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**THE EFFECTS OF THE GOVERNMENTAL  
PERFORMANCE, SERVICE PERFORMANCE AND  
SERVICE QUALITY ON CUSTOMER  
SATISFACTION AT ABU DHABI POLICE  
DEPARTMENT**



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**ASMA JUMAH MOOSA FAIROOZ AL NUAIMI**

**SULTAN IDRIS EDUCATION UNIVERSITY  
2021**



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PERFORMANCE AND SERVICE QUALITY ON CUSTOMER SATISFACTION  
AT ABU DHABI POLICE DEPARTMENT

ASMA JUMAH MOOSA FAIROOZ AL NUAIMI

THESIS SUBMITTED IN FULFILLMENT OF THE REQUIREMENT FOR THE  
DEGREE OF DOCTOR OF PHILOSOPHY

FACULTY OF MANAGEMENT AND ECONOMICS  
UNIVERSITI PENDIDIKAN SULTAN IDRIS

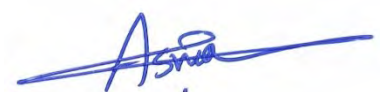
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## DEDICATION

*Dedicated to my beloved family to the most precious persons in my life, my mother and my friends.*

## ACKNOWLEDGEMENT

My praise is fully directed to Allah for enlightening me and giving me the knowledge and strength to complete this research. I am very grateful to my supervisor Major Dr. MAD ITHNIN for guiding me during my work on this research. I would like to express my sincere thanks and gratitude to him for his continuous guidance, support and patience.

I am also very grateful to my family for their support blessing, patience, love, and encouragement since my childhood. Finally, I extend my sincere thanks to all the management and staff in university Pendidikan Sultan Idris (UPSI) for their valuable and continuous support.



## ABSTRACT

This study aimed to determine the effect of governmental performance, service performance and service quality on customer satisfaction with the government accelerator program along with the mediating role of perceived responsiveness. In addition, this study examined the difference in the effect of governmental performance, service performance, and service quality on customer satisfaction in terms of demographic factors. The expectancy disconfirmation theory was used to develop the theoretical framework for this study. Data were collected using a questionnaire from a sample consisting of 345 citizens of Abu Dhabi, which were selected using a simple random sampling technique. Data were analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM). The findings reveal that governmental performance ( $\beta=0.036$ ,  $p<0.05$ ), service performance ( $\beta=0.069$ ,  $p<0.05$ ) and service quality ( $\beta=0.124$ ,  $p<0.05$ ) have vital roles in enhancing customer satisfaction in the police department. Perceived responsiveness significantly mediates the effect of governmental performance, service performance and service quality on customer satisfaction ( $p<0.05$ ). Additionally, the effects of governmental performance, service performance, and service quality on customer satisfaction differ significantly with demographic factors, including gender, age, and experience. In conclusion, the findings underscore the pivotal role played by governmental performance, service performance, and service quality in shaping customer satisfaction along with the significant mediating impact of perceived responsiveness. Demographic factors additionally differentiate this complex relationship, providing insight into the multifaceted nature of customer satisfaction. In implication, the findings suggest that improving governmental and service performance, service quality, and perceived responsiveness within the Abu Dhabi Police Department can notably elevate customer satisfaction, underscoring the need for policymakers to prioritize targeted interventions and training programs to cultivate a more positive and trusting relationship between the police force and the community.



## ABSTRAK

Kajian ini bertujuan menentukan pengaruh prestasi kerajaan, prestasi perkhidmatan dan kualiti perkhidmatan ke atas kepuasan pelanggan terhadap program pencepatan kerajaan di samping peranan pengantara tanggapan responsif. Selain itu, kajian ini menguji perbezaan pengaruh prestasi kerajaan, prestasi perkhidmatan, dan kualiti perkhidmatan terhadap kepuasan pelanggan daripada faktor demografik. Teori penolakan jangkaan digunakan untuk membangunkan kerangka teori bagi kajian ini. Data dikumpul menggunakan soal selidik daripada sampel yang terdiri daripada 345 orang warga Abu Dhabi, yang dipilih menggunakan teknik pensampelan rawak mudah. Data dianalisis menggunakan Permodelan Persamaan Berstruktur – Kuasa Dua Terkecil Separa (PLS-SEM). Dapatan kajian menunjukkan bahawa prestasi kerajaan ( $\beta=0.036$ ,  $p<0.05$ ), prestasi perkhidmatan ( $\beta=0.069$ ,  $p<0.05$ ) dan kualiti perkhidmatan ( $\beta=0.124$ ,  $p<0.05$ ) mempunyai peranan penting dalam meningkatkan kepuasan pelanggan di jabatan polis. Tanggapan responsif secara signifikan menjadi pengantara dalam pengaruh prestasi kerajaan, prestasi perkhidmatan dan kualiti perkhidmatan ke atas kepuasan pelanggan ( $p<0.05$ ). Selain itu, pengaruh prestasi kerajaan, prestasi perkhidmatan dan kualiti perkhidmatan terhadap kepuasan pelanggan adalah berbeza secara signifikan berdasarkan faktor demografik, termasuk jantina, umur dan pengalaman. Kesimpulannya, dapatan kajian menegaskan peranan penting yang dimainkan oleh prestasi kerajaan, prestasi perkhidmatan, dan kualiti perkhidmatan dalam membentuk kepuasan pelanggan seiring dengan pengaruh signifikan pengantara tanggapan responsif. Faktor demografik juga membezakan hubungan yang kompleks ini, memberikan perspektif tentang kepelbagaian aspek kepuasan pelanggan. Implikasinya, dapatan mencadangkan bahawa peningkatan prestasi kerajaan dan perkhidmatan, kualiti perkhidmatan, dan tanggapan responsif dalam Jabatan Polis Abu Dhabi berupaya meningkatkan kepuasan pelanggan, yang menekankan keperluan bagi penggubal dasar untuk mengutamakan intervensi bersasar dan program latihan bagi memupuk sikap yang lebih positif dan hubungan yang saling mempercayai antara polis dan Masyarakat.





