

Perception of African Immigrants of Service Quality at the Department of Home Affairs in Mthatha- Eastern Cape

By

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DECLARATION

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ABSTRACT

Service quality is a concept that has been around for many years. The concept of quality in the service industry is measured using five dimensions, namely; tangibles, reliability, responsiveness, assurance and empathy. Service quality remains a major issue in South Africa, both in government institutions and in private companies.

Purpose: The study determined the perceptions, expectations and measured the satisfaction level of services by using the SERVQUAL model because of its proven effectiveness to measure and manage service quality, expectations and their perceptions. It also determines the relationship between service quality dimensions and the overall customer satisfaction at the department of home affairs.

Design/methodology/approach: The primary data was collected with the help of a standardised questionnaire of service quality which was administered to a randomly selected sample of 265 respondents from five African countries accessing service quality of DHA services in Mthatha in the Eastern Cape. The response rate was 98%. The study applied the spearman ranked correlation, the chi square (χ^2) and other statistical tests to analyse and evaluate the hypothesized relationships.

Findings: While the importance of the five SERVQUAL dimensions has not changed dramatically over the years, few discrepancies were found between customer expectations and their perceived performance of DHA services. Revealingly, the lowest score for perception and expectations was responsiveness dimension, with a mean score of 2.69 and 2.37 respectively.

Originality/value: This is the first study which determines the perception of African immigrants of service quality in the region of Mthatha. Significantly, the study adds to the knowledge and understanding of how service quality can influence the prospects of an organisation, and also contributed to the model by addressing gaps in the model.

Keywords: Service quality, customer satisfaction, expectations, perceptions, gaps.

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CHAPTER ONE

BACKGROUND AND INTRODUCTION TO THE STUDY

1.1 THE SOUTH AFRICAN CONTEXT

South Africa, Department of Home Affairs, (2008:10) , in terms of the Immigration Act⁵, amongst others, mandated with regulating and monitoring entry into, residence within and departure of persons who wish to visit or stay in South Africa through issuing appropriate permits or documents to applicants. Such documents include visas, work permits, study permits and permanent residence permits. For foreign visitors to legally enter South Africa, they have to apply for visas at the foreign offices of DHA based in their respective home countries (Public Service Commission, 2008).

“Apart from issuing appropriate permits or documents to prospective visitors to the country, DHA also contributes to maintaining integrity of the Republic of South Africa as a sovereign state through detecting, arresting and deporting prohibited and undesirable persons through what is called port control services. These actions further contribute to the combating of transnational crime(s)” (Public Service Commission, 2008). The Constructive Act of African Union 2000 indicates that “the country through Department of Home Affairs carries out these functions against the human rights framework provided in the Constitutive Act of the African Union on immigration matters. South African and foreign customers reportedly regularly complain about the poor quality of services delivered by the Department. Such evidence and media reporting underpins the widely held belief DHA is not easily accessible, is unresponsive to the needs of its customers, and is riddled with corruption and, to the extent that systems in place to provide efficient and quality services, is poorly manage” (Davids, Lefko-Everett & Williams 2005). A large amount of the perceptions regarding services at DHA have been become visible through empirical data. It is impossible to come across a speech by the DHA Minister admitting that the organisation is not coping with offering quality services to the extent that service delivery is concerned. A lot of effort has been done by DHA, i.e. extending their working hours and work days to include Saturdays as an official working days, this has been celebrated and welcomed by the public with workers resisting with a strike actions. In order to address these gaps, empirical study need to be conducted.

These gaps have a destructive impact on the aptitude and capabilities of DHA to perform its duties efficiently and effectively. Presumably, DHA frequently has backlogs on providing services, it is questionable how they are able to serve foreign nationals with backlogs, keeping in mind that long delays will result in some foreigners having to stay longer in the country and in some cases exceeding their allowed stay. Limited Centre's are able to process foreign citizen's applications, service backlogs, concerns regarding records management at the DHA, and in some cases language barriers are some of the challenges they have to go through. Because there is no research done on the perceptions of foreign nationals, limited to none improvement is made to offer quality services for this market segment. A lot of emphasis has been placed on Batho-Pele principles which stress out service quality in public entities. It is however questionable if these principles are applicable to foreign nationals. Because their experiences, perceptions, and cultures also play a vital role to form perceptions of services qualities towards the brand (in this case Home Affairs), it is important to research on this.

1.2 IDENTIFICATION OF PROBLEMS

It is impossible to come across a speech by DHA Minister admitting that his organisation is facing serious challenges as far as offering quality service. A lot of effort has been done by the DHA like extending their working hours and work days to include Saturdays as an official working day, this has been celebrated and welcomed by the public with the working resisting with a strike actions. In order to address these gaps, empirical study need to be conducted.

These gaps have an off-putting effect on the aptitude of the Department to perform effectively. The home affairs frequently has backlogs on providing services, it is questionable how they are able to serve foreign nationals with backlogs, keeping in mind that long delays will result in some foreigners having to stay longer in the country and in some cases exceeding their allowed stay. Limited Centre's are able to process foreign citizen's applications, service backlogs, concerns regarding records management at the DHA, and in some cases language barriers are some of the challenges they have to go through. Because there is no research done on the perceptions of foreign nationals, limited to none improvement is made to offer quality services. A lot of emphasis has been placed on Batho-Pele principles which stress out service quality in public entities. It is however questionable if these principles are applicable to foreign nationals. Because their

experiences, perceptions, and cultures also play a vital role to form perceptions of services qualities towards the brand (in this case Home Affairs), it is important to research on this.

1.3 SIGNIFICANCE AND JUSTIFICATION OF THE STUDY

Findings of the study will append to existing awareness of the topic of how quality of services can influence the prospects of an organisation. This study will be significant in the sense that it could allow to understand whether migrant nationals consider services as good quality, and if not, to help develop recommendations that will address this issue. It will also contribute to the SERVQUAL model by addressing gaps in the model. Managers leading service firm's organisations must should appreciate and concede the importance of service quality and its effect on customer satisfaction by scrutinizing the service dimensions that force customer satisfaction. If management does not offer quality services, this will lead to a bad reputation. In order to create an organisational culture of service quality, studies should be conducted. If this study is not conducted, policy makers will not be aware of service quality levels, therefore not much change will be made to address this issue.

1.4 PURPOSE OF THE STUDY

The study was conducted with the purpose of determining immigrants' perception of service quality at the department of home affairs in Mthatha using a scientific procedure.

1.5 RESEARCH OBJECTIVES

The objectives that guide the research questions of this study are anchored bellow:

- a) To identify perceptions of service quality at department of home affairs and calculate service gaps.
- b) To identify expectations of service quality at department of home affairs and calculate service gaps.
- c) To analyse the service gaps and draw inferences thereof, concerning the importance of dimensions of service quality.

- d) To determine relationships between service quality and customer satisfaction at department of home affairs.
- e) To identify respondents' level of satisfaction with service quality at department of home affairs.

1.6 RESEARCH QUESTIONS

The research questions are:

- a) What are the perceptions of service qualities at department of home affairs?
- b) What are the expectations of service quality at department of home affairs?
- c) What are the service gaps and which dimension is the most important determinant of perceived service quality?
- d) Is there a significant relationship between service quality and customer satisfaction of department of home affairs?
- e) Are respondent's satisfied with service quality at department of home affairs?

1.7 THEORETICAL FRAMEWORK

The theoretical framework underpinning this study is Customer Satisfaction Measurements Program Theory and service quality. Exploratory quantitative research of Parasuraman, Zeithaml and Berry (1985:25) finds five dimensions of service quality and developed a conceptual model for it. These dimensions are reliability, assurance, tangibles, empathy, and responsiveness.

1.8 RESEARCH METHODOLOGY AND DESIGN

This quantitative study identifies the perceptions and expectations of African immigrants on service quality based on the services received at Department of Home Affairs in Mthatha. The researcher adopted a descriptive quantitative approach in his methodology. Sources of data used were both primary and secondary. These procedures were followed:

- a. An extensive literature review was conducted to identify paradigm shift in perceptions and expectations of service quality both nationally and internationally. The research philosophy adopted was Post-Positivist Paradigm. The focal point was on state institutions which in the researcher's understanding are often more relaxed when it comes to quality of services rendered because of their inability to directly link services to the profitability and sustainability issues. With many journal, books and articles on service quality, there were no issues amplifying the researcher's knowledge on service quality. Further consultations were made with experts in this field, in this case the research supervisor.

- b. Probability sampling was the preferred sampling method. The study used stratified random sampling technique. The sample size was calculated using Krejcie and Morgan table. The assumed population of African immigrants within the town of Mthatha was 800. A 5% margin for error and 95% confidence level yielded 265 sample sizes. The 265 open-ended questionnaires were administered, distributed and collected within a time frame of about 40 days, even though not all questionnaires were completed, a return rate of about 96% was regarded as satisfactory. Collecting questionnaires was a tough task, after full ethical approval had been granted by the University Research Ethics Committee. Snowballing sampling was used to facilitate the identification of respondents, and this assisted the researcher to complete this task without further delays. Descriptive analysis of the demographics were done, followed by inferential analysis; chi square, t-test, kruskal Wallis tests, Mann Whitney and correlation tests were also conducted with the assistance of a statistician using SPSS version 2.4, (Statistical Package for the Social Sciences) software and Microsoft-Excel programme. The Cronbach's alpha was used to test for reliability.

c. Findings were presented in tables, charts and diagrams to support recommendations made.

The study was descriptive in nature. Quantitative approach was preferred because of the nature of study and the ability of this approach to gather a representative data from large targeted respondents. Similarly descriptive research method was preferred because it is more efficient in obtaining information. As a result of utilizing descriptive data, an investigator can be acquainted with substantial amount about a research problem and also evidently outline what should be measured in the study.

1.8.1 Study area

The Eastern Cape Province is the second biggest province by size in the country. “It was formed in 1994 out of the Xhosa homelands of Transkei and Ciskei, together with the eastern portion of the Cape Province”(Wikipedia, 2017). Its capital is Bhisho, which is 290km from the town of Umtata (now Mthatha). Mthatha is located in King Sabata Dalindyebo Local Municipality and is the main town in this district. With a population of about 120,000, 55% younger than 20 years, the town is along the N2 road, 250 Km from East London and about 177 Km to Kokstad.

1.8.2 Reasons for choice of Mthatha

The district is the poorest in the Eastern Cape, there is a high percentage number of people living in poverty in the town, about 11.8% of its households have no form of income and unemployment stands at about 65.5%. Literacy remains another major issue with experts often referring to illiteracy rate as high as 42%. There has been a high influx of African immigrants and to date, the researcher has not been able to link much research to migrant perceptions.

1.9 DELIMITATIONS OF THE STUDY

Limitations and delimitations are constraints on the study or a chosen focused view taken by the researcher. This section discusses both aspects. “Critiquing is a form of systematic way of reviewing the strength and limitation of a study in order to setup its reliability and its significance before putting it in practice”, (Valente, 2003: 45) cited in, (Coughlan, Cronin, & Ryan, 2007).

The study intentionally excluded other African countries. This was with the notion that other African immigrants are not so many and may have conflicting views in the study. Delimitation was placed on the actual measuring of service quality; it can be argued that the process may come with its own challenges; however it does not dissuade the objectives and aim of the study.

1.10 CONCEPTUALISATIONS

This section discusses main theoretical concepts that were applied in the study. These concepts are explained below.

African immigrant: “refers to people in a country other than their country of origin with or without official documentation” (McDonald, 2000:18).

International Migration according to the International Organisation for Migration, (2017, 56) “Migration refers to any movement by a person across an international border, regardless of (1) the person’s legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is. Short-term international migration refers to at least three months duration of stay in the country, or away from the country of habitual residence”. Long term international migration exists in cases where the duration of stay more than a year.

Perceptions: “Perception is itself dictated by the factors that dictate expectations” (Hoffman and Bateson, 1997:94) and are formed during so-called "moments of truth" “that take place each time the customer comes into contact with any aspect of the particular service provider's organisation” (Pakdil and Harwood, 2005:19). “Perceptions are formed by how the customer is served, and are believed to have a stronger influence on the customer's behavior” (satisfaction, referrals, choice of service provider, usage etc) than access (to the service provider) and cost (Pakdil and Harwood, 2005:26). Wherever inconsistencies exist, amongst a customer's expectations and perceived service performance, disconfirmation exists.

Expectations: “A customer's expectations are pre-trial beliefs about a product that serve as standards or reference points against which service performance is judged” (Ziethaml et al, 1993:17). Expectations represent “what the customer would like to see embodied in a product or service” says Hoffman and Bateson (1997:283). Hoffman and Bateson (1997:283) noted that “expectations serve as benchmarks against which present and future service encounters can be compared” (which results in an assessment of quality). Parasuraman, Ziethaml, and Berry, 1993:10; as cited in Hoffman and Bateson, 1997: 283) “conducted research into the nature of service expectations, and identified three different types of service expectations”:

1.10.1 Predicted service

Predicted service is a probability expectation that reflects the level of service that the customer believes is likely to occur. It is an estimate of anticipated performance. It is generally believed that customer satisfaction evaluations are developed by comparing predicted service to perceived service received (Hoffman and Bateson, 1997:284).

1.10.2 Desired service

“Desired service is an ideal expectation of service that reflects what customers actually want compared with predicted service, it generally reflects a higher expectation than predicted service” (Hoffman and Bateson, 1997: 285).

1.10.3 Adequate service:

Satisfactory service most minuscule tolerable expectation; it reveal the level of service that the customer is prepared to consent to, and is based on experiences developed over time, according to Hoffman and Bateson, 1997. This reflects the lowest quality of performance that is tolerable to the customer (Hoffman and Bateson, 1997:285).

Service: Quinn, Baruch and Paquette (1987:70) circumscribed services being “economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness,

comfort or health) that are essentially intangible concerns of its first purchaser”. In accordance with Quinn et al, “service is an activity that is intangible (as opposed to physical products) and cannot be stored”.

Quality: “Quality is defined as ‘fitness for use’ in user-based approach and ‘conformance to requirements’ (Juran, 1974:34). Garvin, (1988:43) listed five most important methods of describing quality: “(1) the transcendent approach of philosophy; (2) the product-based approach of economics; (3) the user-based approach of economics, marketing, and operations management; and (4) the manufacturing-based and (5) value-based approaches of operation management” (Crosby, 1979: 51).

1.11 DISPOSITION OF THE STUDY

In Chapter Two (Literature review) the study seeks to identify perceptions on African immigrants of service quality at Department of Home Affairs. It also seeks to identify and understand any paradigm change in the service quality concepts. The level of investment in offering quality services will be keynoted. Service quality model (SERVQUAL) was advanced by Parasuraman et al. will be the model that underpins the study. GAP analysis into relationships that exist between the models is an aspect that cannot be left out. **In Chapter Three (Research Methodology)** methodologies sounding how this study was conducted is discussed and supported with evidence under this section. Methodologies that are best suited for this study is used. Explorative and the descriptive evidential findings are presented in tabulated forms and figures under this section, **Chapter Four (Presentation of Research Findings)**. **In Chapter Five (Evaluation of Research Findings)** supporting the findings and evaluating the authenticity of the findings under the previous section is concluded in this section. **In Chapter Six (Conclusion and Policy Recommendations)** states an overview of the study and make policy recommendations to decision makers on how to improve any shortcoming in the offering of quality services to the public. Previous theories and models developed will validate the recommendations made.

