

SERVICE COMPATIBILITY (SERVICOM) AND SERVICE DELIVERY IN THE NIGERIAN POLICE FORCE

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ABSTRACT: *This study centers on service compatibility (SEVICOM) and service delivery in the Nigerian Police Force (NPF). Empirical studies on service delivery in the Nigerian civil authority sector 3124are very scanty. The broad objective of this study is to investigate empirically the effect of service compatibility (SERVICOM) on the quality of service delivery in the NPF. In order to achieve this objective, survey design was adopted and the population of study comprises the police officers in the Ekiti state police command and the consumers of police service in Ekiti state, Nigeria. Taro Yamane's formula was used to determine the sample sizes of both the police personnel and the consumers of police service in Ekiti State. Stratified random sampling and convenience sampling were used as the sampling methods for the police personnel and the consumers of police service respectively. Questionnaire was adopted and the reliability was tested using Cronbach's alpha coefficient. Descriptive statistics was used to analyze the research questions while One-way ANOVA and simple linear regression were used to test the hypotheses. It was found that the introduction of SERVICOM into the NPF has no significant effect on the quality of the service delivery in the NPF, both service timeliness and service professionalism has positive effect on NPF service delivery though not statistically significant. It was concluded that this study has provided empirical evidences that SERVICOM introduction has not improve timeliness and professionalism of service in the NPF. We recommend that the NPF should set machinery in motion to ensure full implementation of SERVICOM in order to improve the quality of service delivery in the Nigerian Police Force.*

Keywords: *SERVICOM, Service Compatibility, Service Delivery, Service Timeliness, Service Professionalism, Nigerian Police Force.*

INTRODUCTION

The concept of SERVICOM (Service Compatibility with Nigerians) was first introduced in Nigeria in 2004 by the former President, Olusegun Obasanjo. The primary aim of SERVICOM is to establish a yardstick for measuring the quality of service as delivered by government through its various Ministries, Departments, and Agencies. SERVICOM was predicated on the fact that the citizens of Nigeria who patronize government have the right to be served right and enjoy satisfactory services from those who act as agents to government.

Prior to its introduction, there were perceived dissatisfaction from various individuals and corporate institutions with regards to the quality of services provided by the government. Government businesses in Nigeria had almost become no one's business and the key metric of customer satisfaction which is quality service delivery was almost non-existent. For the Nigerian Police Force, Osayande (2008) contends that her foundation was weak and that has affected the task of effective policing. Series of concerted efforts have been made by previous administrations to reform the Nigeria Police Force but it would seem that little or no meaningful

impact has been made. It is believed that with the introduction of SERVICOM into the government, customer satisfaction will be the overriding consideration of service delivery. The main thrust of SERVICOM include: service delivery, timeliness of service, access to required information, professionalism and staff attitude toward customers; before, during and after service patronage.

The concept of SERVICOM which focuses on quality service is now the philosophy of several progressive organizations in the world over. With the worldwide increasing emphasis on service quality in all the sectors of the economy, the quality of service rendered by organizations, with specific reference to the Nigerian Police Force has become the platform on which the organization is now being built. Titko and Lace (2010) have stated that the competitive power and survival of service providers lie in the degree of their customer satisfaction. This assertion by Titko and Lace (2010) is considered to be very true and has been supported by several researchers in the field of service marketing. Kumar, Kee and Manshor (2009) in a study they conducted indicated that high quality of service would result in high customer satisfaction and increased customer loyalty. Heskett, Sasser and Schlesinger (1997) in their opinion stated that profit and growth were stimulated primarily by customer loyalty which was also a direct result of customer satisfaction. Hence, the need for the Nigeria Police Force to adequately embrace SERVICOM and ensure quality service is provided to Nigerians who patronize them. The Police Force, like other public institutions need to build an image in terms of quality service, sustain a good image and make a bad one better. Nigeria's legendary poor security situation occasioned by the inefficiency of the Nigeria Police Force has been discussed at various fora over the past 30 years, even before the military coup of 31st December, 1983 (Global Security, 1983). For these past decades, the Global security watch has rated the Nigeria Police very low. The Nigeria Police Force is rated high among the most corrupt, poorly equipped, poorly remunerated and gross violators of fundamental human right globally (Global Security, 1983).

In most police stations in Nigeria, it appears the introduction of SERVICOM has not made the desired impact because the care free attitude of policemen seem to be taking a huge toll on timely prevention, combating and investigating of crime. Starting from the point of reception where complaints are lodged, to the waiting time for taking statements, through crime investigations to the point of arrest/prosecution of suspect, perennial complaints of delays, seem to have bedeviled the Nigeria Police. It would also seem that the Nigeria Police lacks professionalism in the discharge of their duties and are nationally pervasive and disruptive of the government's intentions of having a world-class rated force. Cases of infringement on the rights of Nigerians, harassment of Motorists, improper handling of weapons and the like seem to be a re-occurring incidence among the Nigeria Police (Osayande, 2008).

In like manner, poor service delivery which seems to be the bane of the Nigeria Police is due to poor attitude to work, corruption, dishonesty and bureaucratic bottlenecks in the Nigeria Police Force (Osayande, 2008). Good service delivery is an imperative and panacea to human right violation, corruption, dishonesty and delay in providing quality services. Nigerians whom the policemen were employed to serve cannot enjoy the service when these ills persist in the Nigeria Police Force. On the account of these challenges, clients' satisfaction and patronage, public confidence and public rating seem to make the Nigeria Police to rank low.

In view of the above raised problems, it appears the dictates of SERVICOM has not been injected into the fabrics of the Nigeria Police Force especially in the areas of service quality, professionalism of service, timeliness in service and these seem to have widened the gap

between customer expectation and perception of Police services. In spite of all the efforts made by both past and present administrations to better the quality of services provided by the Nigeria Police Force, it would appear that the introduction of SERVICOM has not bridged the gap between customer's expectation and service received from the Nigeria Police Force. It is against these backdrops that this paper will investigate the effect of SERVICOM on service delivery in the Nigerian Police Force.

The general objective of this study is to examine the effect of service compatibility (SERVICOM) on service delivery in the Nigerian Police Force. In specific terms, the study seeks:

1. To ascertain the effect of SERVICOM introduction on the quality of service delivery in the Nigerian Police Force.
2. To determine the effect of service timeliness on service delivery in the Nigeria Police Force.
3. To examine the relationship between service professionalism and service delivery in the Nigeria Police Force.

In the light of the research objectives above, the following research questions are stated:

1. What is the effect of SERVICOM introduction on the quality of service delivery in the Nigerian Police Force?
2. What is the effect of service timeliness on the quality of service delivery in the Nigeria Police Force?
3. What is the relationship between service professionalism and the quality of service delivery in the Nigerian Police Force?

The following hypotheses are stated in Null form:

1. The introduction of SERVICOM has no significant effect on the quality of service delivery in the Nigerian Police Force.
2. Service timeliness has no significant effect on the quality of service delivery in the Nigerian Police Force.
3. There is no significant relationship between service professionalism and the quality of service delivery in the Nigerian Police Force.