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### List of Abbreviation

GAP	Government Accelerator Program
GP	Government Performance
SP	Service Performance
SQ	Service Quality
PR	Perceived Responsiveness
CS	Customer Satisfaction

## CHAPTER ONE

### INTRODUCTION

This chapter includes the basic information about the recent study. The background of the research is presented, leading to the statement of the problem and the need for the study. Additionally, the research questions, research objectives, scope of the study and significance of the research are discussed.

#### 1.1 Background of Study

Accelerator programs are becoming a global requirement. Developing countries are implementing strategies and projects at the government level to promote development and reduce poverty. According to Aarseth et al. (2017), these strategies and projects maximize economic and social development as well as performance of government and public administration. In developing countries, government projects play an important role in solving administrative problems where public administration is inefficient, has limited capacity and untrained personnel (Vu et al., 2019). However, the government accelerator programs depend on the overall maturity of the institution, policy frameworks, social and cultural considerations, and complex social and technical systems. Recent challenges in decision-making and implementation include the gap



between traditional roles and processes used by decision-makers, and their ability to solve complex and large problems. This has led policy makers to examine how to integrate new practical approaches and tools (Godfrey et al., 2019).

Service design practices are increasingly being used to innovate in the public sector. For example, they can help to translate government strategic plans into concrete action plans for public governance and new systems of public administration; They can also support the establishment of new connections between civil society to allow bottom-up initiatives and service opportunities to excel and emerge. Additionally, service design practice can help to make customer services more accessible and transparent for the stakeholders and citizens (Y. Lin et al., 2017). The study highlights the need for a research community that reflects more field examples that can be shared, transformed, and scaled. This suggests that applying these designs to rethink and transform government structures and processes is not a standard formula, but rather a part of practices over a long time, it requires a mind-set as well as an attitude and a dynamic and a diverse set of tactics, mental models, and techniques. In October 2016, the UAE government announced the creation of the world's first Government Accelerator to strengthen and maximize efforts towards the future.

According to the National Agenda of the UAE Vision 2021, this approach will maximize the government's achievement toward its Agenda. Specially, the Government Accelerator provides a platform for cross-sectional government teams to address problems under a single umbrella, in one location, to make better and more informed decisions, exchange ideas to reduce challenges and issues, and find better, appropriate and quick solutions for the ambitions of future generations. It emphasizes focusing on maximizing the delivery of strategic programs and indicators of National





Key performance, developing regulations and policies, and enhancing government services. It will allow create a culture of innovation and excellence in the public sector and increase integration among the private sector and government entities.

A new Public Private Partnership law (PPP), passed in 2015 in Abu Dhabi, emphasizes the encouragement of the private institutions to bridge the financial deficit to develop the mega projects due to declining prices of oil (Warner & Fargher, 2019). This law allows for greater interest from investors in government partnership. The government accelerator in the UAE plans to include US\$8 billion energy projects that announced by the water authority and Abu Dhabi electricity as well as the expansion of AL Makhtoum airport, worth US\$32 billion, earlier this year (Warner & Fargher, 2019).



accelerate collaboration, innovation, and aim to deliver practical results in 100 days or less. The program also aims to work on given recommendations for the implementation of the collective decision within 7, 15,30,60, or 90 days. It also functions within limited financial resources. The government accelerator teams tend to work with minimal or no financial budget except for the cost of space and other running costs. It also encourages the use and innovation of available resources (Warner & Fargher, 2019). The methodology of 100-day challenge works in three phases: Design, Acceleration and Sustainability. Phase 1, Design, includes the process of selecting challenges and identifying stakeholders. Phase 2, Acceleration, includes the process of nominating acceleration teams to address 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.





Phase 3, Sustainability includes the preparation for scalability and sustainability of the achieved results within 100 days. One of the most important characteristics of this process is its flexibility, it can be selected according to required set of challenges (Haddou Benderbal et al., 2017). Government Accelerator Programs (GAPs) are likely to maximize and accelerate the benefits needed in project development since GAPs include the private sector and the provision of customer services that have previously been the public sector's responsibility in many cases (Neumeyer, 2020). In developed countries like the UK, the successful utilization of GAPs has set a benchmark for transitional economies to follow in government projects. The advantages in terms of risk transfer and access to private funds are documented for this model. These advantages also attract developing countries when they need to seek international PPP contracts. Contracts include quality, innovation, risk sharing, efficiency, experience, as well as private sector funds (Bergmann & Rothausen, 2020). The benefits of GAPs are so clear that various government agencies have started using this model for the provision of services and for infrastructure development. In a few privileged countries, for example, the UK, the government's projects through the PFI/ PPP model have increased to 728 projects with a value of £56.6 billion in 2014, out of £242 billion spent on the provision of services and goods in the same year (Mahmoud-Jouini et al., 2018).

