



THE COMPETENCES OF COMMUNITY POLICING OFFICERS ON PUBLIC SATISFACTION IN ADDIS ABABA CITY, ETHIOPIA

Social Science

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ABSTRACT

Community policing empowers frontline officers to manage policing and deliver service in his/her jurisdiction. Thus, the officers are responsible for providing service that matches the public expectation. However, there is no study conducted on how far the competences of community policing officers affect public satisfaction. Hence, this study investigates the influences of the competences of officers on public satisfaction. 377 usable data were collected from households of Addis Ababa city by using two-stages sampling techniques. Descriptive and inferential statistics were used for data analysis. The findings show that the competences of officers significantly influence public satisfaction. Therefore, appropriate training should be given to officers to utilize their competencies.

KEYWORDS

Community Policing; Community Policing Officers; Competences; Public Satisfaction

1. INTRODUCTION

Community policing diversified the roles and responsibilities of the police. The functions of the police are beyond reducing crime and disorder, they are a problem solver, coordinator, planner, community organizer and mediator (Stroshine, 2000). Besides, community policing decentralizes authority and responsibility of policing services to frontline officers. The officers are responsible to deliver police service delivery in the area under their jurisdiction (CPC, 1994). Moore and Braga (2003) have categorized these multiplied and diversified roles of the officers into seven functions, producing quality police service to the community is one of them. They assert that producing quality service should be one dimension to be measured as the performance of community policing (Moore and Braga, 2003).

The quality of service is evaluated that the extent of service meets the needs and expectation of customers in terms of process and outcome (Zeithaml, *et.al*, 2013). They explained that the customer expectation used as a reference point against which the quality of service of an organization is judged (Zeithaml, *et.al*, 2013). Thus, public satisfaction is an important measurement of the quality of police service (CPC, 1994). When the public is satisfied with the quality of police service, police will be rewarded public's affection, loyalty, and trust which help the police to gain additional resources and effective in controlling crime (Moore and Braga, 2003).

Frontline employees are crucial in delivering quality service and creating positive relationships with the public (Yun, and Yeh, 2017). They are building the image and favorable perceptions of the service of an organization. Doyle, (1995) pointed out that the relationship between a customer with frontline employees has a strong influence on the satisfaction of customers. Proenca, *et.al*, (2017) explained that services, produced and consumed simultaneously, requires employees with flexibility and ability to anticipate and adapt to clients' needs and respond accordingly. Whereas in community policing, citizens are making contact with the police and getting service from the police department through frontline officers. Hence, the competences of the frontline officers have an influence on public satisfaction.

Even though the community policing requires special training which enhances the competence of the frontline officers in service delivery (Diamond and Weiss, 2009), Addis Ababa Police Commission has been assigned the officers without adequate training. However, Potnuru, *et.al*, (2016) has revealed, training had positive and a strong association ($r=0.757$) and influence ($\beta=0.414$) on the level of employees' competencies. Besides, there is no study conducted the impact of competences of the officers on public satisfaction in the city. Therefore, this study was trying to determine the influence of the competences of the officers on public satisfaction in case of Addis Ababa City.

2. Literature review

2.1 Service Quality and Public Satisfaction

Public satisfaction is an evaluation that the quality of police service

provides the level of pleasure or happiness to the public (Zeithaml, *et.al*, 2013). It is critical for the effectiveness of community policing which heavily relied on the resource and the participation of the public (Yüksel and Tepe, 2013). Thus, one of the objectives of community policing is providing quality service to the public (CPC, 1994).

The quality of service of an organization is depending on the competence of frontline employees (Chingang and Lukong, 2010). Competence is a possession of the required skills and knowledge to deliver community policing service (Parasuraman *et.al*, 1985). The quality of service depends on the competences of the frontline employees (Manghesa, 2015). Hence, the frontline officers should have adequate competences to deliver quality of service and satisfy the customers.