1.12 SUMMARY

In this chapter, preface to the study is discussed. Objectives of the study were stated and the research questions which interrogate the objectives were also given. The disposition of the study and methodology applied is discussed. The next will chapter will be centered on the literature of service quality, consumer perception and expectations in various parts of the world as well as in South Africa. Various service quality measurement methods employed by organisations are also being discussed.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Babbie (2011) explains that a study of the literature is the way we discover what has already established. The theory as described by various authors on the relevant subject matters were consulted and documented in this chapter. According to Peter Herson, Danuta Nitecki and Ellen Altman “service quality, developed over time, relates to customer expectations, whereas satisfaction is transaction-specific, is a more short-term measure, and focuses on a personal, emotional reaction to service” (Peter et al, 1999: 9). “Research on service quality has tended to focus on one dimension – expectations – and has defined service quality in terms of reducing the gap between service provided and customer expectations” (Herson & Nitecki, 1999: 89). According to Herson & Nitecki, (1999: 89) “this suggest that if public sector leaders want to increase service quality, the gaps need to be narrowed”. “The potential payoff from improved service quality is considerable. Providing excellent service, which should be the goal of every organisation, leads to greater efficiency and effectiveness and a loyal customer base” (Zeithaml, Parasuraman, & Berry, 1990: 105).

The chapter includes literature on the key definitions of Service Quality, Customer perception, expectation and customer satisfaction. The chapter also documents literature on key subjects’ matters such as paradigm shift in service quality, SERVQUAL model, the importance of service quality to firms. The relationship between service dimensions as well as GAP analysis is theorised for organisational performance in a more detailed point.

2.2 UNDERSTANDING AND DEFINING QUALITY

“It is important for us to define the term quality before elaborating on the term service quality” says Rootman (2006:56). “Quality is an elusive and indistinct construct”, (Rootman, 2006:55). “Quality and its requirements are not easily articulated by consumers, firms and researchers, and are therefore also difficult to measure, however, its importance to firms and consumers is unequivocal” (Parasuraman et al, 1985:109).

“In the seventies, quality was considered as the satisfactory compliance with specifications and design in order for the product or service to provide contentment and a feeling of trust” (Berry et al, 1973:15).

In the late 1970s, there was an upward realisation of the significance of services in the world economy. With the evolution of modern quality theories has come a change how authors describe quality and productivity. According to Milakovich, (1995: 23) definitions established on the requirements of large-scale manufacturing industries are gradually being adapted to fit service delivery environments. “Different definitions have emerged based on the unique research methods, procedures, information systems, and databases of each discipline” (Milakovich, 1995:24).

According to (Milakovich, 1995: 27) “traditional manufacturing concepts include the appropriateness of design and specifications of a product’s function and use, as well as the degree to which a finished product conforms to the design and performs according to customer specifications”. In the early 1980s, a foremost wave of researchers defined the frontier in service quality. These pioneers included Christain Gronroos, Len Berry, A, Parasuraman, and Valarie Zeithaml.

According to Milakovich, (1995:29), in 1984, “Harvard Professor David A. Garvin proposed five distinct groupings of quality definitions: *transcendent* (quality in innate excellence), *product based* (quality as a measure of the quantity of some ingredient or attribute built into the product), *user based* (a reflection of the consumer’s preference), *manufacturing based* (conformance to specifications), and *value based* (performance or conformance at an acceptance level of price or

cost)”. Dissimilarities of these five definitions have since been drawn on by academicians and practitioners in such assorted services as economics, philosophy, engineering, medicine and construction management, (Garvin, 1987).

In 1987, David Garvin recognized eight dimensions of quality as a framework for deliberating how customers define quality. “This framework can be described as a multifaceted attempt to gauge quality on the basis of the following elements namely; performance, features, reliability, conformance, durability, serviceability, aesthetics, perceived quality” (Garvin, 1987:79).

In 1990 when we were experiencing a second wave of investigation of service quality, a number of researchers provided lists of quality determinants; not very different from that of Garvin. Quality in future will require developing a better understanding of how service quality works and capitalisation on some fundamental, underlying trends that will create new areas of emphasis.

2.2.1 Product Quality vs. Service Quality

It is ironic that at hand there are more concerns in countries for product quality than there is for quality of services. In spite of the actuality, a high percentage of whole employment in South Africa is in industries that produce goods. SA Labour Stats (2016) stated that, the emphasis has historically been on manufacturing industries.

According to Joel (2000: 39) “the obvious need for quality service, a person directly employed in manufacturing functions tends to focus on production first and quality second”. “A study conducted by David Garvin of Harvard Business School revealed that supervisors believed that a deep concern for quality was lacking among workers and that quality as an objective in manufacturing was secondary to the primary goal of meeting production schedules” according to Joel (2000: 39). This same conclusion is suggested in the experiences of many companies in South Africa who often advertise on their achievement of attaining a high productivity output. Supervisors in private companies in South Africa and public institutions almost invariably set targets related to productivity and cost reduction rather than quality improvements.

Joel (2000: 39) says “seemingly manufacturing-service paradox is usual in view of the several considerations which suggest that the emphasis on service should be substantially increased”. Studies in the United States of America have revealed that organisations assessed highly by their customers in terms of services can price their services 10 percent more than those rated poorly. Generally customers will go to the extent of paying a higher price for quality service in the researcher’s point of view. Comprehending to this, decision makers in organisations should score quality of service as a much important factor than quality of product.

According to Joel (2000: 16) “defining and controlling quality of service is more difficult than quality assurance of products, unlike manufacturing, service industries share unique characteristics that make the process of quality control less manageable but no less important”. Joel (2000:16) further states that, “service companies and institutions are affected by several characteristics, including the intangible nature of service compared to products’ tangibility and the inability to store output of services, however, the most significant problem with the delivery of service is that it is typically measured at the customer interface- the one-on-one, face-to-face interaction between supplier and customer”.

2.2.2 Service quality

Service Quality is a concept that has stimulated extensive interest and debate in the research literature for the reason of complexity in both defining it and measuring it with no overall agreement emerging on either (Wisniewski, 2001:383). Service quality is “the end user’s overall impression/ perception of the relative inferiority/ supremacy of the organisations and its services” (Trust & Oliver, 1994).

Broh (1982:3) considered “quality according to the degree of brilliance at a fair price, however, the management of change in the product and/or service should occur at acceptable costs”. Juran (1988:4) depicts two critical dimensions of quality so as to describe the expression, namely “product performance and freedom from any imperfections”. Garvin (1988:39) recognized his own dissimilar views of what service quality is.

2.3 THE IMPORTANCE OF SERVICE QUALITY TO ORGANISATIONS

“Public sector services are responsible and accountable to citizens and communities as well as to its customers; several researchers have dealt with service quality in public services” (Wisniewski & Donnelly: 56). Brysland & Curry (2001) affirmed the theory obviously make use of SERVQUAL model in public institutions. To add on, Caron & Giauque (2006) revealed that “public sector workers are presently have to deal with new professional challenges starting from the commencement of fresh principles and tools inspired by the change of new public management”. Being aware of how customers outlook of service quality remains crucial to the success running of a service organisation according to Rust & Oliver, (1994:12).

“Quality services can be interpreted as an important prerequisite for the future stability and growth of any country, a survey by Price-Waterhouse indicated that the majority of firms in the United States of America (78%) regarded quality as one of their main priorities” according to Rust & Oliver, (1994:23). In order to create consciousness and make certain the focus on quality, the South African Quality Institute (SAQI) was set up in 1993 to champion this initiative as indicated by South African Quality Institute, (2004:44).

Rust & Oliver (1994: 16) said the significance of SERVQUAL should be clarified through scrutinizing the impact of service quality on three aspects of a firm; these aspects consist of profitability, employee turnover, and market share. According to Naidoo (2011: 528), “marketing programs should be developed around the concept of quality within the service offering”. This adds on to the previous well-known significance of service quality. Zeithaml et. al, (2000:102) observed that “research findings have shown that the profitability of a firm will increase as the service quality increases”. This is further reiterated by (Buzzell & Gale, 1987). “A service of high quality has a positive influence on the profitability of the total assets of a firm “according to Anderson, Forwell & Lehmann, (1994:53). Service quality results in customer satisfaction and replicated purchases by the consumer according to Palmer & Cole, (1995:147). “The ‘positive consequences’ of service quality include saying positive things and recommending to others, whereas poor service quality lead to saying negative things and switching to competitors” (Zeithaml et al., 2006: 150).

Tait (1996:68) further states that these proclamations based on research findings, point out; an institution profitability increases as its service quality also improves. This happens simultaneously. According to Tait (1996:68) the contrary can also transpire: “problems with service quality can lead to a high employee turnover rate; aspects in the service delivery process that dissatisfy clients, for example, when clients need to wait in long queues before being served, may irritate good employees”. He further states that employees will eventually develop negative morale and training costs will be higher.

(Tait, 1996:70) an acceptable experience is typically divided individually with five people, these results in likelihood of pessimistic publicity if an organisation conveys a service of a poor quality possibly will result in a lower size of the market for that particular firm, and this will further result in decreased profitability.

During earlier periods, customers ‘assessments’ of service quality were highly developed to account for customers’ repeated purchases, as optimistic assessment of service quality prompts customers to support companies with their repeated purchases, “client loyalty in service organisations is regarded as the decisive reason for the growth of a sustainable competitive advantage” according to Swartz & Iacobucci, (2000:348). Rust & Oliver, (1994:3) is of the view that service quality forces client repeated purchase and client loyalty, consequently, service quality is of imperative importance for service organisations.

According to Gallup Organisation, customers questioned the importance of service quality, and employees’ proficiencies and expertise consisting of courtesy, attitude and helpfulness, ensure service quality. Parasuraman *et al.* (1988:91) indicated the “existence of a relationship between service quality and interpersonal contact between service providers and their clients”.

2.4 MODELS OF SERVICE QUALITY

“Good service quality paves the road for other factors like customs, beliefs, word of mouth; for an efficient and profitable organisation to succeed and to outlive in this antagonistic quality model shows that both technical and functional environment, it is critical to provide customers with quality are interconnected and directly affect the image service that meets or exceeds their

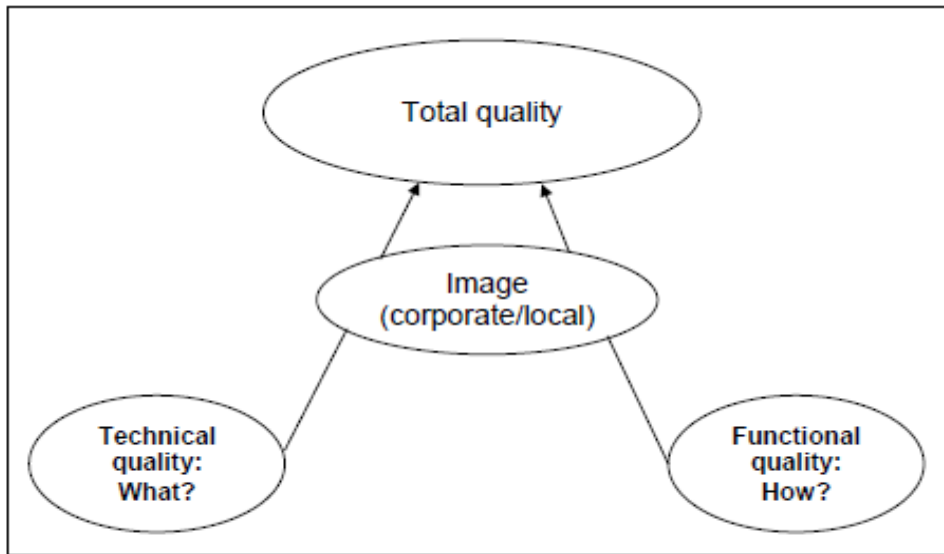
expectations” (Lee et al, 2000:152). The study evaluated the importance of three models and its contribution factors to service quality. A brief discussion and their limitations are discussed. This is significant because the researcher based his study on these SERVQUAL and Gaps model.

2.4.1 Grönroos service quality model

Grönroos (2001:67) consider service as methods/actions which are crucially intangible in disposition. The main distinctive variable of a service and physical goods is the tangibility of services. According to Grönroos (2001:67) “this definition places greater emphasis on the importance of the interaction between the service provider and the customers as well as the role customers play during service delivery process”.

Various authors defined service quality differently. From the researcher’s point of view, service quality is the effect of differentiated variables amongst customer expectations and customer perception. Should expectations exceed the real performance, then service quality will be perceived as unsatisfactory, customer dissatisfaction will occur in this case. Gronroos, (1988:56); Lehtinen & Lehtinen, (1982:134); Parasuraman et al, (1985:87); and Sasser, Olsen and Wyckoff, (1978) all cited in Rowley, (1997:7) support the notion that “service quality as perceived by customers, stems from a comparison of what they feel that service organisations should offer (i.e. from their expectations) with their perception of the performance of organisations providing the service”.

Figure 2.1: Gronroos service quality model



Source: Grönroos (1984:40) in Tait (1996:83)

2.4.2 Lehtinen & Lehtinen service quality model

Lehtinen & Lehtinen (1983:72) undertook a study and described the characteristics of services according to prearranged service quality dimensions. There were two methods in which their model depicted, these are:

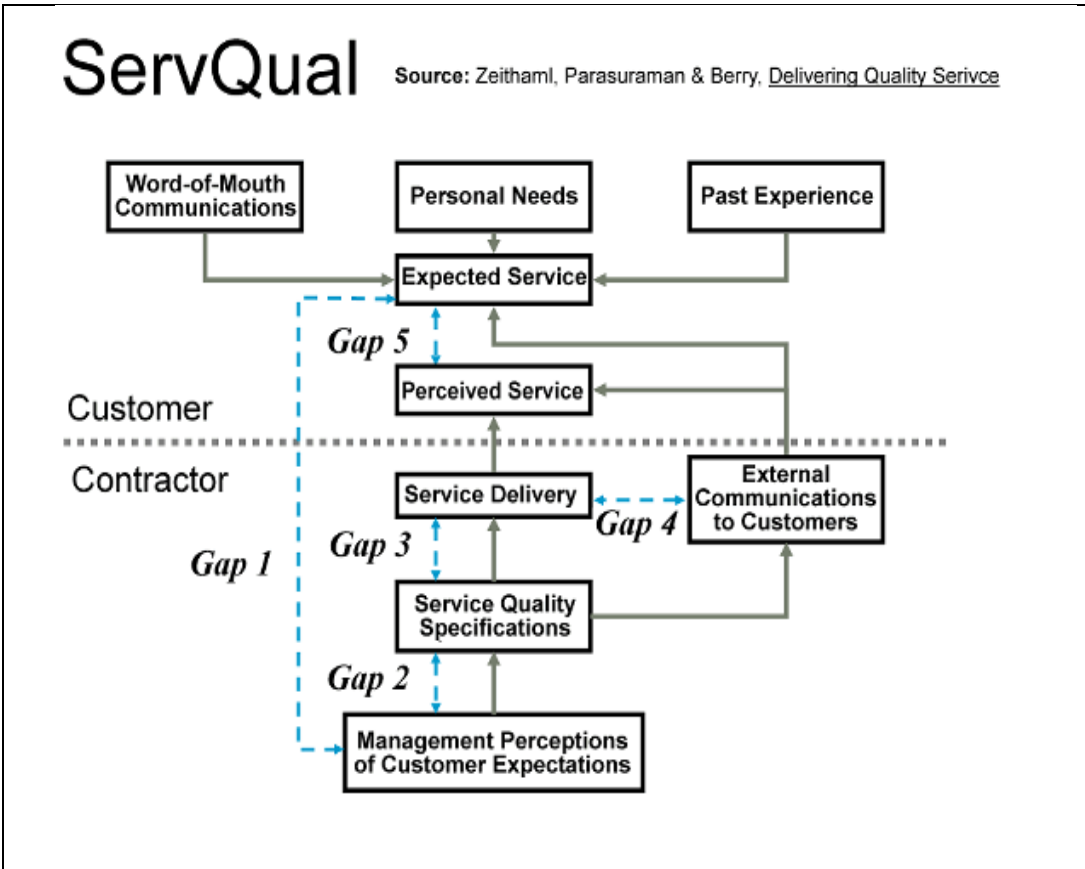
- According to Lehtinen & Lehtinen, the two-dimensional approach depicts service quality from the client's standpoint; the two dimensions are process and output quality. Lehtinen & Lehtinen also indicates that "the concept of process quality proclaims that service quality and consumption cannot be separated, as the client is actively involved in the production process, process quality refers to the client's qualitative evaluation of his/her involvement in the production- (service delivery-) process". Customers scrutinise service delivery stages and ascertain him-/her with the stages.
- Lehtinen & Lehtinen further states that there is also "three-dimensional approach to service quality, the three-dimensional approach describes service quality in terms of physical quality, interactive quality and corporate quality". "Interactive quality is the result of interaction

between the client and the interactive element; the corporate quality of a firm refers to the quality perception among its clients built over an extensive time period”.