According to the Treasury of New South Wales, Australia, PPPs are among the best choices the government uses to procure infrastructure and to offer opportunities for improvement in services while achieving the best value for money. This can be achieved primarily, by encouraging innovation, integrating whole life asset management, appropriate transferring risks and increasing asset utilization (Rivera, 2021). Customer satisfaction and service quality have been identified as important strategic imperatives in





the reinvention of the public sector since the 1990s. Many researchers have applied the five SERVQUAL quality characteristics for measuring the quality of customer service without validating and exploring the attributes of quality in the public sector (Gera et al., 2017). SERVQUAL is one of best quality models used for measuring the quality of private services, where human interaction is necessary to deliver better service to customers (Asyraf Afthanorhan et al., 2019). Feedback and equity are among a few other measures that are used in some studies and are important in customer service (Koc, 2020).

The complexity and multiplicity of issues must be acknowledged in the identification of public service customers, given the fact that there is a difference between the sources of quality in private services and public services. Public service customers include beneficiaries and have various stakeholders that include taxpayers, non-governmental organizations (NGOs), employees, the press and non-profit organizations (NPOs) (Molan et al., 2018). External issues among taxpayers and beneficiaries can be a serious problem. In public services, conflict of interest can be a serious concern because each party can have its own interest. The main characteristic that leads to the proliferation of the program is the transfer of development cycle of the project. It includes planning, managing, maintaining, constructing, and funding the project through private stakeholders. It is expected from them to run the project in a better way and for a projected time period only (Ghorashi & Asghari, 2019). GAPs include financial initiatives from private investors and concessions. The government has its standards for stakeholders to handle private finance initiative (PFI) payments. The standards include specific performance targets and the accessibility of the infrastructure. There are a few collected paybacks of the user in concessions (Riar et al., 2021).





Achieving the projected goals of the model or program depends on the capacity to identify risks and allocate them to the parties that can manage the goals in the best possible way. Risk allocation involves deciding which party can bear financial variations in the outcome of the project. GAPs can be improved through successful risk allocation. The main and one of the most important principles of successful risk allocation is allocating risk to the party that can handle it in the best possible manner. It also includes allocating risk to the party who can control its occurrence, who can control its impact and the consequences with the minimum financial impact on the project (Cuvero et al., 2019). To achieve the best expected outcome of the GAP, success criteria should be met. It is important to highlight and examine the issues that can be faced during the process of implementing the GAP to achieve the best possible results. The government can sustain its development initiatives in a better way through this program. For UAE, GAPs (Government Accelerator Program) are considered as a game changer. The government is investing a lot of money in this program and expects to get the best outcome from it. That's why it is important to understand the significance of GAP. Therefore, this research examines the factors of service performance, service quality, and government performance and its effect on public satisfaction for GAP, (especially in UAE's police sector (Younis, 2019).

## **1.2 Issues in the Implementation of GAP on Police Department**

Like all other government entities, officials from police departments of Abu Dhabi are also required to participate in the GAP periodically to overcome challenges, find solutions to national problems, and accelerate national progress. If the GAP runs







smoothly, National Key Performance Indicators (NKPIs) can be delivered, strategic programs can be implemented, policies and regulations can be enforced, government services can be improved, innovation can be introduced, and the nation may progress. However, an analysis by Mahmood et al. (2016) elaborates that the police department in Abu Dhabi, which may play a significant role in the implementation of the GAP, has many issues in this regard. To achieve the national objectives, set by the UAE government, officials from the police department have to gather at on location to discuss the issues. This long travel and struggle are a big obstacle in the way of successful implementation of the GAP. Officials hesitate to travel and being tired, and they are unable to focus on the challenges, policies, and strategies and their execution (Mohamed et al., 2019).

The representatives of different government entities, whether they belong to the police department or others, have distinct perspectives on the challenges to national progress and the achievement of national well-being. They present different opinions during the decision-making process to find solutions. The difference in opinions among representatives leads to delays in making the right decision at the right time, and it may result in the failure of the implementation of the GAP. The GAP consists of cohorts, and each cohort is a set of policies to overcome a specific number of challenges within the time period of 100 days (Kukic & Dopsaj, 2016). This limited time is a problem for the implementation of the GAP. Moreover, to achieve the objectives of the program, the Government Accelerators are not given extra funds. They must meet the goals within the limited available financial and physical resources. Due to the lack of required funds, officials show minimal interest in implementing this program.





The e-government services in the police sector should be improved because the citizens only contact the police when they require appropriate services on time, however, issues related to the quality exist. Since, the police department in Abu Dhabi is providing services related to e-government (Alkaabi & Maghelal, 2023; Alkaabi et al., 2023), but these services should be improved in a productive way to provide each facility to the citizens. The satisfaction of the citizens with the government services is a fundamental factor that should be improved with time to provide better facilities as well.

According to previous studies, the issues in the police department can be managed. For instance, Alshamsi et al. (2019) highlighted that the performance of Abu Dhabi police can be increased with intellectual capital that is necessary for appropriate performance of the government to satisfy the citizens with appropriate service. Another study carried out by Alblooshi and Kassim (2021) demonstrated that the citizens of Abu Dhabi are satisfied with the performance of government as they believe that the government is providing e-services for improving the satisfaction level of the citizens. However, all citizens of the Abu Dhabi government are not satisfied with these services because most of them are still facing critical challenges to employee the government police department for their local issues.

Meanwhile, the study of Almansoori and Jabar (2021) reported that Abu Dhabi government should work in the effective way to improve the performance of the police department for the satisfaction of the citizens, because new reforms can provide a better opportunity to Abu Dhabi police to work in the critical way for better performance. Although Abu Dhabi police is facing issues in the way of achieving higher performance and to promote satisfaction among the people, however, the effective strategies related to the government performance, service performance and service quality can improve the performance and higher satisfaction level.