LITERATURE/ THEORETICAL UNDERPINING

The Concept of Service

Among the numerous definitions given on service, Kotler (2000) defined service as any act, performance or experience that one party can offer to another. According to Lovelock and Wirtz (2004) "Services are economic activities that provide time, place, form utility, problem solving while bringing about a change in, or for, the recipient of the service". Services possess the characteristics of perishability, intangibility, inseparability and heterogeneity. Services

deliver the intangible value like knowledge, utility or care and convenience to the party who needs it. Due to the emergence of new service organizations playing similar roles, it is easy for one security agency to copy new innovations from another. This has caused the unhealthy competition and rivalry that are sometimes witnessed among service organizations in Nigeria. This is the reason why the authority in charge of the Nigeria Police Force keep formulating and preaching about policies that will ensure quality and effective service delivery by men of the Nigerian Police Force. Some of these messages include: police are your friend, volunteer useful information to the police; help the Nigerian Police to help you, bail is free, etc. All these aim at creating good public image about the agency and improve the confidence of the masses in the Nigeria Police.

To know how to provide quality service, there is the need to understand the concept of quality service. In an attempt to define service quality, the definition of customer service and quality must first be given. Turban (2002) defined customer service as “a series of activities designed to enhance the level of customer satisfaction-that is, the feeling that a product or service has met the customer expectation”. Quality on the other hand has been defined by Fox (1993) as the conformance to requirements, specifications and fitness for the purpose of use. Putting the two together, quality service or service quality can be defined as a series of activities designed in conformance to requirements and specifications of the customer in order to ensure customer satisfaction. Parasuraman *et al.* (1994) postulated that achieving quality customer service entails conformance to the customer’s specifications. They further opined that it is a conscious effort to continuously learn about the expectations and perceptions of customers and non-customers in order to improve the service. In this regard, quality can be said to be the meeting of the needs and expectations of customers.

Owusu-Frimpong (1999) contends that the attitude of the service organization can help the customer to evaluate the quality of service being offered to them by the organization. A receptive attitude of the police is a key ingredient for giving customer {the public} positive image about the agency and the services provided. Dei-Tumi (2005) argued that customer service is attitude, not a department. He further opined that it is the attitudes towards the customer that will help the company create and keep their customer for life. Owusu-Frimpong (1999) further admonished that, the physical environment regarding the infrastructure, the design and the general atmosphere are equally taken into account by customers when assessing the quality of service of an organization. Similarly, the duration of service delivery gives both positive and negative impression to customers. A fair handling of cases for instance, may give a good impression about the Nigeria Police Force that its services are of high quality.

Service Quality

Fogli (2006) defined service quality as “a global judgment or attitude relating to a particular service; the customer’s overall impression of the relative inferiority or superiority of the organization and its services. Service quality is a cognitive judgment. ISO 9000 (2005) also defined quality as the extent to which a bunch of inbuilt features (relating to products, a process or a system) meet the requirements. The inbuilt features can be physical, sensory, behavioral, temporal, ergonomic or functional, whilst requirements are the stated need or expectations, be it implied or obligatory. Parasuraman *et al.* (1991) noted that quality is the meeting of the needs and expectations of the customers. Therefore the yard stick for determining service quality is the expectations of customers and not the policy of the Nigeria Police Force. This view moreover, has been asserted by Ting (2004) and Jamali (2007).

Hossain and Leo (2009) stated that most research has indicated that service quality has been increasingly recognized as a critical factor in the success of any business with the Nigeria Police Force being in exception. Service quality has been widely used to evaluate the performance of service organizations {Cowling and Newman, 1995}. Dawes and Swailes (1999) also opined that the service providers understand that customers will be loyal if they provide greater value (quality services) than their competitors. It was also argued that high profits could only be earned if they are able to position themselves better than competitors within specific markets as postulated by Davies *et al.* (1995). Consequently, Chaoprasert and Elsey (2004) also emphasized the need to focus on service quality as a core competitive strategy.

In measuring customer satisfaction with service quality, it is significant to examine the service quality concept, its importance and the dimension it has. Service quality had been a difficult concept to define and that has aroused considerable interest and debate in the research literature. This is because the meaning of quality can be referred to in many attribute such as the experience of the service encounters, or “moments of truth”, the evidence of service; image; price and so on. These form the customer’s overall perception of quality, satisfaction and value (Zeithaml & Bitner, 1996).

There are a number of different “definitions” as to what is meant by service quality. Since service quality is basically defined from customer perspective and not the manufacturers, it is usually referred to as customer perceived quality. The concept of consumer perceived quality (CPQ) was first defined by Gronroos in 1990 as the confirmation (or discontinuation) of a customer’s expectations of service compared with the customer’s perception of the service actually received. One definition that is commonly used defines service quality as the extent to which a service meets customers’ needs or expectations (Asubonteng *et al.*, 1996). Parasuranman *et al.* (1988) supported the same view, as they defined the concept of service quality as a form of attitude related, but not equivalent to satisfaction, that results from a comparison of expectation with perceptions of performance. Expectations are viewed as desires or want of customers i.e. what they feel a service provided rather than offered (Parasuranman *et al.*, 1988). Although service quality has been perceived for a long time to be an outcome of customer cognitive assessment, recent studies confirm that service quality involved not only an outcome but emotions of customers. It is argued that “during the consumption experience, various types of emotions could be elicited, and these customer emotions convey important information on how the customer will ultimately assess the service encounter and subsequently, the overall relationship quality” (Wong, 2004).

Edvardsson (2005) maintained that customer perception of service quality is beyond cognitive assessment as it is formed during the production, delivery and consumption of services and not just at the consumption stage. This is made possible as customers play their roles as co-producers by carrying out activities as well as being part of interaction influencing both process quality and outcome quality. On the role of service quality, Berry *et al.* (2002) emphasize on managing the total customer experience. Therefore an emotional reaction is part of a quality and favourable experience (Homburg & Giering, 2001). This is consistent with the finding of Mono and Oliver’s (1993) on utilitarian and hedonic consumption judgment, who argues that “satisfaction is naturally tied to cognitive judgments and to affective reactions elicited in consumption” (Mano & Oliver, 1993). Wong (2004) found that negative emotion have a strong effect on satisfaction with quality than positive emotions.

The concept of service quality from the customer perspective, that is perceived service quality, is not a mistake simply because in the words of the gurus “the customer, of course, perceives what he or she receives as the outcome of the process in which the resources are used i.e. the technical or outcome quality of the process. But he or she also and often more importantly, perceives how the process itself functions, i.e. the functional or process quality dimension. Thus, the technical quality and functional quality dimensions of perceived service quality emerge”(Gronroos, 2001).

Consequences of Poor Service Quality

Finn and Lamb (1991) commented that, it was important for management to recognize the different ways that the quality of a firm’s product or service can affect the organization; and to take these into account in developing and maintaining a quality assurance programme. They outlined some of the major ways that poor quality affects an organization to include the following:

- (i) **Loss of Business:** Failure to devote adequate attention to quality can damage a profit oriented organization’s image and lead to a decreased share of the market, or it can lead to increased criticism on the part of consumers.
- (ii) **Liability:** Poor quality may create potential liability for a firm due to damages or injuries resulting from either faulty design or poor service
- (iii) **Productivity:** Productivity and quality are often closely related. Poor quality can adversely affect productivity during the production process through rework. Conversely, improving and maintaining good quality can have a positive effect on productivity.
- (iv) **Costs:** Poor quality service increases certain costs incurred by the organization. They include payments of discount to customers to offset the inferior quality, rework costs, warranty cost, replacement cost.

