

Impact of Service Quality and Service Performance on Customer Satisfaction towards Abu Dhabi Police Department: Moderating Role of Government Performance

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Abstract

The police department in any country is necessary to improve the crime control system. The satisfaction of the public with government sector performance and improvement is necessary. This research aimed to check the relationship between service quality and performance and customer satisfaction. The research also investigates the moderating role of government performance in the relationship between service quality and service performance and customer satisfaction. The sample size for this research is 384, and data is collected from the general public with a random sampling technique. The findings displayed that the moderating role of government performance between service performance, service quality, and customer satisfaction is significant. This study has a unique model that is developed to contribute to the body of knowledge and literature. Moreover, this research has remarkable practical and theoretical implications for enhancing the body of knowledge and practice.

Keywords

The police department, government service, service performance, service quality, government benefit

Introduction

Service design practice is now more involved in the innovation of the public sector (Alfattla & Anayza, 2012). For instance, to help translate strategic plans of the government into concrete action plans of public governance and new systems of public administration; to support the establishment of the new connection of civil society to

accessible and transparent for the stakeholders and the citizens (Abdulkareem & Ramli, 2021; Nam et al., 2022). The study allows for the need to work to create a research community that reflects more examples that come from the field that are very valuable and appreciated to be shared, transformed, and scaled (Panya et al., 2018; Sakurai et al., 2013). This suggests that applying these designs to rethink and transform the structures and processes of the government is not a standard formula but rather a part of long-standing practices (Alfattla & Anayza, 2012). It is a mindset as well as an attitude and a dynamic and diverse set of tactics, mental models, and techniques (Abdulwahhab, Al-Dulaimi, & Alkfaajy, 2021). In October 2016, the UAE government announced the creation of the Government Accelerator for the first time in the world to strengthen and maximize efforts towards the future (Ullah et al., 2022).

Government Accelerators include personnel from different entities who want to accelerate collaboration and innovation and aim to deliver results practically in a hundred days or less (Nam et al., 2022). It also aims to work on the given recommendations for the implantation of the collective decision within 7, 15, 30, 60, and 90 days. It also functions with limited financial resources. The government accelerator team tends to work with no or a minimum financial budget except for the cost of the space and other running costs (Abdulkareem & Ramli, 2021). It also encourages the use and innovation of the available resources (Panya et al., 2018). The methodology of the 100-day challenge revolves around three phases named Design, Acceleration, and Sustainability. Phase 1, named "Design," includes the process of selecting the challenges and identifying stakeholders. Phase 2 is named Acceleration; this phase includes the process of nominating acceleration teams to address the challenges. S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, Time-bound) goals are also selected by the team during this phase to be achieved in a maximum of 100 days.

In addition, a study conducted by Geray (2018) recommended in their study that accelerator programs are essential for employee performance and customer satisfaction and need to be investigated frequently. Thus, to respond to this gap, the present study examines the government accelerator programs' (GAPs) (for police departments) performance impact on customer satisfaction. Moreover, there are various drawbacks like technological and capital issues that reduce the efficiency and performance of GAPs (Belschak et al., 2020; Choi, 2019; Zhong, Li, & Luo, 2022). These projects can be affected by behavior issues as the opportunity of the project is sometimes not fully described, so the working behavior should be modified and improved with the project's timeline. The problem of mutual trust is also a main issue (DeChano, 2006). In a contract, the public party needs well-defined financial demands and good guarantees, which cause issues during the implementation of the contract (Corbet et al., 2022; Mahalle, Yong, & Tao, 2021).

Policy failures often occur as an outcome of the implementation of measures without authoritarian and political support (Dyussenov & Almeida, 2021). Capital failures occur as an outcome of keeping up public funding with private funding to expand the project (De Hoe & Janssen, 2022). It happens when private companies find it difficult to get the investments they need to run projects. In the market for government accelerator programs (GAPs), lack of seriousness is also a main reason for failure (Chintha & Prasad, 2021). To use technology that is not tested and cannot deliver expected results commercially is also another failure of the GAP (Lee, Kim, & Ahn, 2011). In the market, coordination failure is an outcome of a few incentives. Therefore, the current infrastructure cannot deliver value, which fails the partnership. Thus, to respond to this gap, the current research examines the performance of GAPs for the police department and their impact on customer satisfaction. This research aimed to check the relationship between service quality and performance and customer satisfaction. Furthermore, the research investigates the moderating role of government performance in the relationship between service quality and customer satisfaction. This study has a different model that is developed to contribute to the body of knowledge and literature. Moreover, this research has remarkable practical and theoretical implications for enhancing the body of knowledge and practice. Also, the research has some future directions that are necessary for researchers to explore literature and contribute to literature.