### 1.3 Problem Statement

The research Alameri (2018) reported that the complaint management system of Abu Dhabi police department is not working appropriately to deal with all complains of the citizens. The failure to manage the complains of the customers is a big challenge for Abu Dhabi police that is leading the citizens to go for courts for complain registration. Furthermore, the study Sidek et al. (2022) reported that the Abu Dhabi government is providing e-government services, however, these services are not working appropriately for the citizens because of their less satisfaction level to these services. Indeed, the e-government services in the modern time have become critical for the employees because based on these services the appropriate decisions are made for getting better results in the appropriate way. Furthermore, Mohammed Alameri et al. (2019) reported that the internet services and other social factors are hindrance in the performance of customers in Abu Dhabi police services.

Furthermore, Salem Rashed Murshed Almeqbali and Rozilah Kasim (2020) highlighted that the M-government services are problem in the way of service performance for the citizens of Abu Dhabi and the government is required to improve these services for the benefit of the citizens. Mobile government services are critical for the citizens, and the accountability, checks and balances on these services are also critical to improve the satisfaction level of the consumers. Furthermore, the service of the government can be improved in the productive way to provide emergency related police facilities to the public. Also, the research Sidek and Alkaabi (2022) highlighted that in Abu Dhabi most of the educated customers are seeking the m-government services appropriately for the better development of their issues in the critical way.





However, reforms in the Abu Dhabi government can improve the performance of government sector because based on these reforms different decisions are being made for the prosperity of the people. Furthermore, the employees have key responsibility to improve the performance of Abu Dhabi government department. In this context, A. H. Alderei et al. (2022) reported that the intellectual capital is necessary for the service performance of the Abu Dhabi police department and the focus on the role of government should be improved to provide better services to the people. Moreover, the research AlShehail et al. (2021) demonstrated that the quality management in the public sector of Abu Dhabi is critical to consider by the government because this management of quality can provide a way forward to the government for improving the satisfaction level of the citizens. However, the research H. M. Alderei et al. (2022) reported that the Abu Dhabi police is required to work on the government sector performance and improve the creative working of the police department with the help of intellectual capital that is key to this performance of the government.

The failure to effectively manage time, conflicting and divergent opinions, a shortage of financial and physical resources, prolonged long travel difficulties, a lack of interest, and active participation are among the major challenges faced by officials in the police department of Abu Dhabi in the implementation of GAPs. These issues motivated the researcher to analyse and study these problems that make it difficult to implement GAPs in Abu Dhabi in UAE. The study examines, how these issues are causing dissatisfaction among customers with the police department of Abu Dhabi. Thus, this study is an attempt to identify and address these problems and provide solution for them.

Therefore, this research has a determined a theoretical problem in the literature as the earlier studies on Abu Dhabi police department have not considered the role of





customer satisfaction and service performance. The research Al Manhali et al. (2022) reported that community enhancement of the Abu Dhabi police, but it has not discussed the satisfaction of the consumer for by the service performance and service quality of the police department in Abu Dhabi. Furthermore, the research Mohamed et al. (2019) discussed the strategy, policies and structure of the Abu Dhabi police, and this study also did not emphasized on the progress of Abu Dhabi police department in relationship to other departments. In addition, the study Alkaabi (2022) reported the disability and retirement of Abu Dhabi police department, but it also neglected the role of service quality and best performance of Abu Dhabi police to work in the best way for the satisfaction of the citizens. Likewise, the study Al Kaabi (2022) discussed the happiness and other factors of Abu Dhabi police department, but it has not emphasized on the performance of police department for the satisfaction of citizens. Moreover, the study Al Dhanhani and Al Naqbi (2022) obstacles in the way of knowledge management for Abu Dhabi police, but the researchers not emphasized on the focus of Abu Dhabi police department working for the service quality of the citizens.

Moreover, the better working for establishing peace in the future is discussed by the study Khalaf Al Mazrouei (2022), but this research neglected the role of service performance and the perceived responsiveness of police department for the citizens of Abu Dhabi. The study by Al Shamsi and Davies (2022) discussed the advantage and factors of smart way of policing in police department in Abu Dhabi, but this research has not focused on the quality services provided by the Abu Dhabi police and their working for the satisfaction of the citizens. In addition, the role of smart way of working by the Abu Dhabi police for using soft powers is discussed by Alhanaee (2018) as it is emphasized that the soft techniques are useful for the working of police department in



the best way; however, this research also neglected the perception of citizens and their performance for the quality services to increase the satisfaction of public in Abu Dhabi. Meanwhile, the professionalism and working techniques of the Abu Dhabi police are discussed by the research Yates and Rossiter (2020), but this research also left a gap in the literature as the role of government performance and police services for the satisfaction of the citizens is also neglected by this research. According to the study Al Hanaee and Davies (2022) conducted on the Abu Dhabi police for determining its performance after covid-19, the performance of Abu Dhabi police can be increased in the fair way for better working of the police department; however, this study has not deliberated the model to determine the perceived responsiveness of the citizens regarding the services of Abu Dhabi police and their working behavior in the fair way.

Furthermore, the study Alkatheeri et al. (2020) has discussed the quality of decision-making of the government in Abu Dhabi and the participants of this research are the police department in Abu Dhabi; yet, this research has not considered the satisfaction of the consumers and their positive behavior to the working method of Abu Dhabi police department. In literature, this study Almazrouei and Syed (2021) has discussed the health and safety management of Abu Dhabi police department, but this research has not discussed the working of this department in relationship to the satisfaction and health of the public in Abu Dhabi. Particularly, this research Alameri (2018) is conducted to discuss the relationship between Abu Dhabi police and the public, but this research has not considered the factor of service quality and service performance for the customers satisfaction in Abu Dhabi. In accordance, the study Al Derei and Musa (2022) has determined the role of leadership style and the departmental performance of Abu Dhabi police, but this research has neglected to discuss the service



quality improvement and service performance improvement by the help of leadership style to increase the citizens satisfaction in Abu Dhabi.