Service Timeliness

In defining timeliness, it is useful to embed a definition within a discussion of two additional concepts- time and working rules. Institutionalists have long suggested an evolutionary, process-oriented approach to research, rather than equilibrium based one, as more appropriate for analysis of socioeconomic phenomena. As Henry and Randall (1998) have argued, “the very notion of time and its significance for analysis is determined by what is being examined”. Simply put, there is no single meaning of time, no constant that is independent of the questions being addressed and the field of inquiry within which analysis is undertaken. Some of the more comprehensive studies of time in the Institutional tradition have been made by Hayden, (1987) who has similarly argued that time is “not a natural phenomenon; rather it is a societal construct”. As a societal construct, different societies have taken very different perspectives on time that have become more complex as societies have become more complex:

In the simplest technological societies, only a few events had to be synchronized in order to facilitate social life. Time existed only when those events had to be synchronized or when historical occurrences had to be recorded. It did not exist the remainder of the day, week, or year. There were no clocks or a sense of time sequencing. Neither was time divided into units such as weeks or hours. With the evolution of nomadic and agricultural societies, socio-

technical processes became more complex, thus more synchronization and coordination were needed. Planting, harvesting, and warfare require more refined coordination. In addition, because the seasons became more important to when and where the tribe moved or when crops were planted, the seasons replaced events as the main time instruments.

The regular rhythm of an organized society gave the sense of events passing along a time continuum. However the rate of technological change was so slow that life seemed to be repeating itself from year to year and from generation to generation. Therefore, the time construct was thought to be circular. As new technological combinations began to appear more rapidly, it became obvious that society was changing. Therefore, the time continuum ceased to be circular and began to move forward, finally becoming linear. In the industrial era the clock is not just a measure or symbol of passing time. In the minds of that era, it is passing time both operationally and as conscious proof of the passing of time. The clock's 24 hour per day, 60 minutes per hours and 60 second per minute has given the impression of an evenly divided flowing time to those living in an industrial society.

The integration of science (and the notion of relative time), technology, and holistic science results in another construct; real time (Hayden, 1987). Real time, or system time, refers to the sequential events of a system, rather than to clock time. In real time, the system determines the measurement instrument. Real time is defined in a system context that takes account of the appearance, duration passage and succession of events as they are interrelated with a system. In other words, sequential deliveries themselves are the "clock" with which to measure time in modern socio-technical processes. What exist in society are duration clocks and coordination clocks selected by society, and the sequencing of events as scheduled by societal patterns. Any uniformly flowing time construct that is independent of a process will, as a consequence, be inadequate for analyzing and planning socioeconomic processes in modern societies (Hayden, 1993). This study recognizes time as the real time through which societal decision making are determined. That is, accomplishing the given task at the right time, at the right place and efficiently.

The Concept of Service Professionalism

As Freidson (1994) suggested, 'much of the debate about professionalism is clouded by unstated assumptions and inconsistent and incomplete usages'. Indeed, Hargreaves and Goodson (1996) refer to the lack of consensus relating to the meaning of professionalism. Fox (1992) makes the same obvious point; 'Professionalism means different things to different people and it is unlikely that the term professionalism will be used in only one concrete way. Englund (1996) similarly referred to the lack of conceptual clarity and consensus relating to 'teaching as a profession'.

Hoyle (1975) explained professionalism as 'those strategies and rhetoric employed by members of an occupation in seeking to improve status, salary and conditions. More recent interpretations of professionalism incorporate recognition of the transposition within the political arena of public sector professions. In relation to locus of control, Hoyle's interpretation, while it lies within the parameters of it, is distinct from that of Ozga (1995) who analysed the concept of professionalism as a form of occupational control of teachers. 'Professionalism is best understood in context, and particularly in policy context. Critical analyses of professionalism do not stress the qualities inherent in an occupation but explore the

value of the service offered by the members of that occupation to those in power. Troman (1996) similarly perceived professionalism not as an absolute or an ideal, but as ‘a socially constructed, contextually variable and contested concept. It is defined by management and expressed in its expectations of workers and the stipulation of tasks they will perform. Congruent with this are Gleeson *et al.* (2005) highlighting of contextual relevance to conceptualization, and Holroyd’s (2000) interpretation; “professionalism is not some social-scientific absolute, but a historically changing and socially constructed concept-in-use”, a point both illustrated by Evetts (2006)’s examination of the changing nature of discourse of professionalism and supported by Helsby (1999) in relation to teacher professionalism: ‘there is nothing simple or static about the concept of teacher professionalism in service delivery, it is constantly changing and constantly being redefined in different ways and at different times to serve different interest’.

Hoyle (2011) defined professionalism as a term used to describe enhancement of the quality of service’ some to align more closely with these inclusion of new professionalisms interpretations than the one employed over thirty years ago. Sockett (1996) followed the same ‘quality’ line ‘Professionalism is about the quality of practice ‘and the public status of the job’, though Hoyle questions the inclusion of status as a dimension of new professionalism; sometimes intentionally, but more often unintentionally, ‘professionalism’ has the same connotation in the phrase ‘the new professionalism’ as that adopted in this article, that is , improvement in the quality of service rather than the enhancement of status’

Many interpretations, perhaps representing a broad consensus, seem to focus on professionalism’s being an externally imposed, articulated perception of what lies within the parameters of a profession’s collective remit and responsibilities. In setting the positions of these parameters- and, hence, in defining the boundaries of the profession’s actual and potential authority, power and influence-external agencies appear to have the capacity for designing and delineating professions. In one sense, then, professionalism may be interpreted as what is effective representation of a service level agreement, imposed from above.

Yet some interpretations lie outside this broad consensual ones. Boyt, *et al.* (2001) argued that ‘Professionalism consists of the attitudes and behaviour one possesses toward one’s profession. It is an attitudinal and behavioural orientation that individuals possess toward their occupations. Helsby (1995) made the same point about teacher professionalism: ‘If the notion of ‘professionalism’’ is socially constructed, then teachers are potentially key players in that construction, accepting or resisting external control and asserting or denying their autonomy.’ A common feature of many conceptions of new professionalism in the Nigeria Police Force context is a focus on practitioner control and proactively. Hargreaves and Goodson’s (1996) as well as Sachs’ (1999) adopted principles of teacher professionalism which incorporate a focus on teachers’ taking greater responsibility for defining the nature and content of their work. This, in part, is consistent with Freidson’s (1994) interpretation of professionalism. In this study, professionalism is referred to as an occupation that controls its own work, organized by a special set of institutions sustained in part by a particular ideology of expertise and service. It is used to refer to that ideology and special set of institutions.

EMPIRICAL REVIEW

In a study conducted by Emejulu, Muo and Chukwuemeka (2014) on the effect of SERVICOM on service delivery in Nnamdi Azikiwe University Teaching Hospital, Nnewi. The study was designed to analyze the clientele turnover as well as the outcome from the various cases treated in NAUTH Nnewi after the introduction of the SERVICOM Charter. The population of this study was 642,280 subjects obtained by retrieving the medical records of all the patients enrolled into treatment at the various service points in Nnamdi Azikiwe University Teaching Hospital (NAUTH) Nnewi from 2005 to 2009, in the various service units of the hospital. The researchers selected NAUTH because it was the main referral Centre in Anambra State and the 2nd of the two major referral centres in the whole of South-East Zone of Nigeria, which is composed of five States. The sample population used was the already registered hospital clients in some of the service points of the hospital; the instrument of data collection was the clients' hospital records from 2005 to 2009, and the central records pool of the Hospital's Department of Health Records and Statistics. Emejulu *et al.* (2014) concluded that SERVICOM charter has made the desired impact on care delivery in Nigeria health institution, even though there is still room for more improvement. Emejulu *et al.* (2014) therefore recommended that the SERVICOM Charter project should be sustained and supervision and control of the SERVICOM Charter project should be intensified in order to ensure that the Nigerian factor of service-fatigue would not supervene in care delivery in the nearest future.