Literature Review

Service quality is the overall perception regarding how service is performed and offered by the service-providing company (Biswas & Roy, 2020). Service quality refers to the citizen's perception of the service provided by the police department (Li & Shang, 2020). The construct of our model, service quality, is the expectation of customers about the performance of government officials belonging to specific government service departments like the police department (Hariguna, Ruangkanjanases, & Sarmini, 2021). The study of Alkraihi and Ameen (2022) defines service quality as the expectations of customers or the general public that they may receive good-quality service from government authorities and employees. The service quality expectation of the customers is the extent to which the government officials show a sense of responsibility and honesty while interacting with the customers or performing their duties assigned by the government. According to Geray (2018), generally used service quality definitions state that it is the aggregate assessment of any service provided to the customer. Garcia et al. (2019) described service quality as "the discrepancy between consumers' perceptions of services offered by a particular firm and their expectations about firms offering such services" (p. 46). According to Ajmal, Jabeen, and Vihari (2021), due to globalization, the market has become more competitive than ever before. So, there is a need to provide an excellent level of service, as these services hold key importance in gaining an edge over competitors in the market. This shows how much significance the quality of the services contains and how much impact it would have on the growth of the firm as well as on overcoming different challenges (Alameri, 2018). The switching of customers back and forth around service providers is known as "service churn" (Yingfei et al., 2022). This happens due to issues like pricing and service quality. Customer satisfaction is the evaluation of individuals regarding any product or service concerning customer perception and expectations (Rita, Oliveira, & Farisa, 2019). Satisfied and content customers tend to exhibit positive behavior. Furthermore, the customer intends to purchase more, and this will transcend to a significant part of the corporation. "Customer service satisfaction" is recognized as the quality, trustworthiness, and reliability of rendered services (Salamat, Farahani, & Salamat, 2013). Customer expectations are ranked as an initial component, which is highly substantial for the service quality of any product; hence, the service provider might determine this based on knowledge of the customer, their needs, communications, and word-of-mouth (Hoe & Mansori, 2018). However, the expectations in the service quality literature differ from the expectations in the CS literature, which define expectations as estimates of the client regarding an immediate transaction. Customers' perceptions of performance comprise customer experiences (Islam et al., 2021).

H1. There is a relationship between service quality and customer satisfaction.

Customers are the key factor in predicting employee performance in service settings (Garcia et al., 2019). There are three defining features of service organizations: customer coproduction, intangibility, and production and consumption, implying that the customer's experience is very important. Service performance is operationalized as the behavior performed to serve and help the citizens and meet the goals of the police department (Al Kaabi, 2022). Service performance is the perceived performance of different government entities dealing with in-service inspection, protection, and security units in the police departments of Al Derei and Musa (2022). It is the perception of the performance of officials from government service entities that determines how efficient they are in the performance of their duties and effective in achieving the goals decided in government policies. Alshamsi, Isaac, and Bhaumik (2019), in their research on government performance and customer satisfaction, take service performance (on the part of government bodies) as the extent of effectiveness and efficiency with which the customers think the officials in the government entities behave with the customers, interact with them, comply with government policies and regulations, and give services of such quality as could meet the maximum needs of customers (Yates & Rossiter, 2020).

In the literature, there is a very weak link between race and the performance of police if different factors in the neighborhood are under control (Alameri, 2018). Not just the neighborhood, but the process police adopt can also help to explain people's perceptions regarding police. For instance, according to research, the experience of citizens with the police and the treatment they receive have a great impact on their evaluation of the police force. The procedures police adopt in providing justice have a significant impact as well (Alameri, 2018). As currently, the most important topic is the satisfaction of the customer with police, so a significant level of research regarding this relationship comes from finding out how important socio-economic factors, the neighborhood scenario, and the satisfaction level with police are (Alshamsi, Adaikalam, & Karim, 2020). Normally, the research shows that people have positive reviews about the services of the police. Still, people's satisfaction with the police has more to do with other variables. The most important one is the socio-demographic factor, which includes ethnicity, gender, and age. Through these factors, we can get an idea of the level of satisfaction with the police. Some of these factors have a direct impact on satisfaction, too, without any involvement of the police (Al Hanaee & Davies, 2022).