Additionally, a study conducted by Parekh et al. (2021) found that accelerator programs are crucial for improving employee performance and customer satisfaction and should be regularly evaluated. Thus, to address this gap, the present study examines the GAPs for the police department on customer satisfaction. Additionally, there are various limitations such as technological and capital constraints that impede the performance and efficiency of GAPs. These projects may also be affected by behavioural issues as the scope of the project is not always clearly defined, leading to the need for adjustments in working behavior and improvements throughout the project timeline. Trust issues are also a major challenge. In contracts, the public party often has significant financial demands and requires adequate guarantees which can cause difficulties during the implementation (Huang et al., 2018).

Policy failures often occur because of the lack of political and authoritative support for the implementation of measure. Capital failures occur when there is a mismatch between public and private funding for a project, making it difficult for private companies to secure investments for ongoing projects. In GAPs market, a lack of commitment is also a common cause of failure. Using untested technology that cannot deliver expected commercial results is also a failure of GAPs. Coordination failure in the market is a result of insufficient incentives resulting in an inability of the current infrastructure to deliver value and causing partnership failure (Alanazi, 2016). Additionally, a study by Neumeyer (2020) suggested that accelerator program implementation has faced several problems, however has a significant impact on customer performance and needs to address its implementation issues. Therefore, the current research examines the impact of GAPs for the police department on customer satisfaction.





It is important to understand the factors that affect customer satisfaction with GAPs to determine the process by which the government can create value from its investment in GAPs. This research fills a gap in past literature by examining the factors that impact customer satisfaction with the GAP. The researcher studied impact of governmental performance, service performance, and government service quality on GAPs. Furthermore, in the knowledge of Abu Dhabi police department performance and citizens' satisfaction, the perceived responsiveness of the citizens is not tested by the earlier studies. In addition, the demographic factor including (age, gender, and work experience) is also not tested in the previous studies in relationship to Abu Dhabi police and customers satisfaction. In this way, the researcher will test these factor in the research model to check its impact on Abu Dhabi customer satisfaction related to police department. Based on this, following are the research questions and objectives of the current study.



Aforementioned discussion highlighted several issues regarding customer satisfaction in the police department of Abu Dhabi. The low satisfaction among the people of Abu Dhabi is based on several factors such as low perceived responsiveness. Issues are also found in government performance, service performance and service quality which has significant connection with customer satisfaction. There is less satisfaction among the customers in Abu Dhabi related to the performance and service quality of the police department. In this way, the less satisfaction of the customers is reducing the trust of public on Abu Dhabi police department. Therefore, this study is introducing the mediating role of perceived responsiveness to improve customer satisfaction related to the performance of Abu Dhabi police department. Additionally, another important factor which has a significant relationship with customer satisfaction is demographic factors. By considering the important role of demographic factors (age,







gender and work experience), this research is also testing the mean difference of demographic factor for customer satisfaction.

#### **1.4 Research Objectives**

The research objectives of the present study are as follows:

1. To examine the effect of governmental performance on customer satisfaction.
2. To examine the effect of service performance on customer satisfaction.
3. To examine the effect of service quality on customer satisfaction.
4. To investigate the mediating effect of perceived responsiveness.
5. To investigate the mean difference on the effect of government performance, service performance and service quality in relation to the customer satisfaction based on gender, age and work experience.



#### **1.5 Research Questions**

The research questions of the present study are as follows:

1. Does government performance effect customer satisfaction?
2. Does service performance effect customer satisfaction?
3. Does service quality effect customer satisfaction?
4. Does perceived responsiveness mediate the effect of government performance, service performance and service quality on customer satisfaction?
5. Is there any mean difference on the effect of government performance, service performance and service quality in relation to the customer satisfaction based on gender, age, and work experience?



## 1.6 Conceptual Framework of the Study and Hypotheses

The research Sammari and Almessabi (2020) has discussed the role of artificial intelligence in the decision-making of Abu Dhabi police to improve the policies implementation, but this research has not discussed it from the perspective of customer satisfaction. Similar to this, the study Chalgham (2019) found in literature disclosed the ambulance performance of Abu Dhabi police department for better working and appropriate performance, but this study has not deliberated knowledge on the customers satisfaction from the perspective of citizens in Abu Dhabi. The study on the working of Abu Dhabi police Al Baloushi (2019) disclosed that the social media is used positively in the modern time to detect and tackle the crimes cases in Abu Dhabi, but this study has ignored the role of quality service and service performance for the response and attitude of the Abu Dhabi police department. The research Alghafli, Mohamad and Zaidy (2021) discussed the Abu Dhabi traffic police working in relationship with citizens related to control of the accidents on roads, but this research has not deliberated knowledge to improve the performance of police to increase the level of satisfaction. Furthermore, the research Nasser Alsaqri (2018) determined the performance measurement of Abu Dhabi police; however, this study has not deliberated the knowledge to provide related information for improving the knowledge of leadership behavior for increasing the service performance.