2.4.3 The SERVQUAL Model

Service quality is normally matched up to overall attitude, and the two hypotheses are considered to be alike (Bitner, 1990; Parasuraman et al., 1988). An orthodox definition of attitude is “a learned predisposition to respond to an object in a consistently favorable or unfavorable way” (Allport, 1995:47). Service quality is “viewed as similar to attitude because it represents a general, overall appraisal of a product or service; service quality is a relatively global value judgment that relates to the superiority of the overall product” (Holbrook & Corfman, 1985:90).

Figure 2.2: The Parasuraman-Zeithaml-Berry Service quality model



Source: Zeithaml, Parasuraman, & Berry, 1985

According to the SERVQUAL model, the service quality is a function of perception and expectations and can be equated as:

Figure 2.3: Service quality formula

$$SQ = \sum_{j=1}^k (P_{ij} - E_{ij})$$

Where:

SQ = overall service quality; k number of attributes.

P_{ij} = Performance perception of stimulus i with respect to attribute j.

E_{ij} = Service quality expectation for attribute j that is the relevant norm for stimulus i.

Source: Parasuraman et al., (1985:48)

2.4.3.1 Determinants of Service Quality

Dimensions	Items
<p>Tangibles: physical facilities, equipment, and appearance of personnel</p>	<p>1. should have up-to-date equipment 2. physical facilities should be visually appealing 3. employees should be well dressed and appear neat 4. appearance of physical facilities should be in keeping with the type of services</p>
<p>Reliability: to perform the promised service dependably and accurately</p>	<p>5. should do things by the time they promise 6. when customers have problems, they should be sympathetic and reassuring 7. should be dependable 8. should provide their services at the time they promise 9. should keep accurate records</p>
<p>Responsiveness: to help customers and provide prompt service</p>	<p>10. should not be expected to tell customers when services will be performed* 11. not realistic for customers to expect prompt service* 12. employees do not always have to be willing to help customers* 13. is OK if they are too busy to respond to requests promptly*</p>
<p>Assurance: courtesy knowledge, ability of employees to inspire trust and confidence</p>	<p>14. customers should be able to trust employees 15. customers should feel safe in their transactions with these stores' employees 16. the employees should be polite 17. employees should get adequate support to do their jobs well</p>

<p>Empathy: caring, individualized attention the firm provides its customers</p>	<p>18. company should not be expected to give customers individual attention*</p> <p>19. employees cannot be expected to give customers personal attention*</p> <p>20. unrealistic to expect employees to know what the needs of their customers are*</p> <p>21. unrealistic for them to have customers' best interests at heart*</p> <p>22. should not be expected to have operating hours convenient to all customers*</p>
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Source: Parasuraman et al., (1985:50).

The models mentioned above placed emphasis the use of qualitative research rather than quantitative research which is evidently and psychometrically tested. Parasuraman et al. (1988:167) “developed SERVQUAL which is an advanced model for measuring service quality; in SERVQUAL model (Table 3), there are 5 dimensions and 22 items presented in seven-point Likert scale”. According to Parasuraman et al (1988:169), SERVQUAL is calculated by using empirical studies in various sectors like banking, long distance telephonic services amongst others. They have come up with a service quality scale in respect to the dimensions of expectation, these were “(22 items-same as SERVQUAL), performance (22 items-same as SERVQUAL), importance (22 items-same as SERVQUAL), future purchase behaviour (1 item), overall quality (1 item), and satisfaction (1 item) which were measured by seven-point semantic differential scale”.

2.4.3.2 Criticism of the Models

The SERVQUAL instrument for calculating service quality is constantly an area under discussion and criticisms as with all other models. A lot of studies conducted did not support the five-factor disposition of the model as developed by Parasuraman. To add on, “Cronin and Taylor (1992) have developed their own performance-based measure, the SERVPERF; in fact, the SERVPERF scale is the unweighted perceptions components of SERVQUAL, which consists of 22 perception items

thus excluding any consideration of expectations” (Ramseook-Munhurrun, Lukea-Bhiwajee, Naidoo, 2010:40).

Ramseook-Munhurrun, Lukea-Bhiwajee, Naidoo, (2010:40) argued that “current performance best reflects a customer’s perception of service quality, and that expectations are not part of this concept, despite the criticisms, SERVQUAL has been used to measure service quality in a variety of contexts, including hospitals” (Bakar, Akgu & Al Assaf, 2008:89). Confidence in the SERVQUAL model is assured by the number of research that has been adapted to SERVQUAL model.

Table 2.1: Limitations of various service quality measurement models

Year		Limitations
1983	Lehtinen	<ul style="list-style-type: none"> ➤ Researchers have argued the validity of the model given by Lehtinen in the manufacturing industry (Gliatis & Minis, 2007).The model is also not applicable in this era of technology where internet and self service technologies have revolutionised the working of retail sector (Gliatis & Minis, 2007). ➤ The model can only be applied in specific situations
1984	Gronroos	<ul style="list-style-type: none"> ➤ The model only laid down the components of service quality as technical, image and functional without mentioning about the techniques or tools to measure these components (Gliatis & Minis, 2007).

1985	Parasuraman, Berry and Zeithml	<ul style="list-style-type: none"> ➤ Researchers such as (Peter, Churchill & Brown, 1993), (Babakus and Boller, 1992), (Babakus and Mangold, 1992) , (Cronin and Taylor, 1992) (Boulding, Kalra, Staelin and Zeithaml, 1993) , (Oliver and Bearden , 1985) do not support the view of PZB to measure service quality as the gap between perceptions and expectations of the consumers. ➤ It has been argued that that the GAP model has led to an ambiguity between the two concepts: Service quality and customer satisfaction (Ladhari, 2008). ➤ The negative items in the scale and perceptions and expectations score create confusion among the respondents which creates hindrance in the comprehensive measurement of all five dimensions of service quality. (Babakus and Boller, 1992). ➤ A high degree of correlation has been found amongst the five dimensions. (Nadiri & Hussain, 2005, Buttle F, 1995).
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Source: Parasuraman et al., (1985: 55)

2.5 THE GAPS MODEL

“Service quality manifest when expectations are met (or exceeded) resulting in satisfaction, and a service gap occurs if expectations are not met also producing dissatisfaction” (Parasuraman et al., 1985). In order to calculate the gap score for the statements, expectation score was deducted from perception scores. Parasuraman et al., (1985: 59) indicated that “manifestation of a positive gap score suggest that expectations have been met or exceeded and a negative score also means that expectations are not being met. Gap scores can be analysed for individual statements and can be aggregated to give an overall gap score for each dimension”.

2.5.1 Gap Analysis

The service quality model of Parasuraman et al, (Figure 1.1) makes out five critical key gaps that can be the root cause of problems in service delivery.

Figure 2.4 Response rate of questionnaire

➤ Gap 1 - Customer Expectation - Management Perceptions gap	➤ The Knowledge Gap.
➤ Gap 2 – Management’s Perception – Service Quality Specification gap	➤ The Policy Gap.
➤ Gap 3 – Service Quality Specification – Service Delivery gap	➤ The Delivery Gap
➤ Gap 4 – Service Delivery – External Communication gap	➤ The Communications Gap
➤ Gap 5- Customer Expectations - Customer Perceptions gap	➤ The Service Quality Gap

Source: Zeithaml, Parasuraman, & Berry, Delivering Quality Service (1990).

2.5.1.1 GAP.1

According to (Naumann, 1995: 94) Gap 1 is the gap relating to customer expectations and management's perception of those expectations. Gap 1 is the consequence of a need of perceptive or a misreading of the customers' wants, needs, and desires. Therefore, gap 1 is normally called research gap. It is certain that a company that invests little in marketing or customer satisfaction research will encounter this gap. According to (Naumann, 1995: 94), of the five gaps in the model, this one is the most serious, simply because discrepancies here will cause problems in each of the other four. He further goes on to explain that if an organisation doesn't fully understand the customers' expectations there is no aspiration of becoming a customer centric organisation.

2.5.1.2 GAP 2

“This gap is the one between management's perception of what the customer wants and the designed capabilities of the system that management develops to provide the services ,essentially this gap is the result of management's inability to translate the customer's needs into delivery systems within the firm” (Naumann, 1995:96). For that reason, Gap 2 is often called planning and design gap.

2.5.1.3 GAP 3

The difference relating to the designed system and what it actually provides characterises GAP 3. (Naumann, 1995:96). Naumann (1995:96) stated that when gap 1 and 2 have been closed, gap 3 then occur as a result of incapability of the management and the employees to do what should be done. Thus Gap 3 is referred to as implementation gap. “When a system is designed properly but is not delivering what it should, the cause of the problem is almost always behavioural. Poorly trained, poorly motivated, or alienated workers are symptoms of behavioural problems” says Naumann (1995:96).

2.5.1.4 GAP 4

Gap 4 links what the service system present and what the customer is advised it provides. “Inconsistencies in gap 4 have been the basis of much of the truth-in-advertising regulations over

the years and the elementary issue is one of honesty” (Naumann, 1995:97) explains. This gap is often referred to as communication gap.

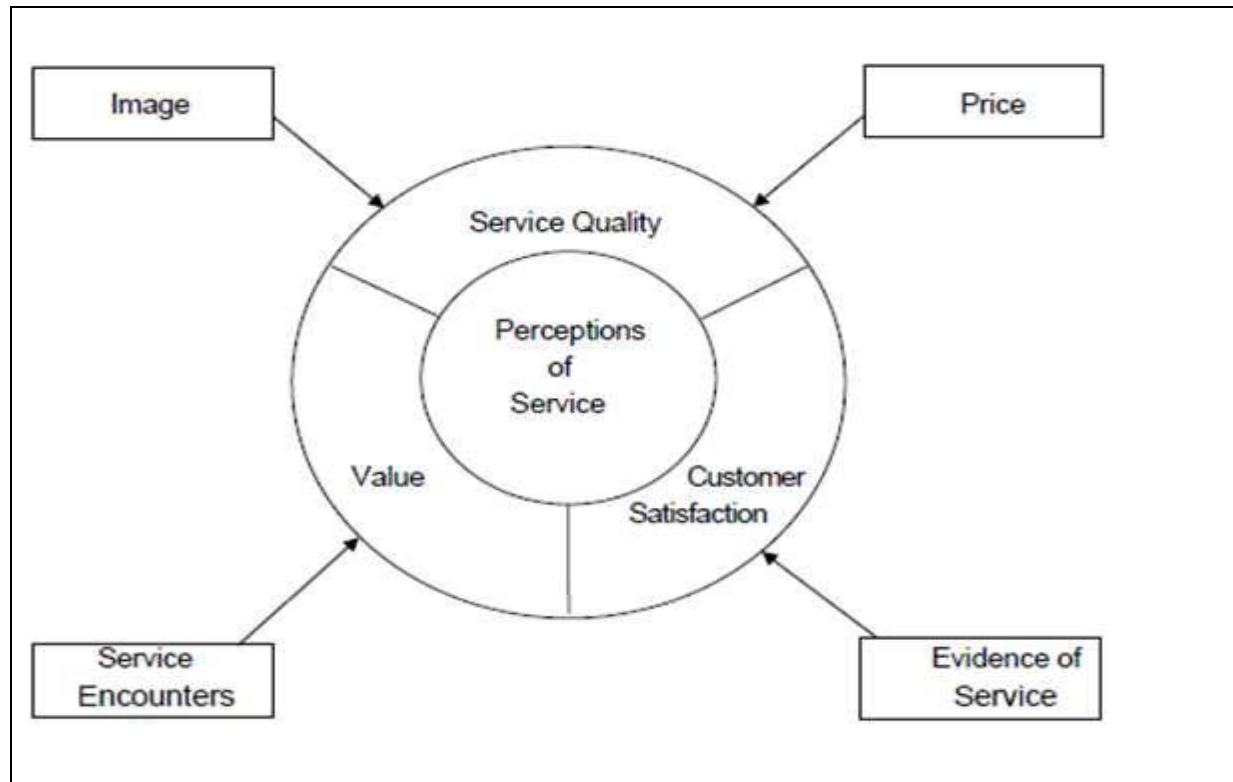
2.5.1.5 GAP 5

The last gap relates to customers’ service expectations and customers’ perceptions of service. Seeing that gap 5 focuses purely with customers’ expectations and customers’ perceptions of actual service, we often refer to gap 5 as reality gap.

2.6 Customer Perception

“Perception is an individual’s attitudes after they have received services” (Reid & Bojanic, 2001:73). “Customers perceive a service in both terms of the quality of service and satisfaction, and perceptions of customers always relate to their expectations and experiences” (Zeithaml et al., 2006:106). “Customer satisfaction is linked to customer perception of value in terms of product quality, service quality, and competitive price” (Naumann & Giel, 1995:5; Robert, 1993:84; Zeithaml et al., 2006:110), as well as corporate image (Naumann & Giel, 1995: 218). Customer satisfaction takes place when a firm’s service meets or exceeds customer expectations (Reid & Bojanic, 2001:39). To add on, satisfaction alter with time and swayed by different variables, these variables consist of moods of customer, and opinions of family member, friends and co-workers (Zeithaml et al., 2006:110). In addition, to enhance customer service is a critical task of management in a service firm (Reid & Bojanic, 2001:45).According to Otu, Appiah, & Botchway (2012:38), “when customers evaluate whether the quality of service meets their expectations, they always consider their service perceptions relative to expectations”.

Figure 2.5: Factors Influencing Customer's Service Perceptions



Source: Adapted from Zeithaml and Bitner (1996)

(a) Image: The image and reputation of an organisation is affected by customer perception. Keller (1993:29) describes organisational image as “perceptions of an organisation reflected in the associations held in customer memory”. “The associations can be reflected through contacting with employees and even the service experience itself “says Zeithaml and Bitner, (1996: 98). Organisational impression can help institutions to develop constructive customer perceptions of service. A positive image provides safe cushion against occurrences of mediocre service (Zeithaml and Bitner, 1996).

(b) Price “The price of service can also influence customer perceptions. Because of the intangible nature of the service, customers rely on price as an indicator to judge whether the service can meet their expectations or not. If the price is higher than average price, customers are likely to expect higher quality than others; if price is too low, customers may doubt the ability of organisation to

deliver the service appropriately. For both situations, the higher or lower expectations will greatly influence customer perceptions of service.” (Otu et al., 2012: 92).

(C) Service Encounters (Moments Of Truth) moments of truth refer to the interface amongst the customer and the service organisations all through an epoch of time. Consistently with (Zeithaml and Bitner, 1996:79) “when customers have service transactions with a service organisation, they can judge the quality of service provided by this organisation through evaluating the service encounters”. According to Zeithaml and Bitner (1996:77) “three types of service encounters that can be managed by a service organisation to have interactions with customers, namely remote encounters, phone encounters and face-to-face encounters”.

(d) Evidence of Service: evidence of service is considered the preceding issue influencing customer perceptions (Otu et al. 2012: 68). The intangibility of services result in customers not barely relying on price to estimate service quality but also try to find an indication of service quality in every communication they have with the service firm, in order to develop consciousness of service perception. There are three main elements of service quality encountered by customers are people, processes and physical evidence said Zeithaml and Bitner (1996:99).

2.7 Customer expectations’

Zeithaml *et al.* (2006:48) suggested that “customers’ satisfaction with services is related to both their prior expectation about the service and their perception of how well the service was provided”. According to Zeithaml *et al.* (2006) “customer expectations are beliefs about a service delivery that serve as standard against which performance is done, therefore developing certain set of expectations based on a variety of inputs”. Customers judge prior encounters and service encounters with particular type of service they have experienced. Customers cultivate their expectations when others make recommendations of the services they have just received. A customer will have a high expectation if he/she heard from a friend that service quality of a hotel is high, the same level of experience will be expected. Expectations are developed based on advertisements and promises make by the service providers. There are five levels of customer

expectations, namely; ideal service level, desired service level, adequate service level, predicted service level, and zone of tolerance, as depicted in Figure 1.1.