Reviewing the historical research regarding the connection between socio-demographic factors and the satisfaction level of people might prove useful in understanding this issue. It is quite normal for people to hold discussions regarding the attitude of the police toward a particular race or ethnicity. This is usually the case because of the accusations of US police over the unfair treatment of African Americans (Al Derei & Musa, 2022). There is lots of research available on this issue after collecting the evidence and information. So, in order to address this issue, significant research was conducted to clear the perception regarding the relationship between people and police satisfaction (Alderei, Rashid, & Hussein, 2022). The study shows that there is a strong link between ethnicity or race and people's satisfaction levels. It also indicates that white people have a more positive view of police as compared to non-white people. The findings on the racial element of socio-demographic factors are clearer and easier to access than those on other factors such as gender or age (Alshamsi et al., 2019). If we assess the age factor, then those who are younger have a lower level of satisfaction with the police. There are numerous types of research on the role of gender in customer satisfaction (Alameri, 2018). There are some findings that show that, as compared to females, males' satisfaction level with police is low. There is also a claim that this attitude is mainly due to the increased involvement of men in crimes. According to Al Hanaee and Davies (2022), the relationship between gender and crime is more common in the case of males.

H2. There is a relationship between service performance and customer satisfaction.

The local elected officials are considered extremely important and play a key role in the satisfaction of the citizens (Zhang, 2013). Though they sometimes indulge in different sorts of complications and issues with certain things, they are still considered extremely significant (Biswas & Roy, 2020). As it was important to maintain the high accuracy of our metric, to gain data, we adopted user surveys instead of data, which is gained from the different random surveys done that include citizens (Chatfield & AlAnazi, 2013). This helps us to ensure that the report is based on a subjective evaluation of the services provided in reality rather than the reaction of random people, for instance, the level of trust for the elected officials (Chan, Thong, Brown, & Venkatesh, 2021). The satisfaction level of research would be high as it involves the answers of those who are users rather than those who are not users and have no direct information regarding a matter that is under discussion (Belwalkar, Vohra, & Pandey, 2018). If we take the example of any researcher who examines the satisfaction level of the citizen by keeping government performance in mind, then it becomes quite difficult to assess or measure (Welch, Hinnant, & Moon, 2005). In the case of trust, it is not that hard to measure when it comes to government, but connecting it with good

performance or governance is not easily explained or identified (Alkrajji & Ameen, 2022). However, this study explores a strong association between personal level of satisfaction, trust in the government, and satisfaction with the government (Anwer, Esichaikul, Rehman, & Anjum, 2016). All of these things were extremely affected by the level of performance the government gave, whether it was about the development of the overall economy, tackling corruption, or providing the best educational and other services. The best way to evaluate the governance of a country is by the people of the country. They are the real people who can tell you how well they are satisfied with the performance of the government (Alkrajji & Ameen, 2022). But the problem is that whenever someone evaluates the performance of a citizen, we can notice that there is not much available regarding this issue (Purwanto, Purba, Bernarto, & Sijabat, 2021). In related subjects such as political science, there is not much available regarding the satisfaction level of people with the government. However, these questions are asked quite often in different surveys that require customer opinions. If put simply, the satisfaction level of people with the performance of the government is used a lot in talks about political performance, but it is not yet well explained in detail. To understand it in a better way, take an example of how well we know that if citizens are satisfied with the performance, then they can have an impact on the results of the election. The conceptual framework is presented in Figure 1.

H3. Government Performance moderates the relationship between service quality and customer satisfaction.

H4. Government Performance moderates the relationship between service performance and customer satisfaction.

