Customers' expectation versus management perceptions, the discrepancy between customer expectations and their perceptions of the service delivered and the discrepancy between customer expectations and employees' perceptions.

Accordingly, the finding of the study deduced that based on the consistence sign of the two groups of respondents opinion disparity, toward the service provided to the community; it shows the discrepancy between community expectations and police officers perception and resulted low quality services.

### 3.2. Factors related to Police Officers Quality Service Delivery

**Table 5. Police officer's attitude toward their work circumstances**

No	strongly agree	Agree	Neutral	disagree	strongly disagree	Total			Std. Deviation
	%						F	Mean	
1	Police have work over loaded								
	52.0	41.3	4.0	2.7	0	100	75	1.57	.70
2	There is incompetent leadership								
	22.7	62.7	1.3	10.7	2.7	100	75	2.08	.95
3	There is inappropriate work position assignment								
	18.7	56.0	9.3	13.3	2.7	100	75	2.25	1.00
4	There is insufficient salary								
	45.3	41.3	1.3	6.7	5.3	100	75	1.85	1.09

**Source: Field Survey, April 2017**

Concerning their work circumstance, 52% of respondents were strongly agreed on police work is work loaded and 45.3% of respondents on insufficiency of salary by a mean score of 1.5 and 1.8 respectively. In other 62.7% and 56% with mean score of 2 and 2.2 respondents were agreed on the existence of incompetent leadership and inappropriate work position assignment in police institution respectively. Hence the sum of results showed that respondents were exhibited their strong agreements on above mentioned factors.

The majority of Interviewees indicated that, the attitude of police officers toward the above indicated dimensions is not good. Because of work load and now and then factors related to leadership incompetency were the actual reason. Accordingly, the finding of the study showed that police work circumstance discouraged police officers attitude toward their work and it would considered as source of police officers service quality challenges.

Supporting this finding, Sugarman(2010), believed that for easy and successful service delivery process, the security organization must set aside a considerable amount of its resources to support it. Failure to invest enough in the process, performance is bound to fail miserably.

**Table 6.The adequacy of basic facilities needed for police operation**

No	Excellent		Very good		Neutral		Fair		Poor		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
1	The adequacy of police weapon needed for police operation											
	1	1.3	8	10.7	2	2.7	10	13.3	54	72.0	75	100
2	The sufficiency of provided police uniform											
	1	1.3	7	9.3	2	2.7	7	9.3	58	77.3	75	100
3	The facility of transportation vehicle for police work											
	1	1.3	3	4	1	1.3	16	21	54	72	75	100
4	The fulfillment of office furniture and materials											
	1	1.3	5	6.7	2	2.7	13	17.3	54	72.0	75	100
5	Adequacy of ICT infrastructure at work area											
	2	2.7	2	2.7	3	4	7	9	61	81	75	100

**Source: Field Survey, April 2017**

In terms of materials needed for police operation, all elements were rated poor by majority of respondents, and preceding the inadequacy of ICT infrastructure by 81% respondent's responses.

Against the finding, Hitt et al (2005), supposed that the organizations equipped with a good technology are able to easily enhance performance to undertake its service as it should be efficiently. The finding of study revealed that, in police institution there were the lack of materials and tools needed for police operation particularly, with extensive inadequacy of transportation vehicles and ICT infrastructure at work area.

#### 4. Conclusion

This research is intended to assess the practices and challenges of police officers in delivering quality services at Adama City Administration Regular Police Department. It was concerned with the current status of police practice in delivering quality services, a view of community toward the quality of services provided by police officers, the attitude of police officers toward police work and challenges police officers face in delivering quality services.

Descriptive research method was used as it was the appropriate method which enables the research to assess and describe the practice and challenges of police officers in delivering quality services in wider extent, Along with both qualitative and quantitative research approach.

Therefore, pertaining to the findings deduced from the study, the following conclusions were drawn.

The research results revealed that, the current services quality of Adama city regular police is in low quality service standards. It reflected through, police irresponsiveness, uncertainty of police service and police officers lower level community problem understanding.

The community was not satisfied with the quality of service the police was providing. Since delivered service not meet the community expectation of police services. Moreover, discrepancy between customer expectations and police officers perception of community expectation make services quality gap. The factors identified as challenges of police officers in delivering quality services are contributed to providing low quality services to the community and it resulted the community dissatisfaction with provided police services.

Delivering quality service was challenged with police administration gap, leadership incompetency, attitudes of police officers toward police work, Inadequacy of logistic and basic facilities needed for police members. In adequacy of ICT infrastructure at work area from basic facility needed for police operation was particularly deduced the major challenges of Adama city regular police officers in delivering quality services.

Therefore, it can be safely concluded that unless thus challenging factors of quality services properly aware as well as appropriate strategies and measures are timely taken, the challenges impede continuously the police officers keeping peace and order of the society.

## 5. Recommendations

Based on the findings of the study and the conclusions drawn; on the basis of their duration of feasibility, the following short term and long term feasible recommendations have been forwarded so as to augment quality police services providing to the community.

### 5.1. Instantly feasible recommendations

- i. Service quality is judgment towards the service and accepted as an overall customer satisfaction; Adama city police admitted lower level of public satisfaction, because this should require regularly assess the public attitude toward expected and perceived services and inspect service delivery to improve the situation.
- ii. Hard working with major principles of community policing (community partnership and problem solving) and incorporating social work problem solving intervention mechanism is the best approach to curb the problem arouses community dissatisfaction.
- iii. The study deduced that, in the institution the absence of providing research based capacity building training and resulted incompetent leadership: therefore it should require the Oromia Police Commission attention to developing the persistent scheme of research based capacity building training.



iv. The Oromia Police Commission should introduce transparent worker efficiency evaluation, motivation and a reward scheme to recognize outstanding performance by police officers other than through promotions.

## 5.2. Long term feasible recommendations

- i. The study revealed lack of adequate materials and tools needed for police operation and it were the major challenges of police officers quality service providing: thus Oromia police commission should comprehend and allocate enough budgets.
- ii. In any organizations, IT plays the most important role in providing quality services, but the situation in Adama city regular police shows that, there is no dependable IT infrastructure installed. It needs due attention to improve the existing situation, since the need to improve technology and to automate the organization was one of the basic reasons for Adama city regular police department, to provide high quality standard services as the study confirmed.

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