(a) **“Ideal service level** is the highest level of service expectations defined as the ‘wished-for’ level of service, which customers hope to receive in an idealized way according to” (Zeithaml and Bitner, 1996: 61).

(b) **“Desired service level** is lower than the ideal service level. However, it is the level of performance the customer wants to receive from the service and a blend of what customers believe can be and should be delivered” states (Zeithaml and Bitner, 1996: 61).

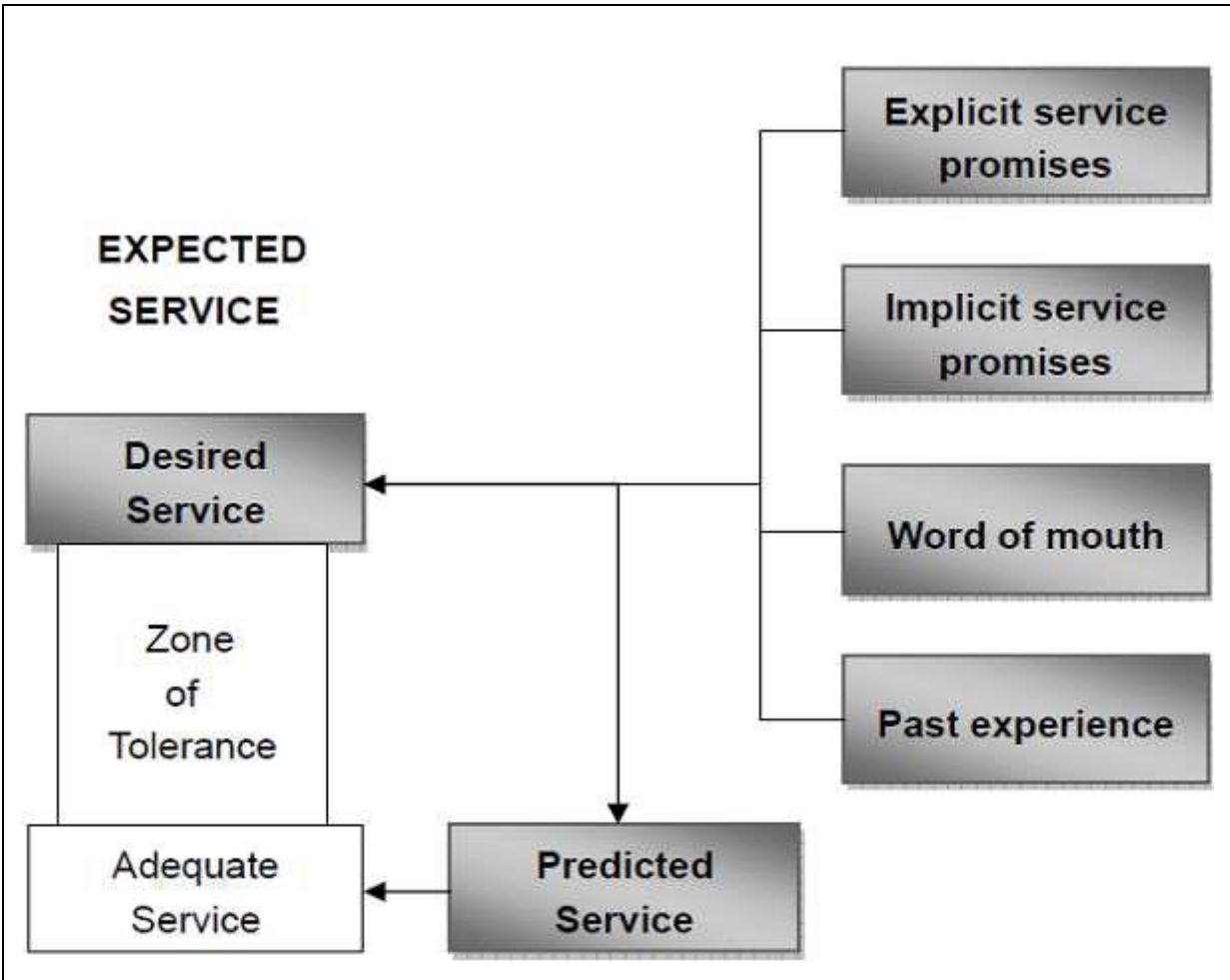
(c) **“Adequate service level** is the lowest level of service expectations defined as the minimum level of service the customer will tolerate and accept without being frustrated” argued (Zeithaml and Bitner, 1996: 61).

(d) **“Zone of tolerance** refers to the gap between desired service and adequate service levels. Services performed in this zone will be accepted as heterogeneity by the customers. If the performance is above the ideal service level, customer will be very pleased” Zeithaml and Bitner, (1996: 61). At a time that performance drop beneath the sufficient service level, customers will be displeased with unenthusiastic notion, says (Zeithaml and Bitner, 1996: 61).

(e) **Predicted service level** refers to the degree of service quality customers truly anticipate from the organisation offering its services. “The predicted service level can range from the ideal level of service to the adequate level of service by modifying the customers’ expectations accordingly in all circumstances of service” (Zeithaml and Bitner, 1996; Kurtz and Clow, 1998:55).

Zeithaml and Bitner (1996: 76) indicate that “when customers are interested in purchasing services, they may choose the needed service on the recommendation of friends or by tracking newspapers or television advertisements”.

Figure 2.6: Factors Influencing both Desired and Predicted Service Expectations



Source: Modified from Zeithaml and Bitner (1996)

(a) Explicit Service Promises: Testimonials concerning the service made by the organisation to customers characterises explicit service promises. The testimonials are done by employees, or through marketing platforms such as advertising, brochures, online and written publications. The service institution should guarantee that promises made are realistic and can be met. This is because explicit service promises are persuasive and can be entirely restricted and prescribed by the service provider (Zeithaml and Bitner, 1996:191).

(b) Implicit Service Promises: According to Otu., Appiah, & Botchway (2012:6), “Implicit service promises are quality cues that are dominated by price and the tangibles associated with the service to help customers in inferences about what the service should and will be like”. “In general, the higher the price charged and the better the tangibles provided, the more a customer will expect from the service” reported by Zeithaml and Bitner, (1996).

(c) Word-Of-Mouth Communication: According to Otu., Appiah, & Botchway (2012:6), “Word-of-mouth communication plays an important role as an information source used by customers in forming expectations of both predicted and desired service because it is perceived as unbiased”. Friends, other customers, and experts create proclamation of word-of-mouth statements to customers as Zeithaml and Bitner, (1996:77) discloses.

(d) Past Experience: “Past experience refers to the customer’s previous exposure to the focal service and shaping their predictions and desires” according to (Otu, Appiah, & Botchway 2012:7). In addition, customers evaluate the encounter of service with service organisations in other places the customer and also balance their service with preceding service encounters in the same locations, (Zeithaml and Bitner, 1996). Clarified by Parasuraman *et al.* (1990) “a variety of factors – resource constraints, market conditions, and/or management indifference may result in discrepancy between management perceptions of consumer expectations and the actual specifications established for a service” According to Otu, Appiah, & Botchway (2012:7). This inconsistency is foretold and envisaged to shape customers perception of service quality.

2.8 RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION

During the researcher’s review of contemporary literature, he found similarities in author who agreed to the notion that service quality is closely linked to customer satisfaction. “As a critical measure of organisational performance, service quality remains at the forefront of both the marketing literature generally, and the service marketing literature specifically” explains Masud, Nyame and Kumah, (2014:60). “Customer satisfaction and service quality have been defined by marketing researchers in different ways “says (Oliver 1997:28). Oliver (1997:28) label satisfaction

to the degree “the consumer’s fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant”. Zeithaml & Bitner (2000:75) described customer satisfaction being “customers’ evaluation of a product or service in terms of whether that product or service has met their needs and expectations”.

2.9 THE LEGAL CONTEXT OF IMMIGRATION SERVICE AT DHA

“Over the years, the DHA has encountered many challenges; it is for this reason that any assessment into the functions of the Department cannot ignore such context” (2008 Public Service Report). “Primarily, this is because through understanding the challenges, one can get a proper appreciation of the efforts undertaken by the Department to overcome them and a more holistic picture of its performance” (Public Service Commission, 2008). In this spirit, this section will provide an outline of the legal responsibilities and summary of the DHA and involvement to help DHA to trounce service quality challenges.

S.A Constitution summarise residency in the South African framework, the impartiality imperative. To achieve this legitimate mandate, DHA must assert the identity of all citizens and allow them to employ their rights and responsibilities according to (The Constitution of the Republic of South Africa, Act No. 108 of 1996). “Given South Africa’s past, the Department is expected to carry out its mandate in a manner that promotes access to services, supports democracy and contributes to social and economic development in the country. **Table 2.1** below broadly reflects the key pieces of legislation the DHA has to meet to fulfil its mandate, particularly as it pertains to civic affairs, immigration services and status of refugees” (The Constitution of the Republic of South Africa, Act No. 108 of 1996).

Table 2.1: Description of the Legislative Frameworks that inform the functions of DHA

<i>CONSTITUTION/PRESRIPT</i>	<i>DESCRIPTION</i>
<p><i>The Constitution of the Republic of South Africa, Act 108, 1996</i></p>	<p><i>Chapter 1, Section 3 states the following:</i></p> <p><i>(1) There is a common South African citizenship”.</i></p> <p><i>(2) All citizens are:</i></p> <ul style="list-style-type: none"> <i>• Equally entitled to the rights, privileges and benefits of citizenship; and</i> <i>• Equally subject to the duties and responsibilities of citizenship.</i> <p><i>(3) National legislation must provide for the acquisition, loss and restoration of citizenship</i></p>
	<p><i>Chapter 2: Bill of Rights, Section 20 states:</i></p> <p><i>No citizen may be deprived of citizenship.</i></p> <p><i>Section 21 states:</i></p> <p><i>(1) Everyone has the right to freedom of movement</i></p> <p><i>(2) Everyone has the right to leave the Republic.</i></p> <p><i>(3) Every citizen has the right to enter, to remain in and to reside everywhere in, the Republic.</i></p> <p><i>(4) Every citizen has the right to a passport.</i></p> <p><i>(These 2 sections are subject to Section 33 of Chapter</i></p>

	2).
<i>Immigration Act, No 13, 2002.</i>	<p><i>The Act provides for the regulation of admission of persons to, their residence in, and their departure from the Republic and for matters connected therewith.</i></p> <p><i>According to the Act, the following are the functions of the DHA:</i></p> <ul style="list-style-type: none"> <i>•The control of movement of people in and out of South Africa through:</i> <i>• controlling admissions into and departures from South Africa at designated Ports of Entry (PoEs),</i> <i>• issuing Visas to facilitate the movement of people in and out of South Africa, and</i> <i>• issuing of permits to facilitate residence in South Africa.</i> <i>• The detection, detention and deportation of illegal foreigners.</i> <i>• The administration of applications for asylum.</i>

<p><i>Immigration Amendment Act, No 19 of 2004.</i></p>	<p><i>Section 9 (1) states that “no person shall enter or depart from the Republic at a place other than a port of entry.</i></p> <p><i>Section 9 (3) states that “no person shall enter or depart from the Republic unless in possession of a valid passport ...</i></p>
<p><i>United Nations Convention Relating to the Status of Refugee.</i></p>	<p><i>The Convention sets out the rights of individuals who are granted asylum and the responsibilities of nations that grant asylum. The Convention also provides for visa-free travel for holders of travel documents issued under the convention.</i></p>
<p><i>DHA Enterprise Architecture Manuals (Visa Applications and Admissions)</i></p>	<p><i>The manuals provide guidelines on the visa applications and port control services processes.</i></p>

Source: Public Service Commission, Republic of South Africa (2007:20)

Some of the roles of DHA are depicted in the table above. Some of the tasks of DHA include the movement in and out of the country. “DHA interfaces with the lives of citizens from the ‘cradle to the grave’, through this interaction it handles birth, marriage and death certificates, including Identity Documents and Passports” (The Constitution of the Republic of South Africa, Act No. 108 of 1996). In addition, the DHA handles with visas for visitors to the country and from the country, staying permits as well as work permits for foreigners and documents for refugees and asylum seekers. Given this central role, and the fact that it is a public institution, it is constantly scrutinised and its performance is under constant reviews.

“Unfortunately, through the years, the Department has been faced with many service delivery challenges and much negative feedback on the rate and quality of its services” (Public Service Commission, 2008). “Perceptions of its inefficiency abound in the public eye, and media reports suggest that both South African citizens and foreign customers regularly complain about the poor quality of services delivered by the Department” (Ella Smook, 2008:15). “It has also not escaped the scrutiny of the South African courts, where a Cape High Court judge questioned how much longer the Department would be ‘allowed to remain dysfunctional’ before getting its act together” (De Gaulle, 2005).

The former Minister of Home Affairs, Ms N Mapisa-Nqakula, accept that DHA was experiencing increasing challenges as far as service delivery is concerned (Hon Nqakula, 2006). She elevate, “serious weaknesses the Department was experiencing at organisational and policy levels and the fact that such weaknesses had a negative impact on the ability of the Department to function effectively and identified the need for external assistance in addressing such challenges” (RSA, 2006:10).

According to (PSC, Citizen Satisfaction Survey, 2007), “PSC has also conducted research in the Department, two of these research studies were Inspections of Public Service Delivery Sites during 2006/2007 and a Citizen Satisfaction Survey which included the Department of Home Affairs during the same financial year”. PSC illustrated principally on the level of service quality of the Department. For example, the PSC in its Consolidated Report on Inspections of Public Service Delivery Sites made findings of customers standing in lines for more than three hours at the Johannesburg International Airport, (PSC, Citizen Satisfaction Survey, 2007) as stated in (PSC, Citizen Satisfaction Survey, 2007). The (PSC, Citizen Satisfaction Survey, 2007) also found that “turnaround times were also reported in the same report as being problematic with clients having to return to offices more than five times without receiving the documents they had applied for. In addition to studies conducted by PSC, in 2001 the DHA conducted an evaluation of its service delivery quality and its service standards titled, South African Migration Project, 2004”.

Table 2.2: Synopsis of Issues and Recommendations Relevant to this Study made in Research Studies in the DHA

RESEARCH STUDY	MAIN ISSUES ADDRESSED	MAIN RECOMMENDATIONS
<p>South African Migration Project (SAMP), 2001</p>	<p>Service Delivery Quality Performance and Service Standards</p>	<ul style="list-style-type: none"> • Training programmes and other measures needed to be put in place to ensure that particularly front line staff had a more in-depth understanding and knowledge of the legislation administered by the Department. • <i>Batho Pele</i> implementation had to be strengthened. • Customer Satisfaction should be measured on a continuous basis.
<p>Consolidated Report on Inspections of Public Service Delivery Sites, 2006</p>	<p>Level of satisfaction of service users.</p>	<p>When planning new service points, the Department had to take the accessibility and safety of such locations into account.</p> <ul style="list-style-type: none"> • The implementation of service delivery improvement plans by the Department had to be speeded up, and the service call centre had to come into operation. • Structures and systems had to be developed as a matter of urgency and implemented to ensure internal communication and consultation between the management of service points and other operational components in the Department. • Adequate systems needed to be established to promote consultation between the Department and citizens to ensure that the needs of internal and external clients are responded to effectively and efficiently.