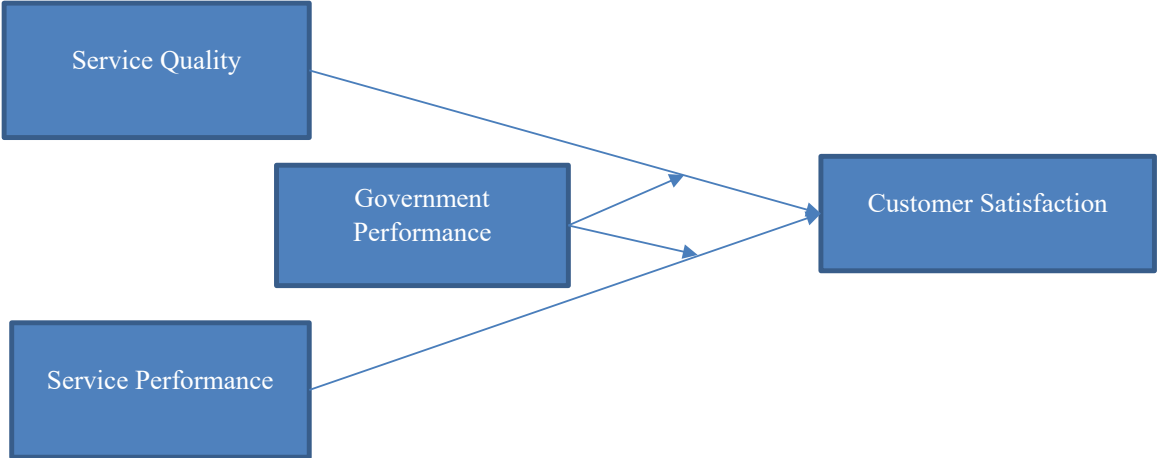


Figure 1. Theoretical Framework

Methodology

In the present research, the objective is to study the Government Accelerator Program as a dependent variable from the customer's point of view. As the Dubai Police Force deals with the total public citizens of Dubai, the current study has taken the total population number from the census. The population of the current study is the overall population of Dubai in the year 2020, which is 3.38 million according to the census. A "simple random sampling technique" is adopted in this research for the sample of current research. The measurement scale for customer satisfaction was taken from Yaqub and Odeleye (2017) because the study has significant "reliability and validity" of

items. Finally, measurement scales for service quality were taken from Demeter and Matyusz (2011) because the study has significant "reliability and validity" of items. The scale of this study is described in Table 1. The sample size for this study was 384 according to the recommendations of "The Morgan Table" based on the study population. "Partial least squares structural equation modeling" is used for research data analysis. Furthermore, this research detected common method bias (CMB) using variance inflation factors (VIFs) produced by the full collinearity test. It is determined that the model is free of CMB if the variance inflation factors are greater than 3.30. The results of the test showed that all VIF values for each construct were less than 3.30, proving that there was no CMB contamination in this study. In this way, for this research, CMB was not a problem.

Table 1. Measurement Scale

Variables	Description
Customer Satisfaction	<p>"I am satisfied with my decision to use Police services.</p> <p>My choice to use Police service from the police department was a wise one. I think I did the right thing by Police services. The police services have met my expectations. Overall, I am satisfied with services provided by police."</p>
Government Performance	<p>"Police Authorities provided adequate information about Crime.</p> <p>The prefectural police authorities of Dubai provided adequate information about the crime. Police authorities provided opportunities to listen to people's concerns. Prefectural police authorities provided opportunities to listen to people's concerns regarding crime issues.</p>
Service Performance	<p>"Police officers are friendly and helpful to citizens."</p> <p>"Police officers approaching citizens quickly. Police officers ask good questions and listen to find out what a citizen wants. Police officers can help citizens when needed. Police officers Point out and relate options to a customer's needs. Police officers Suggested options citizens might like but did not think of. Police officers explaining an options features and benefits to overcome a citizen's objection."</p>
Service Quality	<p>"Police officers' appearance is neat and appropriate.</p> <p>Police department services at the time we promise to do so. Police departments provide prompt services to our citizens. The police department can be trusted by our citizens. Police do not understand our citizen's needs."</p>

Findings

The research has determined the "reliability and validity" of the measurements and collected data with "PLS algorithm calculations." The research has obtained the outcomes of "factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE)" for study findings. The study employed endorsed thresholds of "factor loadings > 0.60, CR > 0.70, AVE > 0.50, and Cronbach's alpha > 0.70" for study results (Hair,

Ringle, & Sarstedt, 2013). All factors of "reliability and validity" proved the study had validity, and findings can be traced in Figure 2 and Table 2.