Also, in a similar study on the impact of SERVICOM on service delivery in a tertiary institution carried out by Ibadin and Ebohon (2009) was of the view that SERVICOM intervention has impacted positively and in immeasurable terms on health care delivery in public hospitals. According to Ibadin and Ebohon (2009), the introduction of SERVICOM into the university of Benin Teaching hospital has resulted into timeliness of services, privacy for clients and reduction in the incidence of queue jumping and availability of redress avenues. Though, it was mentioned that it has not had desired changes in other areas and even suffered reverse in staff attitude to clients. The researchers also observed that appreciable number of respondents was treated with courtesy by nursing staff and medical record staff. Ibadin and Ebohon (2009) also unveiled that amenities available in the waiting areas as well as waiting areas comfort were adequate. The Authors finally revealed that staff members in the University of Benin Teaching Hospital demonstrated transparency in financial dealings.

In another study by Adeyinka and Ema (2015) that reviewed the impact of service compact (SERVICOM) on public service delivery: a case study of the Federal Ministry of Women Affairs and Social Development. Adeyinka and Ema (2015) made use of primary and secondary data such as questionnaire, interview and observation, the study population consists of staff in the Ministry of Women Affairs and Social Development, Abuja. The sample size of the study comprised of 200 randomly selected staff of the Ministry.

The findings by Adeyinka and Ema (2015) revealed that many of the respondents were of the view that SERVICOM has not been fully felt in the public service, especially in the Ministry of Women Affairs and the three tiers of government, due to the fact that it came as a presidential order, without being fully backed by the laws of the Federal Republic of Nigeria (that is, the Constitution). The findings also revealed that this lack of constitutional backing has led to lack of interest, full commitment and poor funding of the SERVICOM programme by successive governments. According to Adeyinka and Ema (2015), selections for job interviews are no longer on merit, and promotion of staff is no longer done on the bases of meritocracy. Adeyinka and Ema (2015) finally recommended that proper legislation for SERVICOM with full

commitment to the programme should be put in place; use of self-service technology such as ATM for most public services should be enforced; proper remuneration of public servants; awards and sanctions for erring individuals and institutions; among others.

The study by Kayode, Onah and Anyio (2013) on corruption and service delivery in the Nigerian public sector was conducted in the Northern Nigeria. The paper relied wholly on secondary data while the population of the study comprised of staff in some selected Federal Ministries in Abuja. Kayode, *et al.* (2013) revealed that corruption is no doubt a global phenomenon that has threatened and still continues to threaten the developmental efforts in many nations. Kayode *et al.* (2013) also concluded that corruption in the Public Service is a major impediment to effective service delivery to the Nigerian populace. The paper therefore recommended that a culture of relative openness, effective supervision/ monitoring of programmes geared towards provision of essential public goods and services should be implemented.

METHODOLOGY

Survey design was adopted because it gave the researcher the opportunity to sample different opinions and obtained current information from the sampled respondents on the subject matter. Onodugo, Ugwuonah and Ebinne (2010) noted that the sole aim of a survey study is to examine the current opinions, behaviors and other characteristics of a group. The area of the study was Ekiti State, Nigeria. Ekiti State was selected because what is obtainable in the Nigeria Police across the nation is fully applicable to Ekiti State. Also, what operates in the Nigeria Police Force National headquarter is more of administration rather than rendering services to the populace and the mode of operation in the Nigeria Police is the same in all the States of the Federation. The population of the study was made up of the Police Officers from all the ranks in Ekiti State which was a replica of what obtained in other states of the Federation. The total number of Police Officers in Ekiti State as contained in the NPF Bulletin (2014) was 2,028 (See Table 1 for the geographical distribution of Police Officers in Ekiti State). Furthermore, the Nigeria citizens who are the recipient of the services were also part of the population for the study. The population figure of Ekiti state as at 2014 amounted to 2,748,996 (NPC, 2014). Though the last census took place in 2006 but the annual growth rate of 1.7% was used as the basis for deriving the population figure for 2014.

Table 1: Geographical Distribution of Police Officers (By Ranks) in Ekiti State

S N	Division	CP	DCP	ACP	CSP	SP	DSP	ASP	INSPECTOR	SEAR GENT	CPRL	STB	TOTAL
1	State HQ	1	1	3	1	1	3	5	19	18	75	68	195
2	New Iyin division	-	-	-	-	1	-	4	15	10	55	35	120
3	Ado central division	-	-	-	-	1	-	7	9	15	68	35	135
4	Odo-Ado division	-	-	-	1	-	-	6	9	12	52	30	110
5	Iworoko division	-	-	-	1	-	-	5	7	7	26	27	73
6	Oke-ila division	-	-	-	-	-	1	6	8	11	69	40	135
7	Ologede division	-	-	-	-	-	-	4	13	16	39	46	119
8	Efon Alaaye division	-	-	-	-	1	-	2	8	10	35	30	86
9	Ijero division	-	-	-	-	-	1	3	5	11	44	35	99
10	Otun division	-	-	-	-	-	1	3	15	17	25	31	92
11	Aramoko division	-	-	-	-	1	-	5	10	15	46	26	103
12	Iye division	-	-	-	-	-	1	3	5	15	26	28	78
13	Ido division	-	-	-	-	-	1	3	8	15	40	29	96
14	Ode division	-	-	-	-	-	1	4	8	16	35	26	90
15	Ikole division	-	-	-	-	-	1	3	4	21	39	34	102
16	Omuo division	-	-	-	-	-	1	4	13	17	30	35	100
17	Ilasa division	-	-	-	-	-	1	3	13	10	35	30	92
18	Oye division	-	-	-	-	-	1	3	8	17	45	35	109
19	Omuo-Oke division	-	-	-	-	-	1	4	7	15	32	35	94
	Net total	1	1	3	3	5	14	77	184	268	816	655	2028

Source: Nigeria Police Bulletin (2014).

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In determining sample for the population of Police Officers, Yamane (1967) sample size statistical model was employed to obtain 334 Police Officers from the various ranks in the state. The formula and the application were stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = population size (2028)

1 = constant

e = tolerated error (0.05%)

Hence:

$$n = \frac{2,028}{1 + 2028 (0.05)^2}$$

$$n = \frac{2,028}{1 + 2,028 (0.0025)}$$

$$n = \frac{2,028}{1+5.07}$$

$$\frac{2,028}{6.07}$$

$$n= 334$$

Therefore, the sample size was 334 respondents.

The sample size for the population of consumers of Police services was determined with the use of Taro Yamane (1967) sample size determination formula.

Ekiti State Population during the 2006 census was 2,384,212. The 2014 population of the State on the basis of 1.7% annual growth rate was 2,748,996.

Using Taro Yamane Sample Size formula;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = population size (2,748,996)

$$\begin{aligned}
 &1 = \text{constant} \\
 &e = \text{tolerated error (0.05\%)} \\
 &\frac{2,748,996}{1 + 2,748,996 (0.05)^2} \\
 &= \frac{2,748,996}{1 + 2,748,996 (0.0025)} \\
 &= \frac{2,748,996}{6873} = 399.99 \\
 &= 400 \text{ respondents}
 \end{aligned}$$

The researcher made use of stratified sampling technique for the Police Officers so as to ensure that all ranks were duly represented while that of the consumers of Police services required the use of convenience sampling to select 400 consumer respondents. The data was collected at some selected Police stations and Police check points in Ekiti state. Participants in the study were majorly the clients who had case(s) at the different Police stations as well as selected motorist at different Police check points as at the time of the investigation.