		<ul style="list-style-type: none"> • The number of staff on duty at each individual service point had to be determined scientifically by professional consultants, and had to be implemented as soon as possible. • The Department had to assess work processes in order to determine the most effective and efficient way to deliver the required documentation. • Administrative procedures for control and tracking of applications had to be formalised and implemented. • Technical support for all work processes had to be upgraded and maintained efficiently. • The Department had to develop a formalised complaints handling system. • An effective system to monitor these complaints had to be implemented.
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Source: Public Service Commission, Republic of South Africa (2007:23)

2.10 SUMMARY

The chapter incorporated the theory as detailed by various authors on service quality as a correlation to customer perception. Factors affecting customer satisfaction was also expressed here. The literature review undoubtedly supported the critical significance of service quality in understanding perception of customers in organisations. There has been recent development in the field of service quality namely the 29 item questionnaire by Abdullah, Suhaimi, Saban and Hamali (2011), which was developed for the banking sector, a service quality developed for the higher education sector by Senthilkumar and Arulraj (2011). Kersten and Koch (2010) also developed a model for the logistic sector for measuring service quality. None of these recent development were

taken into consideration as it is not within the sector which this study focusses on. Service quality models was critically reviewed and analysed in terms of its criticism and effectiveness. The literature review sets a sound bases to evaluate the perception of African immigrants on service quality at the department of home affairs. In the next chapter, emphasis is laid on the methodology employed in the study and the ethical issues considered in the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is defined as the systematic approach towards purposeful investigation. Every field has challenges, unknowns or mysteries that need to be analysed, understood or resolved. Research then becomes critical to understanding or identifying challenges and providing solutions thereto (Gupta and Gupta, 2011).

This chapter undertakes to describe the research criteria and considerations in terms of the research methodology, rationale, paradigm, strategy and the research approach used to identify the perception of African immigrants on service quality at the department of home affairs. The chapter further describes the research design, research strategy, population, sampling techniques, pilot study, data collection instrument, validity and reliability, data analysis, bias & ethical considerations, and limitations.

3.1.1 The quantitative research paradigm

According to Babbie (2011), a paradigm allows for the assessment of the reality in order to understand the reality as it is seen by the researcher. In addition, a paradigm is defined as a framework that provides the world with a structure of interrelated concepts and assumptions to give us an understanding of how the world works (Greene and Caracekki, 1997). The paradigm assumed for this research is a Post-Positivist Paradigm. The study is independent of the researcher and based on knowledge discovered and verified through direct observation and measurement of an occurrence where facts are established by breaking down the occurrence and examining its variables (Krauss, 2005). “This worldview is represented in the quantitative paradigm as an investigation of a phenomenon by testing a theory that can be measured numerically and analysed statistically” (Creswell, 1994:54).

The post-positivist paradigm supports the notion that real events can be observed empirically and clarified with logical analysis. Post-positivism can be described as a philosophical ontology where scientific methods are used to generate knowledge about actual events observed (Leong, 2008).

Table 3.1: Paradigms in marketing research (Kent 2007: 49)

Paradigm Research	Ontology	Epistemology	Perspective	Theory	Method	Technique
Physicist	Objectivist	Positivist	Researcher	Deductive	Quantitative research	Quantitative Analysis
Physician	Realist	Activist	Client	Mixed	Mixed	Mixed
Psychiatrist	Subjectivist	Interpretive	Participant	Inductive	Qualitative research	Qualitative Analysis

Source: Kent, (2007:49)

Quantitative approach is preferred because of the nature of study and the ability to gather a representative data from large targeted respondents. Similarly descriptive research method is preferred because it is more efficient and able to obtain information. Through the use of descriptive data analysis the researcher will understand and depict substantial quantity regarding the research problem and also vividly describe what needs to be measured in the study.

3.2 THE RESEARCH METHODOLOGY

Research methodology refers to the theory of how research should be undertaken (Saunders et al., 2012:4). The study undertook a quantitative research methodology.

According to Saunders et al. (2012:162) “quantitative Research is used to quantify the problem by way of generating numerical data or data that can be transformed into useable statistics; it is used to quantify attitudes, opinions, behaviors, and other defined variables and generalise results from a larger sample population”. Saunders also states “Quantitative Research uses measurable data to formulate facts and uncover patterns in research; quantitative data collection include various forms of surveys – online surveys, paper surveys, mobile surveys and kiosk surveys, face-to-face

interviews, telephone interviews, longitudinal studies, website interceptors, online polls, and systematic observations” according Saunders.

According to Gray (2015), in his Journal on Doing Research in the Real World, Quantitative approach is an all-purpose technique of ideologically conducting quantitative research. “It illustrates, either explicitly or implicitly, the rationale of the qualitative research, the responsibilities of the researcher, the stages of research, and the method of data analysis” Gray (2015:68).

This study adopted quantitative research method approach. The approach was corroborated by the basis of gaining the opinion and experiences of the immigrants from African countries identified for the study. To enable the methodology, a structured questionnaire adopted to the SERVQUAL model, as the research instrument was distributed to participants. The data was then collected and analysed, the details of this process is detailed in subsequent sections. It was on this premise that the quantitative approach was most appropriate and best suited for this study.

3.3 RESEARCH OBJECTIVES

The objectives that guide the research questions of this study are anchored bellow:

- a) To identify perceptions of service quality at department of home affairs and calculate service gaps.
- b) To identify expectations of service quality at department of home affairs and calculate service gaps.
- c) To analyse the service gaps and draw inferences thereof, concerning the importance of dimensions of service quality.
- d) To determine relationships between service quality and customer satisfaction at department of home affairs.

- e) To identify respondents' level of satisfaction with service quality at department of home affairs.

3.4 RESEARCH QUESTIONS

The research questions that interrogate the research objectives are:

- a) What are the perceptions of service quality at department of home affairs?

- b) What are the expectations of service quality at department of home affairs?

- c) What are the service gaps and which dimension is the most important determinant of perceived service quality?
- d) Is there a significant relationship between service quality and customer satisfaction of department of home affairs?

- e) Are respondent's satisfied with service quality at department of home affairs?

3.5 RESEARCH HYPOTHESIS

The following hypothesis was tested in order to answer the research questions:

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

3.6 THE RESEARCH DESIGN

Leedy and Ormond (2001:191) labelled descriptive quantitative research as the classification of distinctiveness of observed phenomenon. "Apart from the research question dictating choice of design to use, factors such as ethical issues, cost, feasibility and access to the study population also influence the choice of research method" (Crosby et al, 2006). The study will be quantitative because it aimed at quantifying relationships between variables through data acquired through a questionnaire. Numerical figures yielded will be analysed in different tables and graphs. Furthermore, the relationships between variables will be expressed using frequencies.

Saunders et al. (2012:168) argues that the nature of the research design will inevitably follow an exploratory, descriptive or explanatory design or a combination. Gray in his journal called doing Research in the Real World, describes the three research design as follows:

3.6.1 Exploratory Studies

Exploratory Studies: seeks to investigate what is occurring and to inquire on the subjects. Saunders et al. (2012:171) states “exploratory study is a valuable means to ask open questions to discover what is happening and gain insights about the topic of interest”. Exploratory studies consist of researching literature, interviewing experts, conducting in-depth individual or conducting focus group interviews.

3.6.2 Descriptive Studies

Hendrick (2002:33) cited in Gray (2006:67) states the objective of a descriptive study is to endow us with a representation of an observable fact as it organically transpires. Descriptive studies seek to draw a picture of a situation, person or event or how things are related to each other. Saunders explains that when a researcher is conducting a study, prior to the researcher even collecting data, he/she must have a clear idea of the phenomenon on data he/she wishes to collect.

3.6.3 Explanatory Studies

Gray states that while exploratory seeks to find the “what”, explanatory seeks to ask the “why. Saunders goes on to state that the data can be tested using statistical tests with the aim of creating a clearer outlook of the relationship.

This study utilised the descriptive research approach by collecting data about the area of research and performing statistical analysis on the data to derive a correlation and consensus, which was benchmarked against theory.

3.7 RESEARCH STRATEGY

“A research strategy is a plan of action to achieve a goal, a plan of how the researcher will go about answering the research questions” (Saunders et al., 2012:173). The research approach for the research engaged across –sectional survey as it was best suited to elicit the opinions and experiences of immigrants at DHA. The survey was conducted using a quantitative questionnaire that sampled the research population. The population of this study was assumed to be 800 immigrant since no data was available from the statistics South African and department of home affairs. Kent, (2007:10) says a quantitative method’s focal point is primarily on construction of quantitative data. Furthermore the study was enabled by a questionnaire using the 7 point Likert scale as the research instrument. The description, collection and processing of the questionnaires are detailed in the subsequent sections of this chapter.

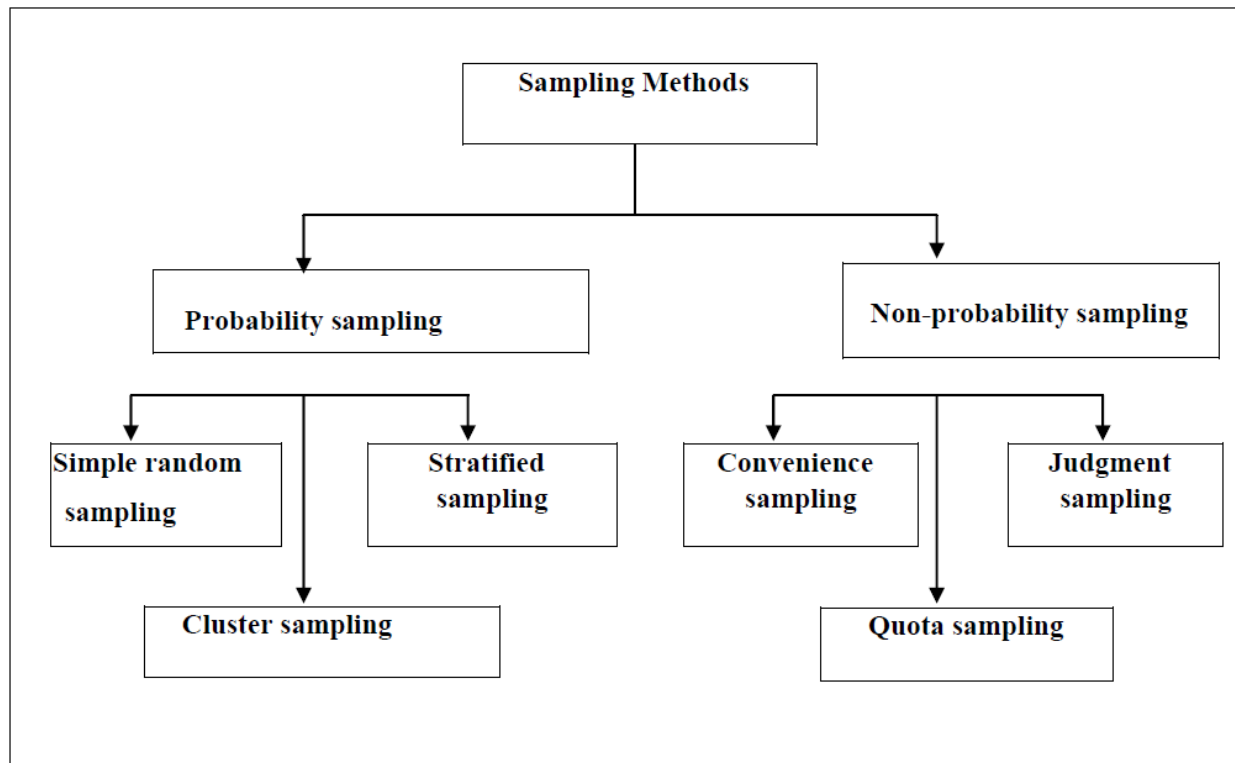
3.8 THE RESEARCH POPULATION

Brynard and Hanekom (2008:59) distinguished population as a “group of objects, subjects, events or case which a researcher wishes to research in order to establish knowledge”. Jackson (2006:44) described a “study population as all the people about whom a study is intended to generalise”. The KSD Local Municipality area is divided into 27 wards, with a total population of 96 114 people (KSD Local Municipality Integrated Development Planning report, 2012). The statistical number of African immigrants within the region was not available. For convenience the research population would be all immigrant residents in the selected community aged 18 years and above, since those in that age category are the ones considered to be economically viable.

3.9 SAMPLING STRATEGY

In deciding which sampling strategy to use, probability sampling and non-probability sampling are the two most common types of sampling according to Jackson, (2008:34). Figure 3.3 demonstrate the fundamental types of sampling methods.

Figure 3.1 Sampling Methods



Source: Jackson, (2008:34).

3.9.1 Probability sampling is a technique in which each member of population has an equal chance of being selected (Jackson, 2008). There are several techniques; however, the main three types of probability sampling are: “simple random sampling” each member of the population has a known and equal probability to be chosen as part of the sample; “stratified random sampling” divides population into subsamples to ensure that the subgroups are representative of the population; “cluster sampling” often use when the population is too large for random sampling method (Jackson, 2008:97).

3.9.2 Non-probability sampling is a skewed procedure in which the individual members of the population is an unknown of being selected as part of the sample by generating samples whoever easily to obtain (Jackson, 2008). The three basic types are: “convenience sampling” is a basic for selecting a sample that is available and convenient; “judgment sampling” allows researchers in selecting a sample that is appropriate for the study; “quota sampling” involves

selecting each population segment based on the judgment of the researchers (Parasuraman et al., 2004).

Stratified random sampling technique was applied to select customers from the four countries. Purposive sampling technique was used because only customers who had been patronizing the services of DHA and understood the subjects under investigation were selected. Convenient sampling technique was also used because only the target customers who were willing to participate in the study were included, therefore a combination of both sampling methods were used to achieve the objective of sampling the target population.

3.9.3 Sample size

The population of the study was 800 African immigrants in the KSD municipal area. A satisfactory return rate of 90% was achieved, indicating collected questionnaires totalizing 254. The initial sample size was 265 calculated using Krecjie and Morgan table with a confidence level of 5% margin for error and 95% confidence level.

3.10 THE RESEARCH INSTRUMENT

As stated in the preceding section, this study used a 7 point Likert scale, forced choice questionnaire. The research instrument is annexed to the study. The University of Surrey (2015), in their document titled the Introduction to Research, states that questionnaires or social surveys are a method used to collect standardised data from large numbers of people. It is used to collect data in a statistical form.

According to Kirklees Council (2015:40), “researchers usually use questionnaires or surveys in order that they can make generalisations; therefore, the surveys are usually based on carefully selected samples”. The approach that this study took was to hand delivering the questionnaire to respondents that were located by means of snowballing in locations where participants were available.

3.10.1 Design of Questionnaire

Data used in the study was collected through completion of a questionnaire adapted to the SERVQUAL model. The quantitative research methodology was used in the form of a survey using the seven point Likert-style rating scale to measure the perception of African immigrants on service quality at the department on home affairs. “A questionnaire is a structured data collection instrument designed to elicit information from people in response to a series of questions” (Lehman, 1991). Welman and Kruger (1999) stated that a large amount of researchers use questionnaire as an instrument to collect data in quantitative research. “The survey was designed after specifying the research problems and questions in the research, and designing and developing the survey which related to the goals of the research” (Czaja & Blair, 2005:67). The questionnaire design process consisted of the following steps which were adapted to McDaniel & Gates (2004) questionnaire design process. “These steps are the first step begins with determine survey objectives, resources, and constraints; determine the data collection method; determine the question response format; decide on the question wording; establish questionnaire flow and layout; evaluate the questionnaire; obtain approval of all relevant parties; pretest and revise; prepare final copy; and implement the survey at the final stage” (McDaniel & Gates, 2004:94).

3.10.2 Data collection method and technique

Data used in the study was collected through the completion of a questionnaire adapted to the SERVQUAL model, to gain information, perception and experiences of African immigrants of the department of home affairs. It was anticipated that the simplicity of the questionnaire and the method of submission would increase participation (Babbie, 2011). A questionnaire of 265, consisting of various perception questions identified the perceptions, with specific reference to service quality with a broader view of measuring customer satisfaction at the department on home affairs. To determine the sample size of 265, Krejcie and Morgan (1970) tables was used for the given population.

Table 3.2 Response rate of questionnaire

Response rate of respondents.	F	%
Returned	254	90
Non returned	11	10
Total	265	100

The questionnaire was sectionalized in four categories, as follows:

- **Section A:** Demographic Data
- **Section B:** Customer Expectations of services offered at DHA.
- **Section C:** Customer Perceptions of services offered at DHA.