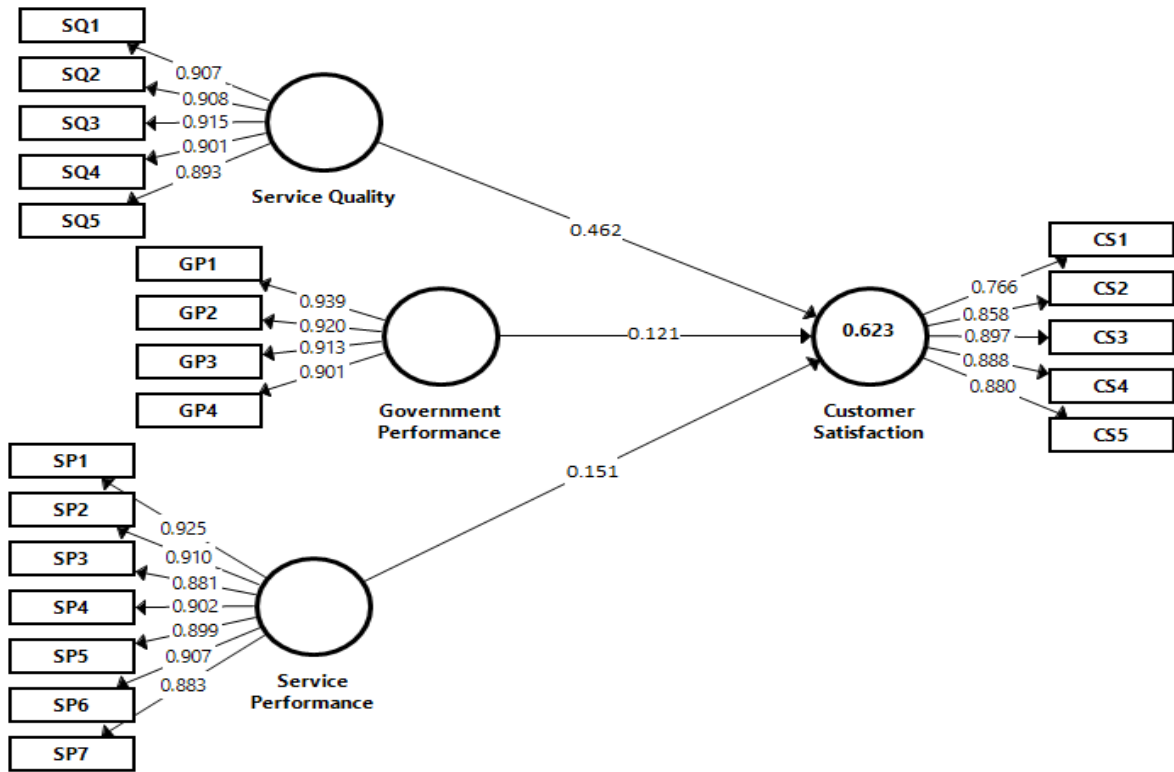


Figure 2. Measurement Model

Table 2. Convergent Validity

Variables	Items	Items	Cronbach's Alpha	rho_A	CR	AVE
Customer Satisfaction	CS1	0.766	0.911	0.917	0.934	0.738
	CS2	0.858				
	CS3	0.897				
	CS4	0.888				
	CS5	0.880				
Government Performance	GP1	0.939	0.938	0.938	0.956	0.843
	GP2	0.920				
	GP3	0.913				
	GP4	0.901				
Service Performance	SP1	0.925	0.961	0.962	0.968	0.812
	SP2	0.910				
	SP3	0.881				
	SP4	0.902				
	SP5	0.899				

Variables	Items	Items	Cronbach's Alpha	rho_A	CR	AVE
Service Quality	SP6	0.907	0.945	0.946	0.958	0.819
	SP7	0.883				
	SQ1	0.907				
	SQ2	0.908				
	SQ3	0.915				
	SQ4	0.901				
	SQ5	0.893				

This research used the “Heteritrait-Monotrait (HTMT)” method for identifying the discrimination between study findings. The endorsed threshold of “HTMT < 0.90” by Gold, Malhotra, and Segars (2001) is achieved. Furthermore, research findings demonstrated remarkable “discriminant validity.” The results are available in Table 3.

Table 3. Heteritrait-Monotrait

	Customer Satisfaction	Government Performance	Service Performance	Service Quality
Customer Satisfaction				
Government Performance	0.797			
Service Performance	0.779	0.587		
Service Quality	0.626	0.546	0.516	