In the selection of the 400 consumer respondents, 20 consumer respondents were selected from each of the 18 Police divisions in Ekiti State including the State headquarters. The 380 consumer respondents, that is, those selected at the various police divisions and the state headquarters are those who had their cases reported and attended to as at the time of the investigation. These set of people were adjudged to be sincere in their opinion. Questionnaire was given to every second entrant after being attended to, in each of the Police divisions used for the study. The process was repeated in all the Police divisions and the state headquarters to make up for the 380 consumer samples. The remaining 20 consumer respondents were randomly selected at the various traffic/check points within the state capital, that is, those who had encountered the services rendered by the Nigeria Police Force at these various traffic/check points.

Table 2: Stratification of Police Officer by Ranks

S/N	Ranks	Number of officers in the sample	Remarks
1	C P	1/2028 X 334/1=0.17	Not included in the sample
2	DCP	3/2028 x 334/1 =0.17	Not included in the sample
3	ACP	3/2028 x 334/1 =0.5	Included in the sample
4	CSP	3/2028 x 334/1= 0.5	Included in the sample
5	SP	5/2028 x 334/1 = 0.8	Included in the sample
6	DSP	14/2028 x 334/1 =3	Included in the sample
7	ASP	77/2028 x 334/1=13	Included in the sample
8	INSP	184/2028 x 334/1=30	Included in the sample
9	SGT	268/2028 x 334/1=44	Included in the sample
10	CPRL	816/2028 x 334/1=134	Included in the sample
11	CSTB	655/2028 x 554/1=108	Included in the sample
		Total sample = 334	

Source: Field Survey, 2015

KEY: CP:	Commissioner of Police
DCP:	Deputy Commissioner of Police
ACP:	Assistant Commissioner of Police
CSP:	Chief Superintendent of Police
SP:	Superintendent of Police
DSP:	Deputy Superintendent of Police
ASP:	Assistant Superintendent of Police
SGT:	Police Sergeant
CPRL:	Police Corporal
CSTB:	Police Constable

Note: The officers whose ratio fell below 0.5 were not included in the study because these categories of officers constituted the minority. More so, any number below 0.5 could not be automatically rounded off to a whole number.

The primary data for this study was collected using the questionnaire and interview with the respondents. 334 Police Officers and 400 consumers of Police services participated in the study. Furthermore, interviews were scheduled to reduce drastically the shortcomings of the questionnaire on the study. The questions included those on personal background of the respondents, that is, age, gender, academic qualification and sex while the other questions were drawn from the core subject matter of the research investigation. The question-response format of the questions on the core subject matter were of the five point Likert-type scale with options ranges from strongly disagree (5) to strongly agree (1) as well as some closed and opened ended questions. The questions as is common with every Likert scale item sought to ascertain the respondent's extent of satisfaction/ agreement and their perception of service delivery in the Nigeria Police Force.

Reliability of the Instrument

The reliability of the instrument was ascertained through a trial testing of the instrument which was conducted on 50 respondents, 30 of whom were consumers of Police services and 20 Police Officers from Ado Local Government Area in Ekiti State. For measuring the internal consistency, Cronbach's alpha coefficient test was applied using the SPSS software to ensure reliability on an alpha level of 0.05 and the result of 0.984 was obtained. Descriptive statistics were used to analyze the research questions. One-Way Analysis of Variance (ANOVA) and Simple Linear Regressions were used to test the hypotheses. The level of significance was set at 5%.

RESULTS/ FINDINGS**Table 3: Data Analysis on Respondents' Perception of SERVICOM on Quality of Service Provided by the Nigerian Police Force**

	Issues	1 SA	2 A	3 U	4 D	5 SD	Mean (N=340)	Remarks
1	Introduction of SERVICOM has improved service provided by the Nigeria Police Force	28	32	38	141	101	3.75	Disagree
2	The principle of meritocracy has enhanced quality service in the Nigeria Police Force	33	38	29	112	128	3.78	Disagree
3	Possession of irrelevant academic/professional qualification is a bane of poor service in the Nigeria Police Force	151	89	27	38	35	2.16	Agree
4	Introduction of life assurance policy improves the commitment of the Nigeria Police Force to quality service.	32	49	21	96	142	3.79	Disagree
5	Inadequate personnel is a bane of quality service in the Nigeria Police Force	151	108	39	28	14	1.95	Agree
6	Insufficient fund and poor remuneration is responsible for poor service delivery in the Nigeria Police Force	162	102	38	22	16	1.91	Agree
7	Regular disciplinary action against erring Police officers will improve quality service of the Nigeria Police Force	142	112	44	26	16	2.01	Agree
8	Local and International training of Police Officers will enhance quality service delivery	144	88	54	33	21	2.11	Agree
9	Existence of parallel security agencies will promote efficiency of service delivery in the Nigeria Police Force	121	97	39	46	37	2.36	Agree
10	Introduction of SERVICOM has minimized clients' complaints about the service provided by the Nigeria Police Force.	109	113	34	50	34	2.37	Agree

Source: Field Survey, 2015

The responses in Table 4.9 above showed that the majority respondents who affirmed that the introduction of SERVICOM has not improved service provided in the Nigeria Police Force were $141+101=242$ while 60 of them agreed. Similarly, the greater number of the respondents,

that is, 240 disagreed that the principle of meritocracy has enhanced quality service in the Nigeria Police Force while 77 of the respondents thought otherwise. On issues raised on the possession of irrelevant qualification being a bane of poor service delivery, 240 respondents agreed but 73 of the respondents had a contrary view. As touching the introduction of life assurance policy and its improvement on quality service delivery, 238 respondents were on the disagreement side while only 81 respondents agreed. On the other hand, 209 and 264 respondents respectively reacted positively that inadequate personnel and insufficient funds are the bane of quality service in the Nigeria Police Force. Contrary to this, 42 and 38 respondents respectively disagreed with the assertion. In furtherance to the above, 354 respondents and 232 respondents which constituted the majority, agreed that regular disciplinary action and regular training would improve quality service in the Nigeria Police Force. On the contrary, 42 and 54 of the respondents disagreed with the submission. Lastly, the vast majority, that is, 218 respondents agreed that the existence of parallel security agencies would promote efficiency of service in the Nigeria Police Force while 83 of them thought otherwise. It was discovered that 222 respondents agreed that the introduction of SERVICOM has minimized client's complaints while 84 respondents did not agree with the statement.