The questions started with biological questions on African immigrant gender, age, country, education, years lived in South Africa and employment history, followed by 22 expectations questions and 22 perception questions.

Crewel cited in Khadimally (2014:68) detailed all stages of data collection as a circle of actions which, when experts are engaged in, must be considered through multiple phases such as “locating the site/ individual, gaining access and making rapport, purposefully sampling, collecting data, recording information, resolving field issues, and strong data”.

3.11 PILOT STUDY

The questionnaire being the research instrument was piloted in the study area. This was to enable the researcher to identify ambiguities and detection of necessary additions or omissions to the data collection instruments, thereby guaranteeing validity and reliability of information to be collected.

According to Saunders et al (2012:451), “the purpose of the pilot study is to refine the questionnaire so that respondents do not experience problems in answering the questions”. Selection of participant’s for the pilot study was done randomly to save time. The researcher considered this random sampling of respondents for the pilot study as having less negative effect on the feedback and was able to advice on the validity of the questions as well.

Greener (2008:68) stated that pilot study results can guide in the design and interpretation of larger scale efficacy studies. Pilot results can inform feasibility and identify modifications needed in the design. Greener goes on to state that the researcher should be upfront and informative of the intent of the research to the incumbents in the pilot study; this allows the incumbent to assess if the questionnaire is adequate. The outcome of the pilot study was identification of typographical errors, which seemed minor but was amended accordingly.

3.12 RELIABILITY AND VALIDITY

For an assessment to be reliable, it should be unbounded from prejudice and distortions. Reliability and validity are two concepts that are important for redefining and measuring bias and distortion.

3.12.1 Reliability

According to Saunders et al. (2012:192), “reliability refers to whether the data collection techniques and analytical procedures would produce consistent findings if they were repeated on another occasion or if they were replicated by a different researcher”. Mitchel (2002:38) cited in Saunders et al. (2012:430) points out three widespread approaches to assess reliability, which must be considered at questionnaire design stage. They are:

- Test re-tests: estimates of reliability are obtained by correlating the data collected with those from the same questionnaire collected under as near equivalent conditions as possible. A method for this is for the questionnaire to be completed twice by the same respondent. During the pilot study that is discussed in the section, the same questionnaire was administered a month later to the incumbents in the pilot study, the same responses was returned. This provided the notion of reliability adequately.

- Internal consistency: involves correlating the responses to questions in the questionnaire with each other, this measures consistency. Cronbach's Alpha is a method that is frequently used. This statistic is usually used to measure the consistency of responses to a set of questions that are combined as a scale to measure concept. To test reliability for this study, internal consistency method is used, in specific using Cronbach's Alpha. The formula:

Figure 3.2: Cronbach's Alpha Formula

$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum Vi}{V_{test}} \right)$$

Source: Wegner (2012:304).

A universally acknowledged standard is that an alpha of 0.7 represent acceptable reliability, 0.8 to 0.89 denote good reliability, and 0.9 to 0.99 indicates excellent reliability (Wegner 2012:305). This study used Cronbach's Alpha ratio to test the reliability of the research which resulted in 0.8

3.12.2 Validity

According to Saunders et al. (2012:429), "internal validity in relation to questionnaires refers to the ability of the questionnaire to measure what it is intended to measure". Saunders described measurement validity refers to trepidations that originate with the questionnaire. It actually epitomizes the reality of what is being measured. In response to this, relevant evidence was sought to support the answers from the questionnaire. To assess validity of this research, content validity was used and application of literature review, a panel of experts from HSSREC at University of KwaZulu-Natal were used to evaluate the research instrument for conceptual clarity. Questions are further formulated based on theory as to prescribe principles of service quality. Validity and reliability were tested during pilot study.

3.13 DATA ANALYSIS METHOD

The study was reliant on available subjects. It must be noted here that the study was a voluntary participation. Singh (2006:223), “analysis of data means studying the tabulated material in order to determine inherent facts or meanings”. Singh (2006:223) further indicates that this consists of It consists of degrading existing multifaceted factors into simpler parts and gathering the parts collectively in new arrangements for the purpose of interpretation. SPSS has built in statistical functions that permit data to be captured and analysed. The responses to questionnaires were captured on MS Excel and SPSS.

3.14 ETHICAL CONSIDERATION

Saunders et al. (2012:226) explained “in the context research, ethics refers to the standards of behavior that guide the conduct in relation to the right of those who become the subject to the research”. The following ethical considerations were accommodated:

Informed consent: Approval and ethical clearance from Humanities and Social Sciences Research Ethics Committee at UKZN was obtained to conduct the research. The letter is annexed hereto.

Privacy and ensuring confidentiality: the questionnaire was designed to obtain an opinion. Anonymity was therefore an option to protect the respondent.

Avoidance of harm: the survey was such that it did not ask for malicious information or confidential information that will bring harm or contravene any ethical standard, furthermore the anonymity of the survey served as mitigation in this regard.

Coercion: Participation in the study was optional and therefore not forced, thereby rendering respect for the participants and considering their consent in participation.

3.15 SUMMARY

Chapter 3 discussed the methodology used in the study. It is summarised as follows. The study was conducted in Mthatha located in the O.R Tambo district. Mthatha is along the N2 road, 250 Km from East London and about 177 Km to Kokstad. The population for the study included foreign nationals from four African countries, namely; Ghana, Nigeria, Zimbabwe, and Lesotho. The duration of the study was from 11th of April to the 13th of May 2017. Stratified random sampling was used. The questionnaire used was self-administered and the data collections

instrument to illicit the information from the respondents. The researcher made use of snowballing to identify respondents through forums and organisations formed by the different countries. Sampled respondents were handed the questionnaire to complete. Data collection commenced on the 11th of August 2016 and ended on the 13th of January, 2017. Ethical clearance was obtained from the Ethics Committee of University of KwaZulu-Natal, before the study was introduced to the public involved. In the next chapter explanation of the analysis of the resulted is presented. The next chapter focuses on presenting the analysed data of the study findings.

CHAPTER FOUR

EXPLANATION OF THE ANALYSIS OF THE RESULTS AND PRESENTATION OF THE FINDINGS

4.1 INTRODUCTION

In this chapter, explanation of the analysis of the results and presentation of the findings are presented according to the objectives of the study. Cant et al. (2008:204) explain that the aim of data analysis with a descriptive focus is to paint a summary picture of the sample or the population according to the variables of interest. Cant further defines exploratory data analysis as a set of statistical and graphical techniques that determines data relationships and trends. According to Degu and Yigzaw (2006:67), “the analysis and interpretation of data represent the application of deductive and inductive logic to the research process”. Primary data was collected and analysed using SPSS version 2.4. Initially descriptive analysis was conducted followed by inferential statistics such as student’s t-test and ANOVA tests were performed. Also, Pearson’s correlation test was conducted to establish the relationship amongst two numerical variables. One of the challenges in a survey is the “neutral” option that respondents choose. Garland cited in Durcharme (2012) state that the presence or absence of a neutral category can produce distortions in the data obtained. For the purpose of this research and the interpretation of the findings, the neutral option selected by respondents is disregarded and not discussed in the analysis. It was prudent to take this approach as it would have been facetious to assume that neutral could be analysed.

4.2 DESCRIPTIVE STATISTICS

“The purpose of descriptive analysis is to make clear the nature of the data or, in other words, it is used to sum up, clarify and describe the data” as indicated by Pallant (2007:161). According to Vanderstoep and Johnston, (2009:127) “the most common measure of central tendency is the mean, which is the arithmetic average of a set of numbers , he further states that means are important for descriptive studies because they provide information about the average participant’s score on a measure”. Petit (2013:2) defines demographical analysis as a statistical observation of

a population, generally consisting of age, gender income, occupation etcetera. Demographical analysis of this research encompassed the categories stated by Petit as well as nationality of respondents and their purpose of visit to the DHA.

4.2.1 Demographics of respondents

Participants' socio-demographic variables are summarised in the figure 4.1 to 4.5. The analysis begins with gender, age, country of origin, level of education, number of years lived in South Africa and the type of employment.

Table 4.1 highlights the gender of respondents. The figures reveal that slightly above half of the participants (50.4%) were male and (49.6%) being females.

Table 4.1: Gender of respondents (n = 254)

Respondent's gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	127	50.0	50.4	50.4
Female	125	49.2	49.6	100.0
Total	252	99.2	100.0	
Total	254	100.0		

Figure 4.1: Gender of the participants (n = 254)

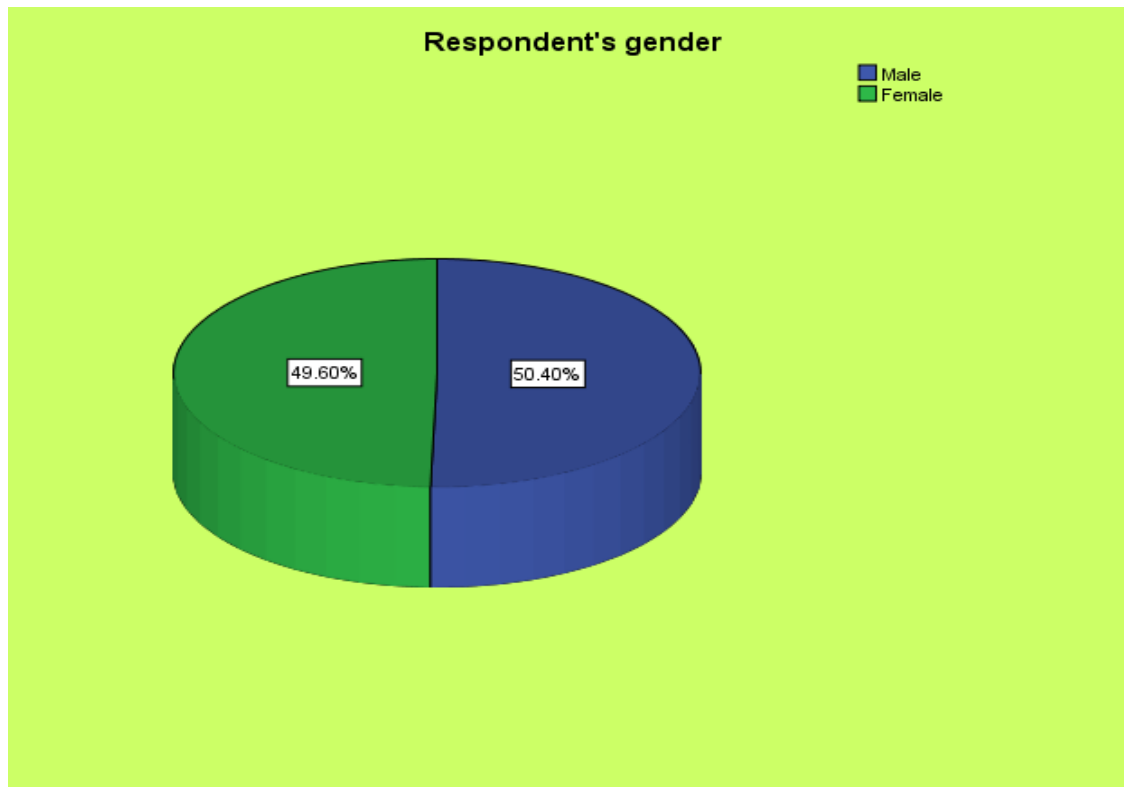


Table 4.2 highlights the age of respondents. The figures reveal that majority of the age population (70.2%) fell between the age categories of 18-35 years, followed by a 29% of the participants who were in the category of 36-60years. The lowest percentage 0.8% comprises of participants 61 years or more. This is justified by the fact that majority of immigrants travel for work purposes, therefore it is expected that a majority of the migrant will fall within the economically active age group.

Table 4.2: Age distribution of respondents (n = 254)

Respondent's age group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-35 years	177	69.7	70.2	70.2
36-60 years	73	28.7	29.0	99.2
61 year or more	2	.8	.8	100.0
Total	252	99.2	100.0	
Total	254	100.0		

Figure 4.2: Age distribution of respondent's (n = 254)

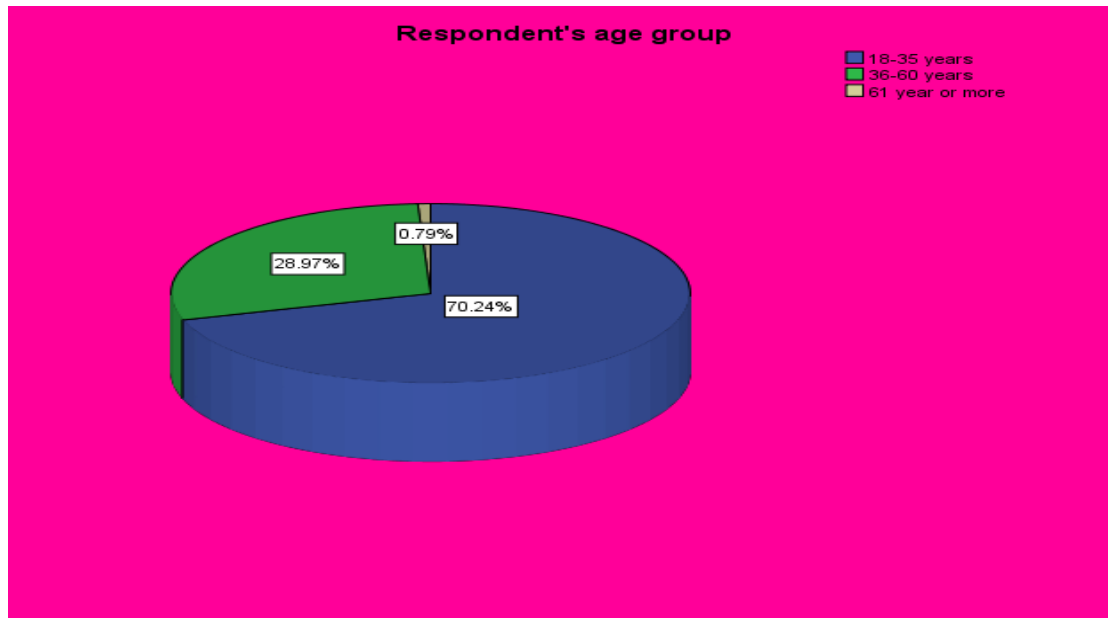


Table 4.3 shows the country of origin of respondents. With reference to country of origin, Zimbabwe had the highest percentage (33.5 %), (27.8%) originating from Lesotho, closely followed by Ghana with (22.6%) and (16.1%) Nigerians.