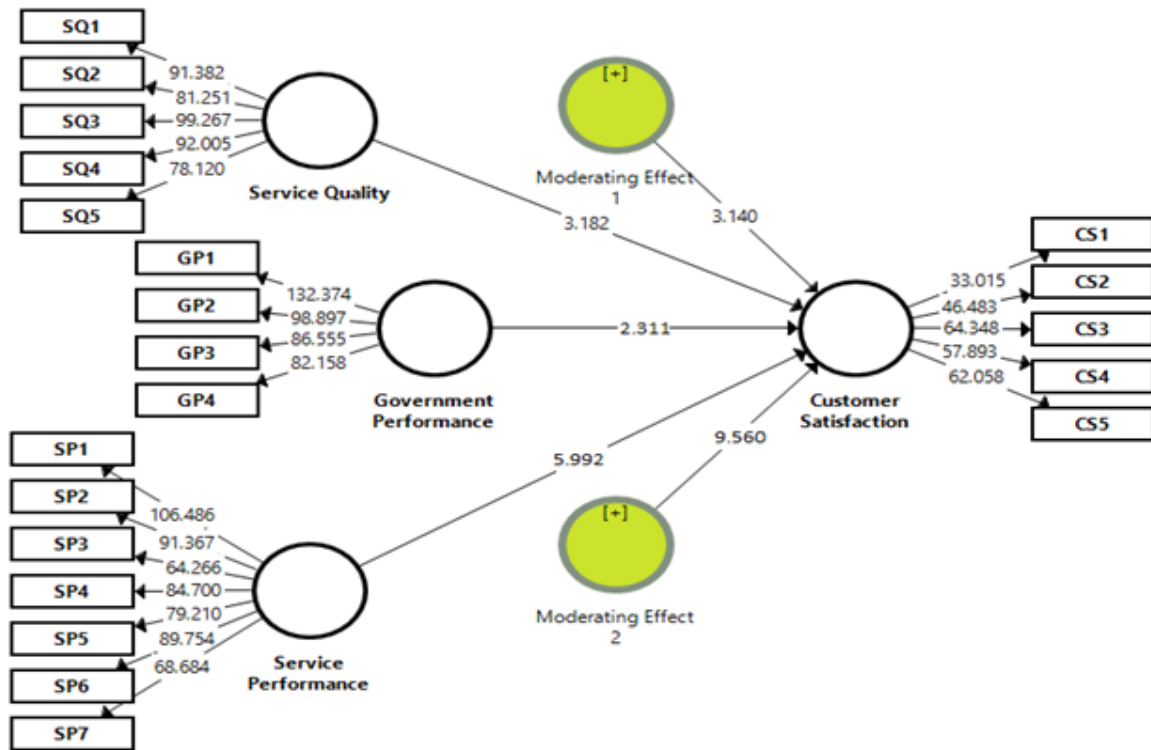


Figure 3. Structural Model

Table 4. Hypotheses Development

Hypotheses	Original Sample	Standard Deviation	t	P
Service Quality -> Customer Satisfaction	0.462	0.145	3.182	0.002
Service Performance -> Customer Satisfaction	0.151	0.027	5.992	0.000
Moderating Effect 1 -> Customer Satisfaction	0.391	0.124	3.140	0.002
Moderating Effect 2 -> Customer Satisfaction	0.239	0.025	9.560	0.000

This research has four hypotheses; two direct and two moderating hypotheses. The endorsed threshold “ $t > 1.96$ and $p < 0.05$ ” by Hair, Money, Samouel, and Page (2007) is employed in this research for findings. To start, the outcomes “beta = 0.462, $t = 3.182$ and $p = 0.002$ ” proved that H1 is accepted and service quality has an influence on customer satisfaction. Secondly, the outcomes “beta = 0.151, $t = 5.992$ and $p = 0.000$ ” proved that H2 is accepted and service performance has an influence on customer satisfaction. Table 4 and Figure 3 explain the results and hypotheses. Moreover, the outcomes “beta = 0.391, $t = 3.140$ and $p = 0.002$ ” proved the H3 is accepted and government performance moderates the relationship between service quality and customer satisfaction. This moderation is positive and it strengthens the relationship between both variables (see Figure 4).