2.2 The Competence of Community Policing Officers on Public Satisfaction

The competence of the officers is one of the drivers of public satisfaction with the police (Mastrofski, 1999). Johnston, (1995) and (Manghesa, 2015) have identified that the competencies of employees are a source of satisfaction as well as dissatisfaction of the customer. Thus, community policing officers required competencies to deliver quality service (Diamond and Weiss, 2009). This study has selected four competences which required an officer supposed to own, namely, result oriented, teamwork, interpersonal communication, and personal effectiveness competencies.

Result oriented competency is an ability of employees focuses on outcome rather than process. Community policing encourages the officers to focus on result rather than process (CPC, 1994). Hence, frontline officers supposed to utilize every opportunity they get to meet the objectives of community policing (CPC, 1994). Studies also show that community policing is effective when the officers have owned result-oriented culture and attitude (Manghesa, 2015). He also proved, there is a strong relation ($r=765$) between result-oriented competency and public satisfaction (Manghesa, 2015). Mastrofski (1999) explains, citizen demands tangible result from the officer's and it influences the satisfaction of the public

Hypothesis 1: *Result oriented competency of community policing officers has an influence on public satisfaction.*

Teamwork competency of officers is required to work with the community and community partners in identifying and addressing problems (CPC, 1994). Hence, the effectiveness of community policing is depending on the ability of the officers to coordinate and work with various groups. Manghesa, (2015) pointed out that teamwork competency has a positive relation ($r=0.567$) with customer satisfaction.

Hypothesis 2: *Teamwork competency of community policing officers has an influence on public satisfaction*

Frontline employees intensively interacting with customers while delivering service every day (Manghesa, 2015). Hence, the officers supposed to have the interpersonal communication competency to deliver police service properly. Interpersonal communication competency is an ability of frontline officers to listen and understand to customers and transfer information in a way of client's easily understand (Johnston, 1995). He also explained, it is both a source of the satisfaction and dissatisfaction of customers, but the level of influences is low (Johnston, 1995). On the other side, Manghesa, (2015) also revealed that there is a strong relationship ($r=0.567$) between the interpersonal communication competency of frontline employees and customer satisfaction in the banking sector. It has also an impact on customer satisfaction in delivering health service hospital (Agung, 2018). This study was trying to figure out the influence of interpersonal communication competency of community policing officers on public satisfaction.

Hypothesis 3: *Interpersonal communication competency of frontline officers has an influence public satisfaction.*

Personal effectiveness is required in the achievement of the goals of community policing. Community policing officers are required to have determination, persistence, anticipation, and problem-solving qualities in delivering services to achieve the mission and objectives. They should have personal effectiveness to achieve results, solve problems and manage their time and works (Manghesa, 2015). Manghesa, (2015) found out that personal effectiveness has an association ($r=0.435$) with the satisfaction of the customer.

Hypothesis 4: *personal effectiveness competency of community policing officers has an influence on public satisfaction*

3. Methods and Material

The study used descriptive research design to determine the impact of the competences of frontline community policing officers on public satisfaction. The households of Addis Ababa were a target population for the current study. The sample was taken by two-stage sampling techniques. The city is divided into sub-cities, off which five sub-cities were randomly selected. Each sub-city divided into "ketena" from which the samples were taken by a systematic sampling method.

384 households were taken as a sample, off which 377 were usable sample. The sample size is determined by sample size determination

Table 2: The Explanation Power and Fitness of Regression Model

Predictors	R	R ²	Adjusted R2	Std. Error	Sum of Squares	df	Mean Square	F	Sig.
RO ¹ , TW ² , IC ³ PE ⁴	.745a	.555	.550	.37875					
Regression					66.445	4	16.611	115.799	.000b
Residual					53.363	372	.143		
Total					119.809	376			

¹ Result oriented, ² Teamwork, ³Interpersonal Communication and ⁴persona effectiveness

Source: Own Survey, 2018

The model shows that the competences of frontline offices have 55.5 percent explained the variation in public satisfaction. The ANOVA result shows that the it is recommended to use the model to predict the public satisfaction than using weighted mean at F (115.799) and sig 0.000 (Table 2).