Table 4.3: Country of origin of respondents (n = 254)

Respondent's country of origin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zimbabwe	77	30.3	33.5	33.5
	Lesotho	64	25.2	27.8	61.3
	Ghana	52	20.5	22.6	83.9
	Nigeria	37	14.6	16.1	100.0
	Total	230	90.6	100.0	
Total		254	100.0		

Figure 4.3: Respondent's country of origin (n = 254)

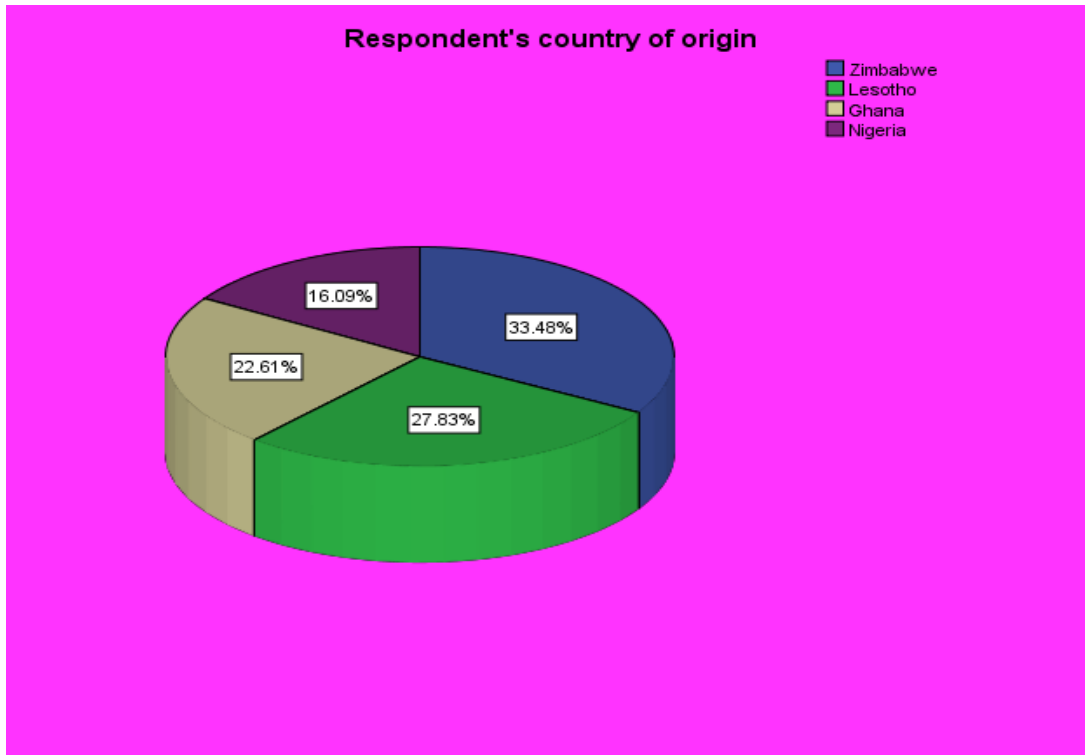


Table 4.4 shows respondent's level of education. On the level of education, the results revealed a staggering (68.1%) respondent's having tertiary education, (23.9%) having completed secondary school and a low percentage of (8%) having had primary education.

Table 4.4: Level of education (n = 254)

Respondent's level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	20	7.9	8.0	8.0
	Secondary	60	23.6	23.9	31.9
	Tertiary	171	67.3	68.1	100.0
	Total	251	98.8	100.0	
Total		254	100.0		

Figure 4.4: Respondents level of education (n = 254)

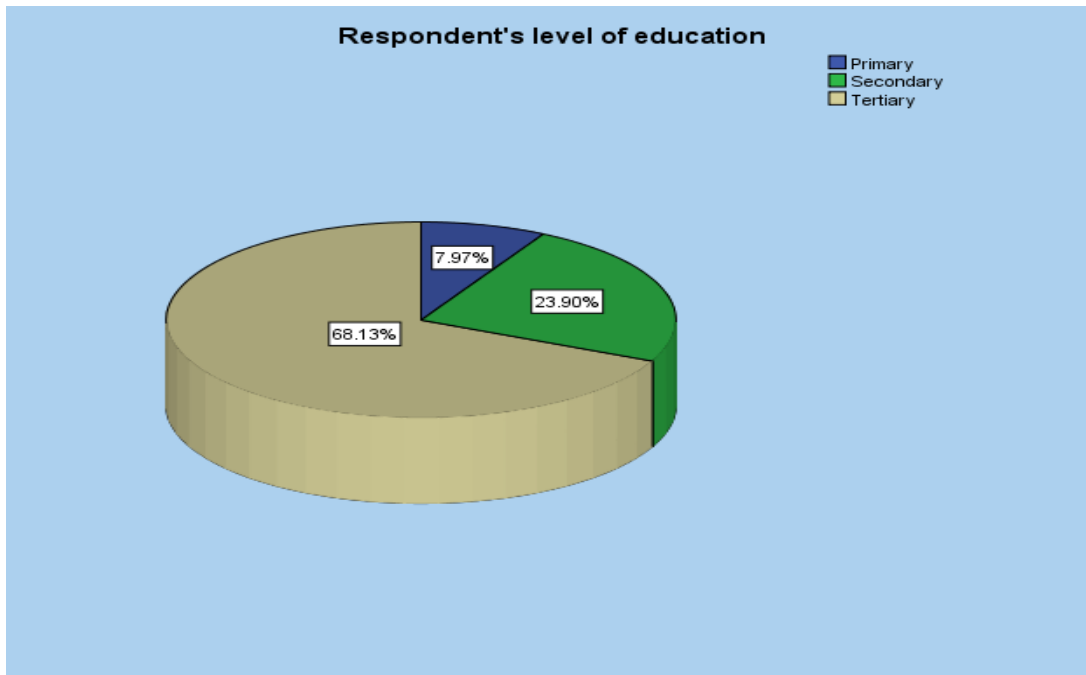


Table 4.5 indicates number of years respondents have lived in South Africa. Reflecting on table 4.5, majority representing (31.9%) fell in the category of 1-5 years with a slight difference in that

percentage indicating that they have lived in the country for over 10 years, this percentage stood at (31.5%). Minority (8.1%) said they have stayed in SA for less than 12 months.

Table 4.5: Number of years lived in South Africa (n = 254)

Number of years respondent had lived in South Africa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-12 Months	20	7.9	8.1	8.1
	1-5 years	79	31.1	31.9	39.9
	6-10 Years	71	28.0	28.6	68.5
	over 10 Years	78	30.7	31.5	100.0
	Total	248	97.6	100.0	
Total		254	100.0		

Figure 4.5: Number of years lived in South Africa (n = 254)

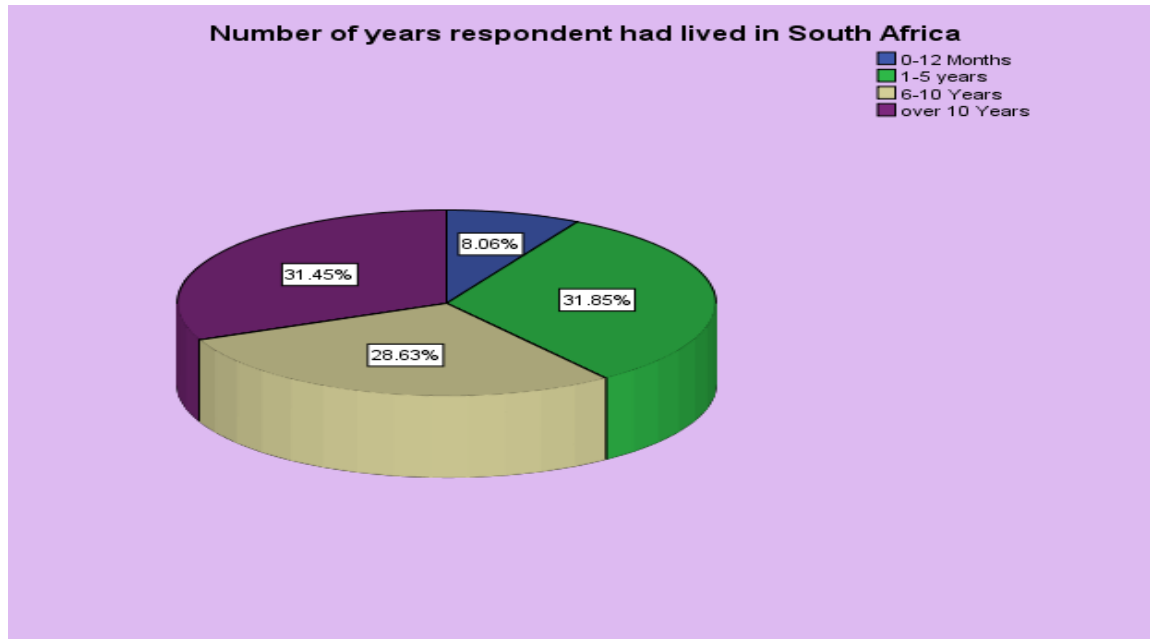


Table 4.6 showcase whether respondent is employed or not. A shocking number of respondents said they were unemployed (62.4%). It is questionable whether the unemployment percentage included those who were working outside their profession.

Table 4.6: Whether respondent was employed or not (n = 254)

Whether respondent was employed or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	94	37.0	37.6	37.6
	Unemployed	156	61.4	62.4	100.0
	Total	250	98.4	100.0	
Total		254	100.0		

Figure 4.6: Whether respondent was employed or not (n = 254)

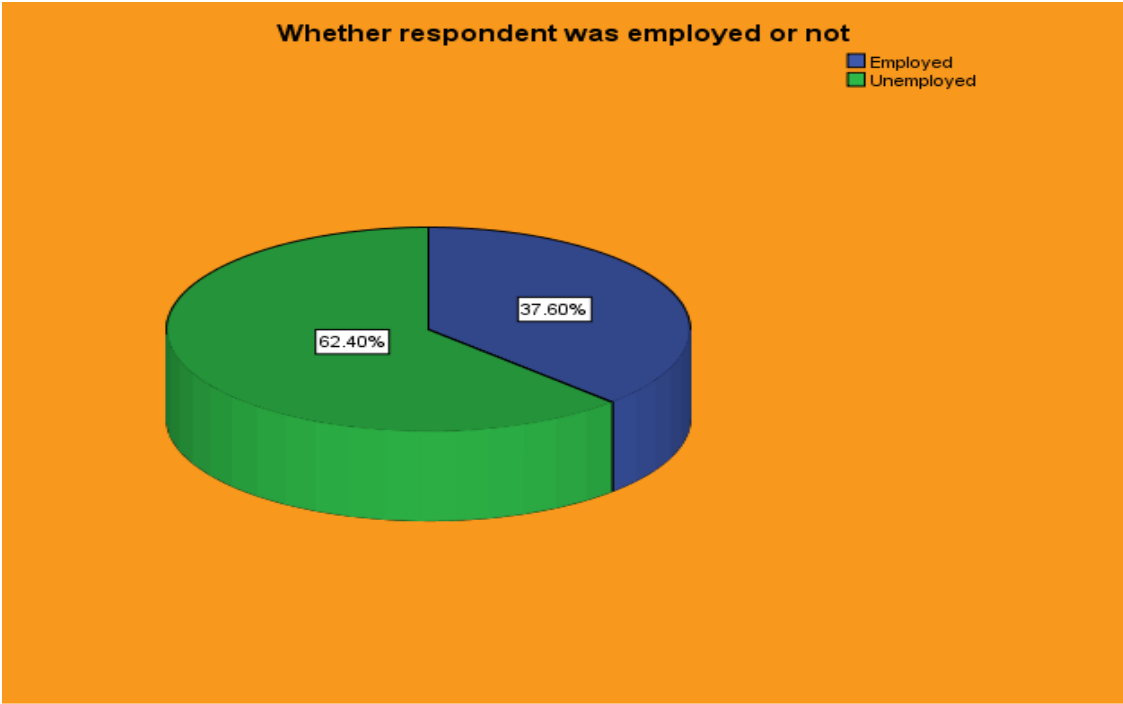


Table 4.7 showcases type of employment held by respondents. There was a slight difference in the type of employment of the respondents. One would have expected that a larger percentage would be informal, which would have supported local perception of foreign nationals working in informal sectors and taking over their jobs as reported in the media. This however was not the case, (54.2%) indicated that they work in a formalised environment, while the remainder (45%) said they were in the informal sector of employment.

Table 4.7 Type of employment held by respondent (n = 254)

Type of employment held by respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Formal	58	22.8	54.2	54.2
	Informal	49	19.3	45.8	100.0
Total		107	42.1	100.0	
Total		254	100.0		

Figure 4.7: Type of employment held by respondents (n = 254)

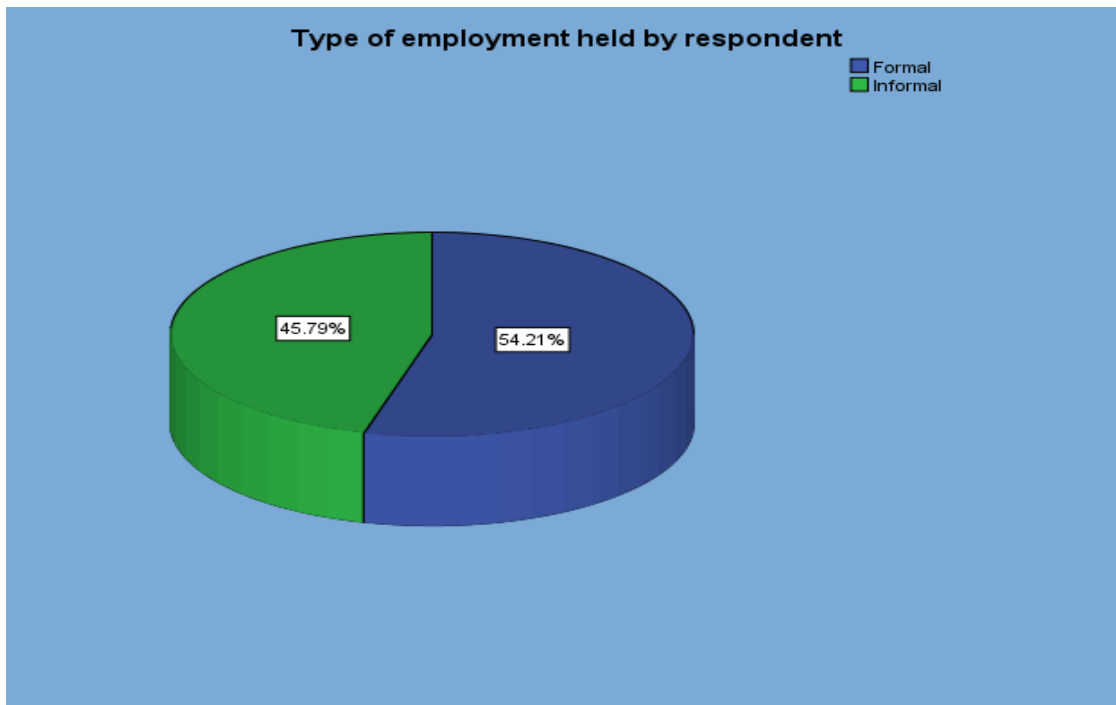


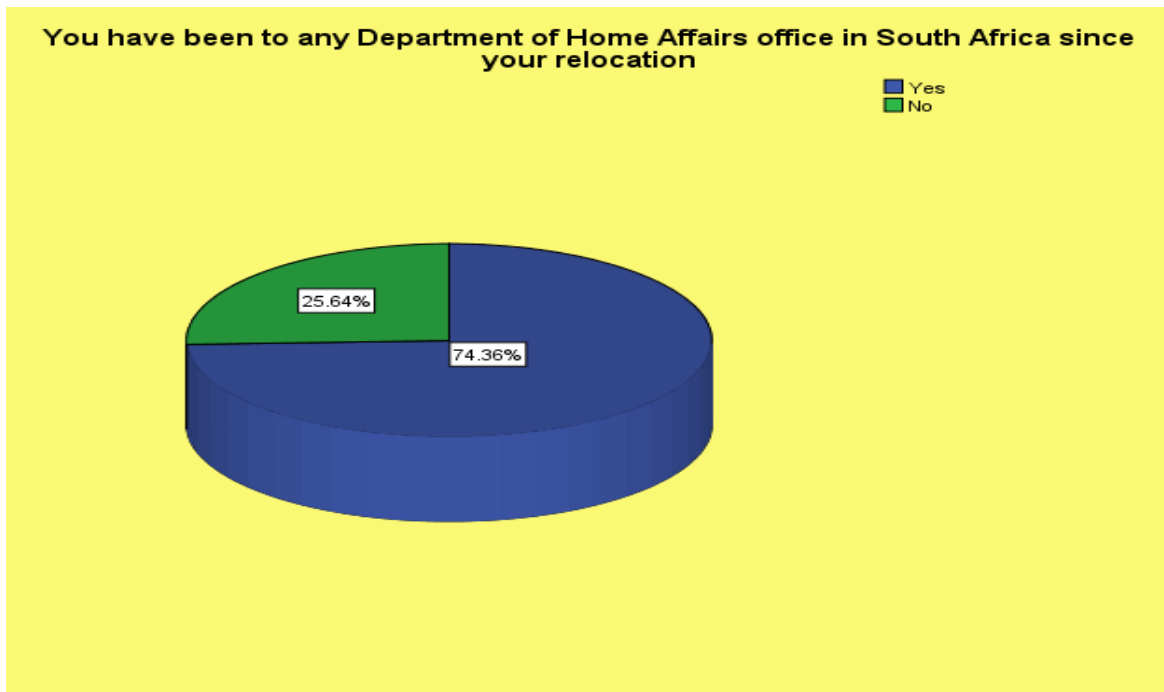
Table 4.8 identifies whether respondents has visited DHA. In table 4.8 and figure 4.8, (74.4%) of respondent’s said they have visited the DHA since relocating to South Africa, implying that a large percentage uses the DHA services, while only (25.6 %) havent visited the department’s offices since arriving in the country.