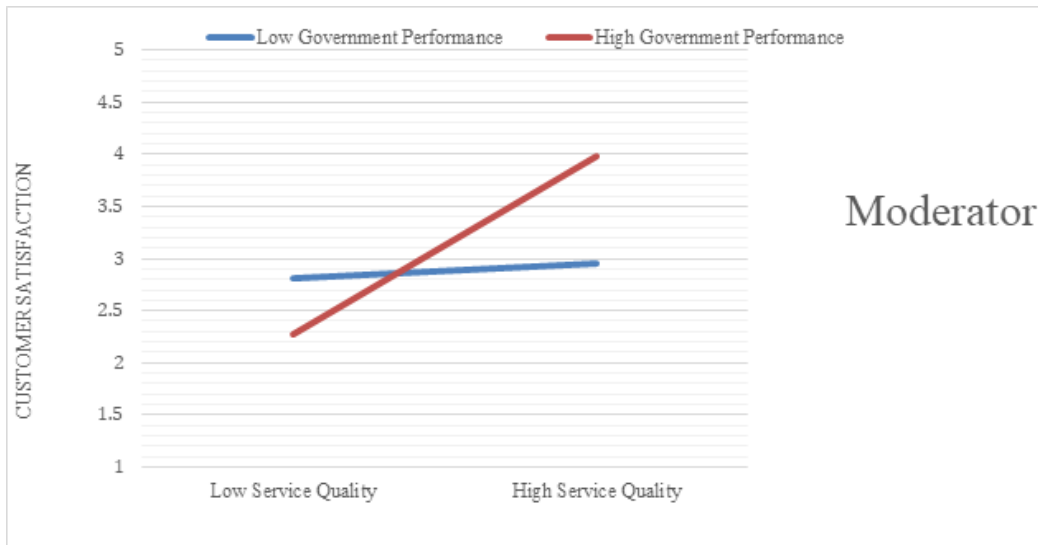


Figure 4. Moderation 1

Finally, the results “beta = 0.239, $t = 9.560$ and $p = 0.000$ ” proved the H4 is accepted and government performance moderates the relationship between service performance and customer satisfaction. This moderation is positive and it strengthens the relationship between both variables (see Figure 5).

Discussion and Conclusion

The study findings are significant and support the hypotheses. Firstly, there is a significant relationship between service quality and customer satisfaction (H1). Secondly, there is a significant relationship between service performance and customer satisfaction (H2). Another objective of the study is to investigate the relationship between service quality and customer satisfaction. A hypothesis was hypothesized to determine if service quality is indeed positively related to customer satisfaction. The findings of the present study demonstrated that service quality is positively and significantly related to customer satisfaction in the Abu Dhabi Police Department. Other than Al

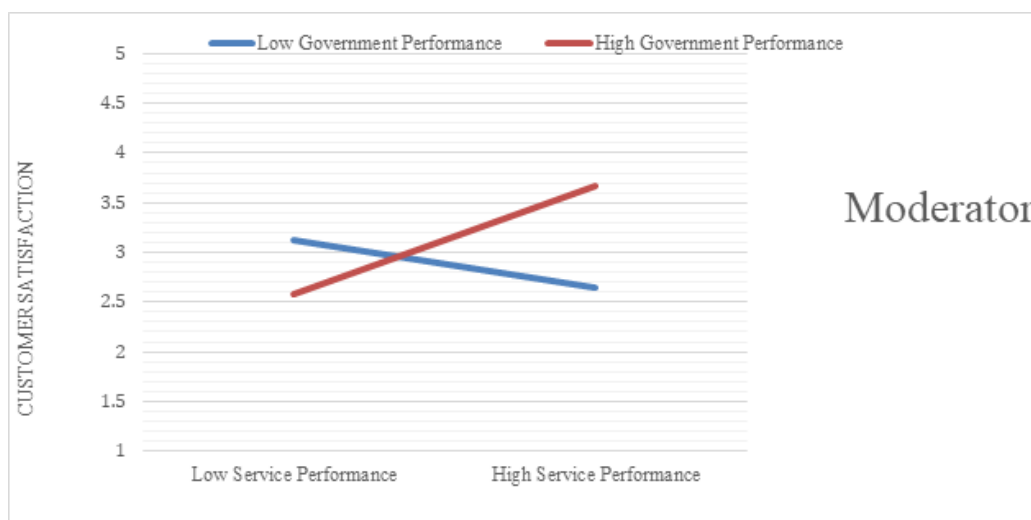


Figure 5. Moderation 2

The study findings are significant and support the hypotheses. Firstly, there is a significant relationship between service quality and customer satisfaction (H1). Secondly, there is a significant relationship between service performance and customer satisfaction (H2). Another objective of the study is to investigate the relationship between service quality and customer satisfaction. A hypothesis was hypothesized to determine if service quality is indeed positively related to customer satisfaction. The findings of the present study demonstrated that service quality is positively and significantly related to customer satisfaction in the Abu Dhabi Police Department. Other than Al

Thirdly, (H3) government performance significantly moderates the relationship between service quality and customer satisfaction. Fourthly, (H4) government performance significantly moderates the relationship between service performance and customer satisfaction. However, the result of this study proved that the results from the findings of Alshamsi et al. (2019) and Yates and Rossiter (2020) were not true in another instance because when subjected to the variables of government performance, government service, and service quality to test against customer satisfaction in the Abu Dhabi Police Department, the results showed that there is a positive and significant effect on customer satisfaction, and this could be as a result of the fact that the UAE as a country already takes great pride in integrating happiness and well-being into government service delivery (Al Hanaee & Davies, 2022; Alderei et al., 2022). It demonstrates their commitment to the idea that putting the customer first will lead to customer satisfaction and a much better user experience for citizens, residents, and international visitors (Alameri, 2018; Alshamsi et al., 2020).