In addition, the study on Abu Dhabi police Alteniji and Alhawary (2021) demonstrated the literature on Abu Dhabi police working for increasing the performance e-learning; but, this research has neglected the area to assessment of performance of Abu Dhabi police in relationship with government department in Abu Dhabi. Likewise, another study on the performance of Abu Dhabi police Čvorović et



al. (2018) discussed the performance of police in relationship with their training and diet plan, but the quality performance by the police and service responsiveness is also not discussed in this research. In addition, the study Al Hammadi and Noor (2020) highlighted the important role of leadership and talent management in the context of Abu Dhabi police department work; yet, this study has not considered the quality performance of the police in relationship with the performance of police department in Abu Dhabi. However, the study conducted to improve the safety of the road for travelling of the people Alghafli, Mohamad and Ahmed (2021) reported that the Abu Dhabi police is working to increase the performance for the betterment of the people, and this study too neglected to discuss the role of this safety management for the performance of the police department in the productive way. In addition, the research on the digital or mobile government context in Abu Dhabi Salem Rashed Murshed Almeqbali and Rozilah Kasim (2020) highlighted that the factor of m-government should be considered in the productive way to improve the performance of Abu Dhabi police department for the benefit of the people. Though, this study has discussed the role of m-government, but the role of service performance of Abu Dhabi police department and the satisfaction of customer is not considered in this research.

Likewise, the study conducted on Abu Dhabi police Alblooshi and Kassim (2021) highlighted the role of e-government services with quality in context of Abu Dhabi police; but, this research has neglected the role of Abu Dhabi police department performance, and also the moderating variable of demographic factor and citizens' responsiveness in neglected in this research. In addition, the research conducted on Abu Dhabi police management in UAE Gharama et al. (2020) highlighted the mediating role of cultural diversity in the performance of police and its working in the critical situation





in Abu Dhabi, yet this research has not worked or provided any theoretical implications relationship to the moderating role of citizens' responsiveness and demographic factor in the form of government performance in Abu Dhabi. Likewise, the body composition and physical activity of Abu Dhabi police officers is discussed in the research Vuković et al. (2020) that also neglected to deliberate the knowledge on Abu Dhabi police department working for better performance of the police in the modern time by providing better services to the people. Similarly, this research neglected to determine the relationship between government performance, service quality and customer satisfaction in Abu Dhabi with respect to police department.

Moreover, the study Elzaher and de Albuquerque (2021) deliberated the knowledge and safety performance in the context of Abu Dhabi police service for controlling the traffic and minimizing the chances of accident. However, this research also ignored to determine the moderating role of citizens' perceived responsiveness and the determine the direct impact of service quality on the satisfaction of Abu Dhabi citizens. In accordance with, the research Sidek et al. (2022) deliberated the knowledge of the Abu Dhabi police department for its fair working with e-government services, but similar to other research works, this research also ignored to contribute significant literature in the body of knowledge related to the customer' satisfaction for citizens in Abu Dhabi. Moreover, the research Jabeen and Alhashmi (2018) identified in literature discussed the factors of UAE police force turnover intention, but this research has ignored the factor of police performance to improve the quality of services for the satisfaction of the citizens in UAE. Similarly, the research on the working of Abu Dhabi police department Al Junaibi et al. (2022) highlighted that moderating role of performance for the satisfaction of public in Abu Dhabi by the working of police





department. Indeed, this research has not asserted any light on the role of demographic factors as moderator or mean between the relationship of the satisfaction of the public in Abu Dhabi and the service quality and service performance of police department in Abu Dhabi. In the line with this research, the study Majed Alameri et al. (2019) highlighted the moderating role of complexity in job between the innovation of organization and empowering leadership as significant, but the moderating role of customers responsiveness is not tested in this research with relationship to the police department in Abu Dhabi.

In accordance, the research Zaher Omair Juma et al. (2022) highlighted the moderating role of age between management of risk and leadership with transformative style in Abu Dhabi is significant and this can help to control and monitor the risk in the constructive way. However, this study has not asserted any highlight on the role of service quality and service responsiveness in relationship with the satisfaction of the public in Abu Dhabi with the moderating role of demographic factors including the age. On the other hand, the research Al-Neyadi et al. (2018) reported the perceived responsive of the citizens in health care system for satisfaction as significant, but this responsiveness is not tested in the model of police force department in Abu Dhabi. In addition, the responsive of public in Abu Dhabi is also discussed in the context of responsiveness by the study Al-Tamimi and Al-Amiri (2003), but the role of this responsiveness in relationship the police department and service quality is also neglected by this research.

Likewise, the responsiveness of the customers living in Abu Dhabi is also tested with their relationship to the services of hotel department by the research Praditbatuga et al. (2022), yet no researcher has conducted the study to discuss this relationship in relationship with the Abu Dhabi police department working and the satisfaction of the





citizens. Similarly, the research Alhammadi and Tariq (2020) also discussed the role of customer' responsiveness into the quality of services provided by the e-payment system by Abu Dhabi banks; however, this study has not reported any knowledge to enhance the knowledge by including the demographic factor of aging in Abu Dhabi department of sustainability. Indeed, different studies in the context of Abu Dhabi used the constructs of age and perceived responsiveness in different models, but not research has deliberated the knowledge to address the role of Abu Dhabi police department in relationship to the working performance, service quality for the satisfaction of Abu Dhabi people with the moderating role of perceived responsiveness. In this way, the research has unique moderating relationship to be tested that were not included in any framework on the Abu Dhabi police department for the performance of services. In this way, this study has developed a significant framework by considering the theory of perceived behavior in this research.