Decision Rules

When Mean is approximately 1 (Strongly Agree)

When Mean is approximately 2 (Agree)

When Mean is approximately 3 (Undecided)

When Mean is approximately 4 (Disagree)

When Mean is approximately 5 (Strongly Disagree)

Table 4: Data Analysis on Respondents' Perception of Timeliness in service on The Nigeria Police Force Service Delivery

S/N	Issues	1 SA	2 A	3 U	4 D	5 SD	Mean (N=340)	Remarks
1	Availability of modern gadgets/facilities will improve the responsiveness of the Nigeria Police Force to distress calls	151	89	27	38	35	2.16	Agree
2	Nigeria Police Force has good logistics to respond timely to scene of crime	32	40	21	105	142	3.84	Disagree
3	Bureaucratic bottleneck in taking statement from clients affect timeliness of response	140	102	44	34	20	2.09	Agree
4	ICT facilities that aid effective communication with members of the public will enhance timely response to scene of crime	146	100	40	32	22	2.07	Agree

5	Quick release of fund to the Nigeria Police Force will fast-track their response to distress calls from their clients	128	90	31	46	45	2.38	Agree
6	SERVICOM in the Nigeria Police Force has led to timely and courteous acknowledgement of client presence when they lodge complaint at the information point.	36	54	40	120	90	3.51	Disagree

Source: *Field Survey, 2015*

Responses in Table 4 above revealed that 240 consumer respondents agreed that availability of modern gadgets/facilities will improve the responsiveness of the Nigeria Police Force to distress calls while 73 of the respondents disagreed. On the issue of availability of good logistics to respond timely to scene of crime, the majority of the respondents, that is, 247 disagreed while 72 of them agreed to the statement. Majority (242) of the respondents agreed that bureaucratic bottleneck in taking statements from clients affect timeliness of response while 54 respondents have contrary view. The agreement of 246 and 218 respondents showed that ICT facilities and quick release of funds will respectively enhance timeliness of service while 54 and 91 respondents disagreed. The issue raised on whether the intervention of SERVICOM has led to timely and courteous acknowledgement of clients' presence when they lodge complaints at the information point, majority of the respondents totaled 210 disagreed while only 90 respondents thought otherwise.

Table 5: Data Analysis on Respondents' Perception of Professionalism of service on the Nigeria Police Force Service Delivery

S/N	Issues	1 SA	2 A	3 U	4 D	5 SD	Mean (N=340)	Remarks
1	Police officers are proficient in the handling of weapons and other operational gadgets	38	35	30	127	110	3.70	Disagree
2	Nigeria Police Officers are civilized in approaching their clients	40	44	27	127	102	3.61	Disagree
3	Nigeria Police Officers can be confided in when sensitive matters are reported to them	37	31	30	128	114	3.74	Disagree
4	Nigeria Police Officers are efficient in intelligence gathering	32	34	48	124	102	3.67	Disagree
5	Nigeria Police Officers are more proactive than reactive	40	47	30	113	110	3.61	Disagree
6	Nigeria Police Officers possess the skills to curtail riots before it escalates	33	34	50	119	104	3.67	Disagree
7		33	34	45	125	102	3.67	Disagree
8	With the introduction of SERVICOM the image of the Nigeria Police has improved With SERVICOM in the Nigeria Police Force, it is possible for client to obtain redress for poor service	52	56	38	96	98	3.39	Disagree

Source: Field Survey, 2015

In Table 5 above, the responses indicate that 237 respondents which constitute the majority disagreed that Nigeria Police officers are proficient in handling weapons while 73 of the respondents reacted contrarily. Furthermore, 229 and 242 of the respondents, which constitute the larger proportion, disagreed that Nigeria Police officers are civilized and that they could be confided in when sensitive matters are reported to them. Contrary to the above, 84 and 68 respondents respectively agreed with the statement. The issues that bordered on Nigeria Police Force efficiency in intelligence gathering as well as being proactive than reactive show that the majority, that is 226 and 223 disagreed respectively while the respondents who agreed were 66 and 87 respectively. The responses as to whether the Nigeria Police officers possess the skills to curtail riots before it escalates revealed that 223 respondents disagreed while 67 of the respondents agreed with the assertion. The issue raised on whether the image of the Nigeria police has improved after the introduction of SERVICOM, 227 respondents which constitute the larger proportion disagreed but only 67 of the respondents agreed with the statement. In conclusion, respondents who agreed that the introduction of SERVICOM could make it

possible for clients to obtain redress for poor service were 108, while majority of the respondents totaled 194 did not share the same view.

TABLE 6: Customers' Expectation of Service Quality before Service Rendered and Perception of Service Quality after Service Rendered

S/ N	TANGIBLES	Before Service Rendered						Mean N=340	Remarks	After Service Rendered					Mean N=340	Remarks
		1	2	3	4	5	1			2	3	4	5			
1	Police station physical facilities will be virtually nice	115	106	22	62	35	2.40	Agree	38	52	44	116	90	3.49	Disagree	
2	Police will be neatly appealing	88	123	32	64	33	2.5	Undecided	58	48	42	94	98	3.37	Undecided	
3	Technology and equipment will be up to date	110	116	28	40	24	2.07		Agree	52	56	38	98	96	3.38	Undecided
RELIABILITY																
4	Police will provide all the services as promised	122	116	28	42	32	2.25	Agree	32	36	48	122	102	3.66	Disagree	
5	Policemen operating hours will be convenient to me	109	110	34	53	34	2.39	Agree	34	45	44	113	104	3.61	Disagree	
6	Deliver error free and up to date services	107	113	38	40	42	2.40	Agree	44	40	48	111	97	3.52	Disagree	
RESPONSIVENESS																
7	Police will be willing to help me	117	129	27	41	26	2.21	Agree	37	44	37	116	96	3.47	Disagree	
8	Provides quick services with speed in solving problems	119	114	23	27	57	2.37	Agree	44	40	27	102	127	3.67	Disagree	
ASSURANCE																
9	Police men will have all the needed knowledge to help	99	128	26	42	45	2.42	Agree	38	35	35	127	105	3.66	Disagree	
10		94	136	28	38	44	2.41		44	40	38	108	110	3.58		

11	Policemen behavior will instill confidence in me Policemen will provide adequate security to protect me	117	113	21	42	47	2.38	Agree Agree	30	38	31	127	114	3.76	Disagree Disagree
EMPATHY															
12	Policemen will provide services that best suit my needs	106	118	42	34	30	2.22	Agree	34	33	52	119	102	3.65	Disagree
13	Policemen will have my interest at heart	92	119	49	39	41	2.46	Undecided	42	45	39	113	101	3.54	Disagree
14	Policemen will give me individual attention	94	108	52	48	38	2.49	Undecided	40	40	42	121	97	3.57	Disagree

Source: Field Survey, (2015).

The responses of customers' expectation of service delivery before services are rendered and the opinion of customers' perception of service after service rendered are presented in Table 4.12. The responses on issues raised on tangibility (before service rendered) showed that respondents agreed that the Nigeria Police Force has nice physical facilities, which are neatly appealing and are well equipped respectively. The corresponding values show 221, 211 and 126 respectively. On the other hand, responses on tangibility (after service rendered) revealed that vast majority of the respondents disagreed with the issues raised. The corresponding values of disagreement are 206, 192 and 194 respectively. Responses on reliability (before service rendered) showed that greater proportion of the respondents agreed that Nigeria Police Force will provide services as promised, operate within convenient hours and deliver error-free services. The attached values to the responses are 238, 219 and 220 respectively. Contrarily, responses on reliability (after service rendered) showed that majority of the respondents disagreed with all the issues raised. The associated values are 224, 217 and 208 respectively.

The two issues raised on responsiveness (before service rendered) revealed that the larger number of the respondents agreed that Nigeria Police Force will be willing to help and offer quick services. The corresponding values are 246 and 233 respectively. The responses for responsiveness (after service rendered) revealed that a larger number of the respondents disagreed with the issues raised. The values attached to the responses are 212 and 229 respectively. Issues that bordered on assurance (before service rendered) showed that larger number of the respondents agreed that Nigeria Police Force have the needed knowledge to help, behaviour which will instill confidence, and provide adequate security. The associated values are 227, 230 and 230 respectively. The responses for assurance (after service rendered) revealed that majority of the respondents disagreed with all the issues contained. The corresponding values are 232, 218 and 214 respectively.