However, there is still strong research and study available regarding political trust. This includes the idea that people have a lot of trust in some key government institutions, such as the People's Parliament and the judiciary. For this study, citizen satisfaction with the performance of the government is used more as an independent variable (Weerakkody, Irani, Lee, Hindi, & Osman, 2016). In addition to that, many people believe that trust and satisfaction with the government are one thing, which is factually untrue (Mishra & Geleta, 2020). Those who follow this idea sometimes find it hard to do research properly (Zenker, Petersen, & Aholt, 2013). Measuring trust is not very difficult, but connecting it with good governance is something that is not justified (Baharon, Yap, Ashar, Hanafi, & Hazmi, 2017). However, this study does prove that there is a strong bond between the satisfaction of a person, the trust level in the government, and satisfaction with the government (Bernhard, Norström, Snis, Gråsjö, & Gellerstedt, 2018).

These things have an impact on government performance, like providing facilities, good education, and better infrastructure and security. If citizens are satisfied with the performance of the government, then it will have a good impact on their trust in the government (Yaghoubi, Haghi, & Asl, 2011). So, several factors of political trust in political science would help to know about satisfaction with the government (Pio & Tampi, 2018). If we assess the behavioral belief, it shows that there is a probability that if we act in a particular way, it can lead to an outcome that might be negative or positive. This is assessed based on an analysis of the cost and benefit of the behavior.

Implications

Theoretical Implications

According to the model, customer satisfaction is determined not only by the objective performance of government services but also by the implicit prior performance expectations of those services. For example, if a service's perceived performance exceeds prior expectations, this results in positive disconfirmation, which leads to a more satisfied customer. As a result, varying expectations of a public service's performance are said to play a critical role in explaining differences in government performance and customer satisfaction. Lastly, the contribution of this study is the integration of service performance and service quality as a proxy for government performance to explain the effect of government performance and services on customer satisfaction at the Abu Dhabi Police Department. Therefore, the Abu Dhabi Police Department should focus on the performance of the services and service quality in their organization to lead to customer satisfaction, achieve better performance, and stay relevant. Overall, these variables and theories act as knowledge sources that lead to customer satisfaction and, thus, better government performance.

Practical Implications

Another significant contribution of this study, as demonstrated by Agus et al. (2007), is that the findings of research on public sector services will serve as government guidelines for future improvement and adjustment in providing superior quality services to customers. Even though public agencies are non-profit, excellent service quality is critical. According to Glaser and Hildreth (1999), when customers are satisfied, they will conduct more transactions with the service provider. The findings of the study also discuss the challenges faced by customer satisfaction, particularly in the service sector of the economics of Abu Dhabi, and explain the importance of encouraging government performance, government service, and service quality in Abu Dhabi, which in the long run will help to stimulate government performance among the staff and foster customer satisfaction in the Abu Dhabi Police Department. The variables can be a potential strategy if managed properly. In this case, the government should be more aware of its social function in the gratification of people's needs and welfare enhancement, if not all, to be strategically, though indirectly, responsible for customer satisfaction and happiness.

Limitations and Future Directions

First, a longitudinal study is proposed for a future research study to generalize the results. This is because the current study was based on a cross-sectional design, which is the measurement of the sample gathered at a time, and the self-report might be subjected to social desirability bias. Hence, it could be helpful if future researchers employ a longitudinal study to provide more insights regarding the relationship between the effect of government performance and services on customer satisfaction at the Abu Dhabi Police Department. Second, future research can be considered with a vast sample size, as the number of collections in the current study was not representative of the whole population of Abu Dhabi. Thus, it is suggested to get involved in the offline method when collecting data, such as by walking in physically to companies, and token appreciation should be given as well. Next, the sample in this current study was limited to the Abu Dhabi Police Department only. Therefore, the generalization of the present

study findings to other cultural and international contexts might be restricted. Hence, this study can be further replicated in other countries to acquire a more comprehensive understanding of enablers and their relationships with customer satisfaction. Last but not least, another suggestion for future research can be extended in different ways. For instance, the research can investigate other potential antecedents impacting government performance and services on customer satisfaction at the Abu Dhabi Police Department.

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