The framework of the current study is designed to achieve the research objectives and research questions. The framework is grounded on the independent variables, dependent variable, mediating variable, and moderating variable. This study considered three independent variables, one dependent variable, one mediating variable and one moderating variable. The independent variables of the study include government performance, service performance and service quality. The dependent variable is customer satisfaction. Furthermore, mediating variable include perceived responsiveness and moderating variable include demographic factors. The framework of the current study is highlighted in Figure 1 which shows the relationship between government performance, service performance, service quality, perceived responsiveness, demographic factors, and customer satisfaction. Additionally, based on the framework of the study, 13 hypotheses are proposed. These



hypotheses include seven direct effect hypotheses, three indirect or mediation effect hypotheses and three hypotheses based on the demographic factors.

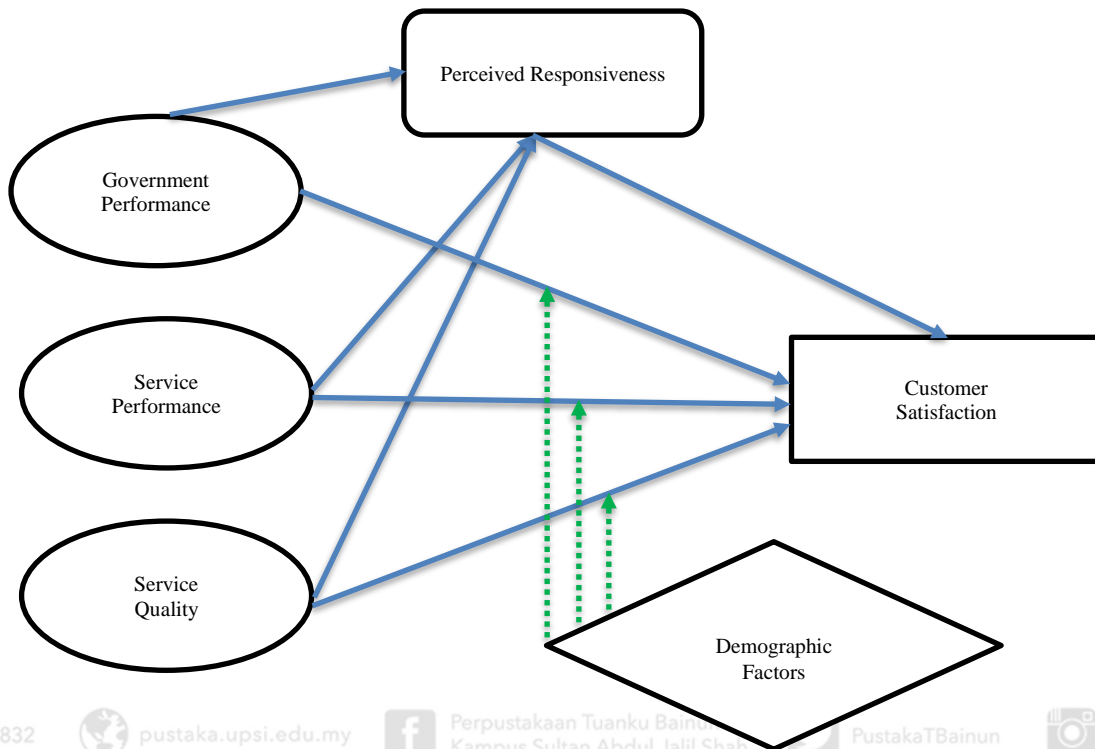


Figure 1.1. Conceptual Framework of the Study

**Hypothesis 1:** Government performance significantly and positively affect customer satisfaction.

**Hypothesis 2:** Service quality significantly and positively affect customer satisfaction.

**Hypothesis 3:** Service performance significantly and positively affect customer satisfaction.

**Hypothesis 4:** Government performance significantly and positively affect perceived responsiveness.

**Hypothesis 5:** Service quality significantly and positively affect perceived responsiveness.

**Hypothesis 6:** Service performance significantly and positively affect perceived responsiveness.

**Hypothesis 7:** Perceived responsiveness significantly and positively affect customer satisfaction.

**Hypothesis 8:** Perceived responsiveness mediates the relationship between government performance and customer satisfaction.

**Hypothesis 9:** Perceived responsiveness mediates the relationship between service performance and customer satisfaction.

**Hypothesis 10:** Perceived responsiveness mediates the relationship between service quality and customer satisfaction.

**Hypothesis 11.** There is a mean difference in the relationship between government performance and customer satisfaction in the presence of demographic factors.

**Hypothesis 12.** There is a mean difference in the relationship between service performance and customer satisfaction in the presence of demographic factors.

**Hypothesis 13.** There is a mean difference in the relationship between service quality and customer satisfaction in the presence of demographic factors.

## 1.7 Significance of Study

This study has strong theoretical significance because this study covered the most significant literature gap by examining customer satisfaction in relation to the police department. This study provides the contribution to the literature of customer satisfaction with respect to the accelerator programs of government department. It also provides the insight to the new researchers who wants to examine this area in future. This study also contributes to the literature of government performance and customer satisfaction. This study filled the theoretical gap which prevails in the terms of research of the effect of private and government performance during the implementation of the





projects in the terms of satisfaction in countries like UAE. More importantly, this study introduced customer perceived responsiveness which very rare while in the literature in relation to the police department. The relationship between perceived responsiveness and customer satisfaction is very rare in police department. Additionally, perceived responsiveness is used a mediating variable is first time considered between government performance and customer satisfaction along with other relationships considered in this study. Nevertheless, the consideration of demographic factors in this study is most valuable contribution. Demographic factors are used in this study and examined the relationship between variables in the presence of gender, age, and education. None of the previous studies identified the role of demographic factors while considering customer satisfaction. There are only few studies conducted in customer service sector in UAE, that's why this research is unique. Furthermore, the current study contributed to the expectancy disconfirmation theory. The framework of the current study contributed significantly to the expectancy disconfirmation theory by introducing satisfaction in relation to government performance, service performance and service quality.