Finally, responses on empathy (before service rendered) showed that the greater number of the respondents agreed that Nigeria Police Force will provide suitable services, have customers' interest at heart, and give individual attention. The associated values to the respondents are 224, 211 and 202 respectively. On the contrary, responses for empathy (after service rendered) showed that larger proportion of the respondents disagreed. The corresponding values are 221, 214 and 218 respectively. The summary of the table showed that the services received by clients of the Nigeria Police Force fall below their expectation.

Test of Hypotheses

The following hypotheses were tested statistically using ANOVA, Simple Linear Regression, while research inferences were drawn based on the t-test for significance of the regression parameters.

Test of Hypothesis One

Hypothesis one is re-stated in the null and alternate forms:

H₀: The introduction of SERVICOM has no significant effect on the quality of service delivery in the Nigerian Police Force.

H₁: The introduction of SERVICOM has a significant effect on the quality of service delivery in the Nigerian Police Force.

Summary Output

<i>Regression Statistics</i>	
R-Square	0.079106
Adjusted R Square	0.74928
Standard Error	0.06445

ANOVA

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.07863	0.07863	18.9307	0.00735
Residual	5	0.02077	0.00415		
Total	6	0.0994			

	<i>Coefficient</i>	<i>Standard error</i>	<i>t-statistics</i>	<i>p-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	0.97856	0.57084	1.71423	0.14715	-0.4888	2.44595
SERVICOMintro	0.67092	0.1542	4.35095	0.00735	0.27454	1.0673

Dependent variable: Quality of Service Delivery

Interpretation of Results

Results in the table above indicate that the value of R-square is 0.0791, thus indicating that 7.91% of the variation in quality of service provided by the Nigerian Police Force is accounted for by variation in SERVICOM introduction. The F test for overall significance of the

regression model has a calculated value of 18.931 and an associated significant probability of 0.0074, thus indicating that the test is significant at the five per cent level. The implication is that the simple linear regression model is a good fit to the data. The test for significance of the regression coefficient shows a value of 0.979 for the constant and 0.671 for regression coefficient respectively. To this end, the simple linear regression equation is: Quality of Service = 0.979 + 0.671 SERVICOM introduction. The calculated t statistic and the corresponding significant probabilities are 1.714 (0.1472) and 4.35 (0.0074) for constant and regression coefficient respectively. This shows that the test is not significant. The implication is that introduction of SERVICOM is not positively related to quality of service provided by the Nigerian Police Force and this relationship is not significant. Thus, a variation in SERVICOM does not have significant positive implications on quality of service by the Nigerian Police Force. From the foregoing, the null hypothesis which says that the introduction of SERVICOM has not significantly affected the quality of service provided by the Nigeria Police Force is not rejected. Hence, the introduction of SERVICOM has not significantly affected the quality of service provided by the Nigeria Police Force.

Test of Hypothesis Two

H₀: Service timeliness has no significant effect on the quality of service delivery in the Nigerian Police Force.

H₁: Service timeliness has a significant effect on the quality of service delivery in the Nigerian Police Force.

This hypothesis was tested to determine the extent to which service timeliness affects the service delivered by the Nigeria Police Force based on the responses presented in table 4.10. The statistical tool used was ANOVA and simple linear regression.

Summary Output

<i>Regression Statistics</i>	
R-Square	0.078488
Adjusted R Square	0.10581
Standard Error	0.200707

ANOVA

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.017155	0.017155	0.425866	0.542833
Residual	5	0.201416	0.040283		
Total	6	0.218571			

	<i>Coefficient</i>	<i>Standard error</i>	<i>t-statistics</i>	<i>p-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	2.615231	1.77772	1.471115	0.201227	-1.95454	7.185004
TIMELINESS	0.313379	0.480212	0.652584	0.542833	-0.92105	1.547805

Dependent Variable: quality of service delivery.

Interpretation of Results

Results in the table above indicate that the value of R-square is 0.078, thus indicating that 7.8% of the variation in the Nigerian Police Force service delivery is explained by variation in timeliness in service. The F-test for overall significance of the regression model has a calculated value of 0.43 and an associated significant probability of 0.54, thus indicating that the test is not significant at the five per cent level. The implication is that the simple linear regression model is not a good fit to the data. The test for significance of the regression coefficient shows a value of 2.62 for the constant and 0.31 for regression coefficient. To this end, the simple linear regression equation is: NPF service delivery = 2.62 + 0.31 timeliness. The calculated t- statistics and the corresponding significant probabilities are 1.47 (0.20) and 0.65 (0.54) for constant and regression coefficient respectively. This shows that the test is not significant and the null hypothesis is not rejected. The implication is that timeliness is positively related to the Nigerian Police Force service delivery but the relationship is not significant. Thus, variations in timeliness have positive implications on the Nigerian Police Force service delivery but the relationship is not statistically significant. The decision is that the alternative hypothesis which states that, timeliness in service has significantly improved the Nigeria Police Force service delivery is rejected in favour of the null hypothesis. Hence, timeliness in service has not significantly affected the Nigeria Police Force service delivery.

Test of Hypothesis Three

Ho: There is no significant relationship between service professionalism and the quality of service delivery in the Nigerian Police Force.

Hi: There is a significant relationship between service professionalism and the quality of service delivery in the Nigerian Police Force.

SUMMARY OUTPUT

<i>Regression Statistics</i>	
R-Square	0.11551
Adjusted R Square	-0.0614
Standard Error	0.33923

ANOVA

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.07514	0.07514	0.65297	0.45576
Residual	5	0.5754	0.11508		
Total	6	0.65054			

	<i>Coefficients</i>	<i>Standard</i>	<i>t-Statistics</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	1.23135	3.0047	0.40981	0.69891	-6.4925	8.95517
Servpro	0.65587	0.81165	0.80807	0.45576	-1.4306	2.74229

Dependent variable: Quality of Service Delivery

Interpretation of Results

Results in the table above indicate that the value of R-square is 0.116, thus indicating that 11.6% of the variation in service delivery of the Nigerian Police Force is explained by variation in professionalism. The F test for overall significance of the regression model has a calculated value of 0.653 and an associated significant probability of 0.456, thus indicating that the test is not significant at the five percent (5%) level. The implication is that the simple linear regression model is not a good fit to the data. The test for significance of the regression coefficient shows a value of 1.23 for the constant and 0.66 for regression coefficient. To this end, the simple linear regression equation is: Service delivery = 2.62 + 0.31 Timeliness. The calculated t statistics and the corresponding significant probabilities are 0.41 (0.70) and 0.81 (0.46) for constant and regression coefficient respectively. This shows that the test is not significant and the null hypothesis is not rejected. The implication is that Timeliness is positively related to service delivery of the Nigerian Police Force but the relationship is not significant. Thus, variations in Timeliness have positive implications on service delivery of the Nigerian Police Force but the relationship is not statistically significant.

Hypothetically, Professionalism is positively related to service delivery of the Nigerian Police Force but the relationship is not significant; therefore, the null hypothesis which states that, there is no significant relationship between professionalism of service and the Nigeria Police Force service delivery is not rejected. Hence, there is no significant relationship between professionalism of service and the Nigeria Police Force service delivery.