Table 3: The Impacts of Competences of Frontline Officers on Public Satisfaction

HP	Predictors	Outcome	Unstand Coeff.		Stand. Coeff.	t	Sig.	Decision
			B	Std. Error				
	(Constant)		.931	.089		10.504	.000	
H1	Result oriented	Public Satisfaction	.182	.030	.279	5.994	.000	Accepted
H2	Teamwork		.112	.034	.154	3.294	.001	Accepted
H3	Interpersonal Communication		.214	.028	.297	7.689	.000	Accepted
H4	Personal Effectiveness		.151	.028	.235	5.425	.000	Accepted

Source: Own Survey, 2018

Result oriented, teamwork interpersonal communication and personal effectiveness competencies of the officers have significantly influenced the variation in public satisfaction at $\beta=0.279$, $\beta=0.154$, $\beta=0.297$, and $\beta=0.235$, respectively at 95 percent confidence interval (Table 3). Therefore, all null hypotheses are accepted.

5. CONCLUSIONS AND RECOMMENDATIONS

The study was conducted to determine the impact of the competences of frontline community policing officers on public satisfaction. The findings are consistent with other findings of Johnston, (1995) and Manghesa, (2015). Johnston, (1995) revealed that the competences of

formula of Krejcie and Morgan, (1970). The analysis was made by using descriptive and inferential statistics.

4. Data Presentation and Discussions

4.1 The Levels of Competences of The Officers and Public Satisfaction

Community policing empowers frontline offices to deliver police service to the community (CPC, 1994). Thus, the frontline offices should have at least result oriented, teamwork, interpersonal communication, and personal effectiveness competencies to offer quality service. The level of each competency was measured by an additive index, which computed by dividing the total response given by respondents by the total maximum expected response whereby the mean lies between $1 \leq X \leq 5$. The threshold is ranged from $0 < AC < 1.67$ as "low", $1.68 < AC < 3.34$, as "moderate", and $AC > 3.34$, as "high" (Asante, et al., 2013).

Table 1: The Description of The Competences of Community Policing Officers and Public Satisfaction.

Description	N	Mean	Std. Deviation	Decision
Result Oriented competency	377	2.76	.865	Moderate
Teamwork competency	377	2.68	.778	Moderate
Interpersonal communication competency	377	2.74	.786	Moderate
Personal Effectiveness competency	377	2.94	.879	Moderate
Public Satisfaction	377	2.76	.564	Moderate

Source: Own Survey, 2018

The levels of result-oriented, teamwork, interpersonal communication and personal effectiveness competencies of the officers had a mean value of $x = 2.76$ and $s = 0.865$, $x = 2.68$ and $s = 0.778$, $x = 2.74$ and $s = 0.786$, and $x = 2.94$ and $s = 0.879$, respectively. Hence, based on Asante, et al., (2013) rule of thumb, the levels of competencies of officer are moderate. There is also a moderate level of public Satisfaction ($x = 2.76$, $s = 0.564$) in the city.

4.2 The Impact of Competences of Frontline Officers on Public Satisfaction.

To determine the extent of influences of result oriented, teamwork, interpersonal communication and personal effectiveness competencies of frontline officers on public satisfaction, multiple regression was conducted.

the employees were a source of satisfaction and dissatisfaction for customers, but the influence was limited. On the other hand, Manghesa, (2015) proves that the competencies of frontline employees have high associated with customer satisfaction. This study reveals that the competences of frontline community policing officers has significant impact on public satisfaction. Result oriented, teamwork, interpersonal communication, and personal effectiveness competencies of the officers have significantly influenced the variations in public satisfaction. Therefore, community policing officers should be trained as a generalist and in the spirit of service rather than adventure. Besides, the training curriculum should be

revised and it should be developed in a way that could help to equip the officers' appropriate competencies. Finally, decision making authority and responsibility should be decentralized to frontline officers. It gives autonomy and discretion to exercise and exploit their competences to achieve organizational missions and objectives and public satisfaction.

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