The theoretical contribution to this study lead to the valuable practical significance. It provides the help to the regulators while formulating regulations related to the accelerator programs implementation. It is necessary to find the significant factors that have impact on the satisfaction derived which help the practitioners. Through this research, policy makers and practitioners can improve the strategies in the public sector organizations of UAE. As this study identified several important factors which can effect on the satisfaction level of customers, the management of police department should consider these factors to promote the satisfaction level. Management can enhance the satisfaction level by ensuring the



perceived responsiveness. Additionally, management can improve satisfaction by improving the services quality. Thus, this study has valuable policy implications for the management of police department.

Moreover, the current study contributed methodologically by employing new data analysis tools. This study introduced a new statistical tool which is quite rare among the studies of customer satisfaction in relation to the police department. This study employed Partial Least Square (PLS) which is rarely used data analysis tool while considering the customer satisfaction of police department. Additionally, various relationships measured by the current study are not examined in previous studies in relation to the PLS. Most importantly, this study used demographic factors through PLS. While using PLS, multigroup analysis is carried out to examine the effect of demographic factors. The multigroup analysis through PLS is first time introduced while considering the study on police department.

## 1.8 Scope of the Study

The aim of this research is to investigate the direct relationship between governmental performance, service performance, and government service quality and GAPS. The researcher used the expectancy disconfirmation theory as the theoretical foundation for the research.

Previous research on service quality has primarily been conducted in the field of marketing and has been empirically tested in the tourism, hotel, retail, wine, and textile industries. This research examines its effect on government sector in UAE. The

effect of governmental performance, service performance, government service quality, perceived responsiveness and demographic factors on the GAPs are also discussed in this research. The unit of analysis for this research was the clients of the police sector in the UAE. Hence, Data collected from clients who visited police station individually and from police stations throughout the UAE.

## 1.9 Operational Definitions of Key Terms Used in the Study

This section defines the operational meanings of all the variables used in the study, including government performance, services performance, services quality and customer satisfaction as mentioned below:

### 1.9.1 Government Performance

Government performance refers to actual performance of various entities providing services to the public. According to Morgeson (2012), the performance of government entities as defined as the efficiency with which government officials of the concerned entities understand the needs of the customers or general public and act in a manner that meets their needs to greatest extent possible. Therefore, according to the current study, government performance can be defined as the information provided by the police department based on adequate information about crime, opportunity given to the people to explain crime and people concern related to the crime. The current study followed Sakurai et al. (2013).

### 1.9.2 Service Performance

Customers are a key factor in predicting employee performance in service settings (Menguc et al., 2017). Service organization has three defining features: customer co-production, intangibility, and production & consumption emphasizing the importance of the customer experience (Scheuner & Leitner, 2020). Service performance is operationalized as the behaviour of serving and assisting citizens and meeting the goals of police departments.

As customer is the key factor to predict the employee performance in service sector, therefore, this study defined service performance in relation to the service provided to the customers based on the service provided in a friendly way, quick response to the citizens, to fulfil the need on time and availability of multiple options to fulfil the needs of citizens. The current study followed the operational definition of Liao and Chuang (2004).

### 1.9.3 Service Quality

Service quality is the overall perception of how a service is performed by a service providing company. According to the study by Serrano et al. (2018) service quality is defined as the expectations of the customers or the general public to receive high-quality service from government authorities and employees. It is the overall perception regarding how service is performed offered by the service providing institutions. In the current study, service quality is measured based on the online service provided to the citizens and offline services provided to the citizens. This study measured service quality by following the definition of Wang and Teo (2020).

#### 1.9.4 Customer Satisfaction

Customer satisfaction has been operationalized in terms of citizens' overall evaluations of the quality of service and the level of perceived experiences obtained over time. Qazi et al. (2017) defined customer satisfaction in the public sector as the degree of contentment and happiness that customers have about the quality of the services provided by government officials. While defining the customer satisfaction, the current study considered evaluations and experiences of customers regarding police service. Therefore, in this study, customer satisfaction can be defined as the evaluations and experiences of customers based on accurate decision making, fulfilment of expectation and experiences of customers. While defining the customer satisfaction, the current study followed Yaqub and Anthonia (2018).

#### 1.9.5 Perceived Responsiveness

Perceived responsiveness is defined based on the police interaction with citizens, staff's courtesy, procedure for reporting a crime, response to citizens' requests and rapidity of policy propaganda by police agencies. The current study adopted the operational definition of Chen et al. (2014).

#### 1.9.6 Demographic Factors

Demographic variables are the personal statistics that comprise such information as gender, age, marital status, family size, occupation, educational level, linguistic background, income level, ownerships or belongings, nationality, ethnicity, race, religion, location and so on (Ashraf, 2020). In the current study, demographic factors are considered by considering the three factors which include gender, age and experience.



### 1.10 Summary of The Chapter

The current chapter included the background of the study and offered brief information about the current study. Majorly, this chapter presented the critical theoretical and practical problem related to the customer satisfaction in the police department of UAE. Therefore, a brief background was provided in relation to the customer satisfaction in police department of UAE. It also conferred the problem statement, research objectives, research questions, scope of the study and significance of the study. Additionally, this chapter presented the conceptual framework and research hypotheses. Finally, this chapter presented the operational definitions of key terms used in this study.