DISCUSSION

The findings of the study showed that SERVICOM has not improved the quality of service provided by the Nigeria Police Force. This does not agree with the submission of Emejulu *et al* (2014) who concluded that SERVICOM has made the desired impact on health care delivery in Nigeria health institutions, even though there is still room for more improvement. It was also discovered from the study that the majority of the respondents agreed that Nigeria Police Force

possessed irrelevant qualification and experience shortfall in manpower. All these, coupled with non adherence to the principle of meritocracy had not enhanced quality service in the Nigeria Police Force. These concurred with the submission of Balogun (2002) who was of the opinion that Nigeria Police Force had management inadequacies which had resulted into lack of adequate manpower, both in quantity and quality. Balogun (2002) argued that Nigeria Police Force personnel could not speak nor write well which had hampered their effective service delivery. On the issue of funding, majority of the respondents agreed that Nigeria Police Force is poorly funded and not well remunerated. This has adversely affected the quality of service rendered to the consumers. The finding agreed with the assertion of Alemika (1999), who argued that “Police brutality is a means of coercing individuals to succumb to the demands for bribes and sometimes, punishment for not cooperating with the Police in their demand for gratification”. Also, Balogun (2002) shared this view and argued that the Nigeria Police officers were not well paid and had resulted to inadequate offices and poor residential accommodation. Balogun(2002) added that this had led to incessant demand for bribes on the road by members of the Force. Majority of the respondents agreed that the existence of parallel security agencies will challenge and promote efficiency of service delivery in the Nigeria Police Force. This finding was in line with the submission of Osayande (2008) who was of the opinion that better funded security organizations like National Security and Civil Defence Corps (NSCDC), the Federal Road Safety Corps (FRSC), the National Drug Law Enforcement Agency (NDLEA), Nigeria Custom Services (NCS), Independent Corrupt Practice Commission (ICPC) and Economic and Financial Crime Commission (EFCC) have, in some occasions, challenged the Nigeria Police Officers openly while performing their duties. These, among others, have accounted for little improvement noticed in the Nigeria Police Force. In conclusion, the findings from hypothesis one affirmed that the introduction of SERVICOM has not significantly affected the quality of service in the Nigeria Police Force between 2004 and 2014. This opinion was not in agreement with several empirical studies which revealed that the introduction of SERVICOM into the public service has helped to inject efficiency, effectiveness and customer satisfaction (Agba *et al.*, 2013; Adeyinka and Ema, 2014; Emejulu *et al.*, 2014). The result of the findings from hypothesis one does not support the study by Ibadin and Ebohon (2009) who concluded that the intervention of SERVICOM has impacted positively and in immeasurable terms on health delivery in public hospitals.

It was also discovered from the study that Nigeria Police Force did not possess enough gadget/facilities to respond timely to distress calls. Even the available ones were not modern to combat the new waves of crime. This finding is in agreement with the opinion of Daodu (2008) who lamented that Nigeria Police Force are helpless when confronted with armed robbers, these boys have sophisticated machines/weapons that the Police cannot dare withstand. Osayande (2008) also opined that Nigeria Police Force did not have modern gadgets/facilities to respond timely to distress calls from their clients.

On the issue Bureaucratic bottleneck in taking statements from clients and its negative effect on timeliness of response, majority of the respondents agreed with the assertion and this conform to the view of Osayande (2008) who further argued that the bureaucratic bottlenecks during writing of statements from clients have a negative effect on timeliness of service. Conclusively, the findings from hypothesis two which says that timeliness in service has not extensively affected the Nigeria Police Force service delivery disagreed with the assertion of Ibadin and Ebohon (2009). In the study carried out by Ibadin and Ebohon (2009), it was discovered that the introduction of SERVICOM in public offices has led to quick service

delivery due to changes in attitude of staff towards their duties. The result of this study showed that the Nigeria Police Force has not improved in the area of timeliness of service.

Findings from the study further showed that the majority of the consumer respondents scored the Nigeria Police Force so low in the area of professionalism of service. The submission was in agreement with the views of Balogun (2002) and that of Daodu (2008) who were of the opinion that professionalism is lacking in the Nigeria Police Force. This is due to the fact that the officers lack integrity and respect for the job. According to Daodu (2008), Nigeria Police officers are highly unreliable, and often demonstrate this by involving in crime or colluding with criminals. In their routine work, they manifest unethical behaviour such as sleeping on duties, public smoking of cigarette, shabby appearance on duty, harassment of innocent citizens with weapons among others. Their status is often used to oppress their fellow citizens through bribery, blackmail and intimidation. (Daodu, 2008). On the issues that bothered on Nigeria Police officers having civilized approach, ability to handle sensitive matters reported to them and being efficient in intelligence gathering, the findings showed that all these questions received negative responses from the respondents. This could be supported by the police respondents' profile of the study where the majority of the respondents totaled 182(70%) was between 6-20 years in service. It is adjudged that they are yet to be fully integrated and possess the experience required to handle sensitive matters. Consequently, the submission by Alemika (1999) concurred with the opinions of the respondents that the Nigeria Police have in most cases been laws themselves, killing innocent people, and detaining persons arbitrarily and with impunity. Political opponents of governments, workers, student's radicals and human rights activist have always suffered excessive waves of brutalities, abductions, unwarranted searches and violations of privacy, extra-judicial killings, bodily injury and intimidation, harassment and loss of personal liberties in the hands of Police (Alemika, 1999). Therefore, it could be concluded that the result of the findings from hypothesis three, which states that there is no significant relationship between professionalism of service and the Nigeria Police Force service delivery is upheld.

CONCLUSIONS

This study concluded that introduction of SERVICOM has no significant positive implications on quality of service delivered by the Nigeria Police Force also, areas of timeliness and professionalism of service has not improved. More so, the actual service quality realized by Nigerians is less than the service quality expected from the Nigeria Police Force. It was also discovered that Regular disciplinary action against erring Police officers, Local and International training of Police officers and Existence of parallel security agencies, among others will promote efficiency of service delivery in the Nigeria Police Force.

Furthermore, the findings revealed that inadequate personnel, poor funding/remuneration, inadequacy of modern gadgets/facilities and insufficient ICT facilities are the bane of the Nigerian Police Force. This is an indication that the Nigerian Police Force has not lived up to expectation from the point of view of Nigerians. Although, the expectations of Nigerians from the Nigerian Police Force have not been fully met, Service Compatibility with Nigerians (SERVICOM) has had significant and positive implications on quality of service provided by the Nigeria Police Force since introduction.

RECOMMENDATIONS

In view of the research findings and conclusion of this study, the following are suggested as recommendations:

- The Nigerian Police Force should set machinery in motion to ensure that the implementation of SERVICOM translates to improved quality service delivery and enhance customer satisfaction in every area of service delivery so that they can justify the introduction and adoption of SERVICOM.
- Policy makers in government and regulatory authorities in the Nigerian Police Force should take steps to ensure that the operations of the Nigerian Police Force are consistent with the variations in SERVICOM in order to ensure that its implications on service delivery, timeliness and the professionalism of service delivered by the Nigerian Police Force is consistent with the general goals of SERVICOM.
- Regulatory authorities in the Nigerian Police Force should take steps to ensure that the operations of the Nigerian Police Force are, to some extent, consistent with the expectations of customers. This will help to minimize the discrepancies between customers' expectation of services from the Nigerian Police Force and the actual service realized from the Force. One way to achieve this is through improved Police public relations and adequate feedback and feed forward mechanisms.

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