Table 4.8: Highlights respondent’s visit to Department of Home Affairs (n = 254)

You have been to any Department of Home Affairs office in South Africa since your relocation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	174	68.5	74.4	74.4
	No	60	23.6	25.6	100.0
Total		234	92.1	100.0	
Total		254	100.0		

Figure 4.8: Respondent’s visit to Department of Home Affairs.



4.3 RELIABILITY ANALYSIS

Cronbach's Alpha is a method that is frequently used to test for the reliability of the research instrument. In accordance with Saunders et al. (2012:192) "reliability refers to whether the data collection techniques and analytical procedures would produce consistent findings if they were repeated on another occasion or if they were replicated by a different researcher". Reliability shows the top form and how robustness of questionnaires.

The table below shows Cronbach's test statistics. The value of 0.790 achieved during the reliability test shows the Cronbach's Alpha value is reliable. All the elements achieved a reliability score greater than 0.7. A universally acknowledged rule of thumb is that an alpha of 0.7 indicates acceptable reliability, 0.8 to 0.89 indicates good reliability, and 0.9 to 0.99 indicates excellent reliability (Wegner 2012:305). The coefficient alpha 0.79 is reliable indicating high internal consistency among items within SERVQUAL scale. The numbers of items studied were 44 which are subsets of five variables namely Tangibility, Reliability, Responsiveness, Assurance and Empathy.

Table 4.9 Total Cronbach's Coefficient Alpha

<i>Reliability Statistics</i>			
Cronbach's Alpha		Cronbach's Alpha Based on Standardized Items	N of Items
<i>.790</i>		<i>.874</i>	<i>44</i>
Mean	Variance	Std. Deviation	N of Items
<i>158.9552</i>	<i>472.563</i>	<i>21.73851</i>	<i>44</i>

The table shows Cronbach's test statistics for perception:

Table 4.10: Perception Cronbach's Coefficient Alpha (n = 254)

Cronbach's Alpha	N of Items
<i>0.7866</i>	<i>22</i>

The table shows Cronbach's test statistics for expectations:

Table 4.11: Expectation Cronbach's Coefficient Alpha (n = 254)

Cronbach's Alpha	N of Items
<i>0.7867</i>	<i>22</i>

The mean of summarised perception assertion that play a role in gap score of service quality dimensions are shown in **table 4.12**. The ranking of the above expectation showed the following data from highest to lowest: Tangibility (SD = 3.2 to 2.4); Reliability (SD = 2.4 to 0.2); Assurance (SD = 2.4 to 0.8); Empathy (SD = 3.6 to 1.2); Responsiveness (SD= 41.4 TO 28.1).

Table 4.12: Mean of respondent's expectations of service quality at Department of Home Affairs.

<i>Item Statistics</i>						
	Statements	SD	D	N	A	SA
1	Ideal government institution should have modern equipment's	3.2	2	18.5	34.5	41.8
2	Government institutions' facilities should be visually appealing	2.4	2.8	18.1	33.7	43
3	Government employees should be well dressed, appear neat and uniformed	3.2	8	22.8	27.2	46
4	The appearance of government institutional physical facilities should be able to accommodate customers	2.8	1.6	13	28	54.5
5	When the DHA commits to render a certain service, they should do so within the specified time	2.4	2.4	20	30.8	44.4
6	When an immigrant has problems, the DHA should be sympathetic and reassuring		4.8	26	25.2	44
7	A government institution should be dependable and perform the right service at the first encounter	1.2	2.8	16.4	32.8	46.8
8	Government institutional office records should be kept accurately and confidential	2.4	.8	14.1	24.1	58.2
9	Government office service time should be prompt as promised	1.6	1.6	10.8	34.4	51.6
10	Government employees should inform customers when exactly services will be made available	2.4	2.4	19.7	37.3	38.2

11	Government employees (such as the DHA) should give prompt services to customers	.8	1.2	17.7	34.9	45.4
12	Government employees should always be willing to help customers	1.2	.4	19.0	32.3	47.2
13	Government employees should never be too busy to respond to customer requests	.8	1.6	19.8	29.6	48.2
14	The behaviour of government employees should instil confidence in customers	3.6	.8	23.3	34.1	38.2
15	Customers should be able to feel safe when they transact with government institution	2.0	.8	19.9	31.1	46.2
16	Government institutional employees should be polite	1.2	1.6	19.9	27.5	49.8
17	Government institutional employees should be knowledgeable	3.2	2.4	12.1	27.9	54.3
18	Individual attention should not be given to customers (negative)	33.9	23.9	24.3	9.6	8.4
19	Operating hours should conveniently to suit all customers (negative)	33.9	23.1	22.3	12.7	8
20	Personal services should not be customised for all customers (negative)	28.1	24.9	25.7	14.9	6.4
21	Customers interest should not be at heart of employees (negative)	36.8	20.4	22.4	10.8	9.6
22	Employees should not understand the specific need of each customer (negative)	41.4	17.7	18.5	12.9	9.6

***SD=Strongly Disagree, D= Disagree, N= Neutral, A= Agree SA= Strongly Agree**

A mean summary of expectation statements that support gap score of service quality dimensions are shown in **table 4.13**. The ranking of variations in responses from highest to lowest for perception variables are as follows: DHA employees do not understand the specific need of their customers (negative) (SD = 22). The conduct of DHA employees instil confidence in customers (SD = 9.3); DHA delivers on their promises to customers on time (SD = 8.5); When an immigrant has problems, DHA should show interest and sympathy (SD = 8.5); DHA workers are by no means too occupied to respond to customer demands (SD = 7.1); physical appearance of DHA accommodates customers (SD = 5.3).

Table 4.13: Mean of respondent’s expectations of service quality at Department of Home Affairs (n = 254)

	Statements	SD	D	N	A	SA
1	Department of Home Affairs have modern equipment	4.8	5.6	38.3	36.3	14.9
2	Physical facilities (information screen, offices) are visually appealing	5.3	4.9	41.1	26.0	22.8
3	Employees are well dressed, appear neat and uniformed	2.0	3.7	39.8	33.6	20.9
4	The physical appearance of DHA accommodate customers	5.3	6.2	32.1	27.6	28.8
5	DHA delivers on their promises to customers on time	8.5	8.9	35.6	33.2	13.8
6	When an immigrant has problems, the DHA should show interest and sympathy	8.5	7.7	39.9	23.0	20.2
7	DHA is dependable and performs the right service the first time	6.9	10.2	30.2	31.4	21.2
8	DHA records are kept accurately, confidential and I have no leaked personal information	3.3	4.1	35.4	28.5	28.9
9	DHA services are provided at the time they are promised to be done	6.2	7.0	32.5	27.2	27.2

10	DHA employees tell customers exactly when services will be performed and make information easily accessible	6.5	7.7	38.6	29.3	17.9
11	DHA employees give prompt services to customers	6.9	6.5	34.0	29.6	23.1
12	DHA employees are always willing to help customers	6.1	4.0	36.4	24.7	28.7
13	DHA employees are never be too busy to respond to customer requests	7.1	8.3	42.3	34.9	7.5
14	The behaviour of DHA employees instil confidence in customers	9.3	7.7	36.3	32.3	13.7
15	Customers feel safe when they transact with government institution employees	6.0	4.0	37.3	32.9	19.7
16	DHA employees are polite to customers	6.9	6.0	37.5	31.0	18.5
17	DHA employees are knowledgeable in their respective fields of service delivery to respond to customers queries	4.0	3.2	33.6	30.4	28.7
18	Individual attention is not given at their DHA offices (negative)	18.5	27.2	32.9	10.7	10.7
19	DHA operating hours are not convenient to all their customers (negative)	19.4	21.5	37.2	11.2	10.7
20	DHA employees do not give customised personal services to all customers (negative)	17.9	23.2	37.0	15.4	6.5
21	DHA employees do not have their customers' interest at heart (negative)	18.4	22.0	39.6	10.2	9.8
22	The DHA employees do not understand the specific need of their customers (negative)	22.0 22 22	24.2	32.9	11.0	9.8

***SD=Strongly Disagree, D= Disagree, N= Neutral, A= Agree SA= Strongly Agree**

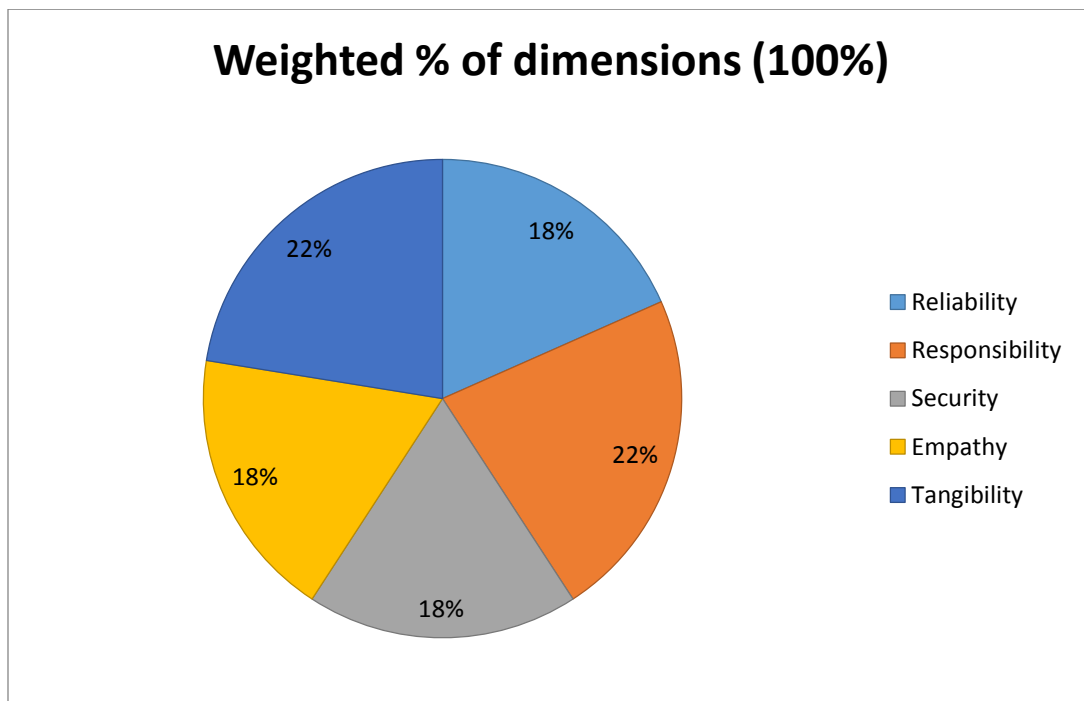
4.4 GAPSCORE ANALYSIS

Brown and Bond (1995:112) admit that, “The gap model is one of the best received and most heuristically valuable contributions to the services literature”. Table 4.14 outlines the gaps. With regards to gap score analysis, it was found that tangibility, reliability, assurance, and empathy dimensions, participants were happy with the services as their mean scores of perception was higher than their expectations dimensions. But for responsiveness dimension, participants’ perceptions were higher than their expectation indicating negative experiences in this dimension.

Table 4.14: Relevant contribution of each dimension to the total evaluation

The table below is a continuation of the **SERVQUAL** score and is necessary for the weighted score to be determined.

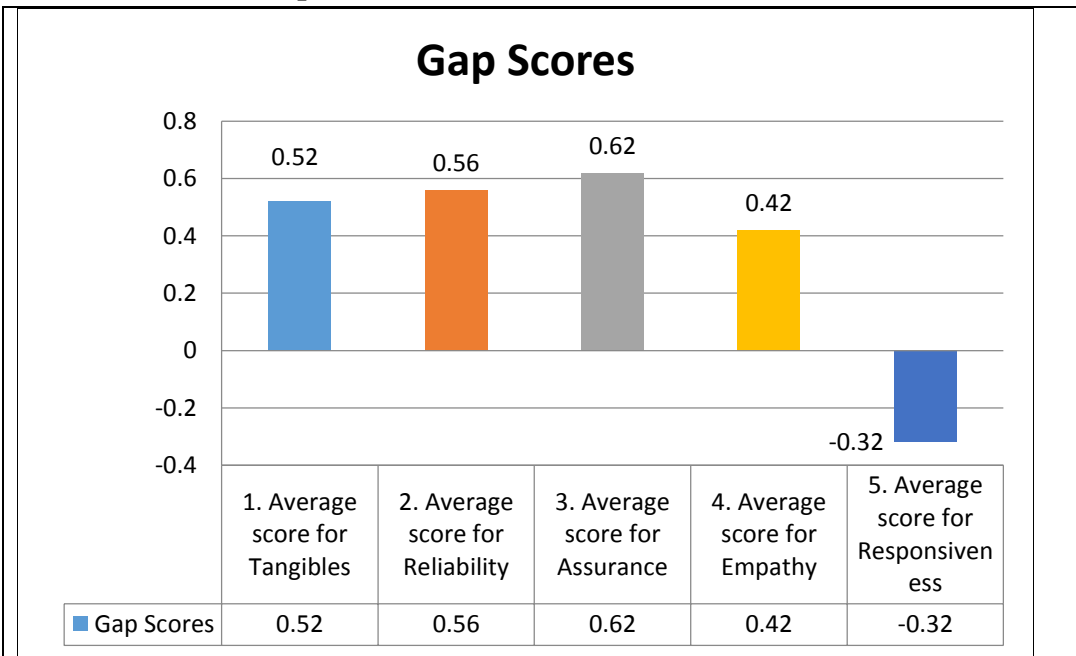
Figure 4.9: Weight of dimensions



Sachdev and Verma (2004) reiterated that in order to understand service gaps, the expectation values are deducted from the perception values. Therefore, the equation will be perception (P) - expectation (E). The dimension assurance had the topmost average gap score of (0.62). But when

the adjustment with weights, the score comes to (0.111) which is also the second highest score. This proves that the weight has a significant implication. Individually, the customers are somewhat satisfied in this Category, but they trust that it should have less value at the time of calculating aggregated score. On the basis of weighted score, the dimension reliability got the highest score (0.123). It means that the performance of the department in this category is satisfactory; however DHA should place more emphasis on the sub categories under this dimension to improve the service.

Table 4.15: Service Gap scores



According to the results only the following negative gap scores are identified:

- Individual attention should not be given to customers (negative) (gap: -0.2885).
- Operating hours should conveniently to suit all customers (negative) (gap: -0.3731).
- Personal services should not be customised for all customers (negative) (gap: -0.2438).
- Employees should not understand the specific need of each customer (negative) (gap: -0.3781). Two statements resulted in a moderate gap score of 0.1095 and 0.0796; when an immigrant has problems, the DHA should be sympathetic and reassuring and the actions of government employees should implant self-assurance in customers respectively.

Table 4.16: Summary of means of customers' expectations, perceptions and gap scores (n = 254)

Code	Attribute	Mean Perception (P)	Mean Expectation (E)	Gap Score (P-E)	Service Quality
TAN1	Ideal government institution should have modern equipment	4.1542	3.5920	0.5622	<i>Good service</i>
TAN 2	Government institutions' facilities should be visually appealing	4.1841	3.6766	0.5075	<i>Good service</i>
TAN 3	Government employees should be well dressed, appear neat and uniformed	4.1692	3.7512	0.418	<i>Good service</i>
TAN 4	The appearance of government institutional physical facilities should be able to accommodate customers	4.3532	3.7512	0.602	<i>Good service</i>
REL 5	When the DHA commits to render a certain service, they should do so within the specified time	4.0547	3.3980	0.6567	<i>Good service</i>
REL 6	When an immigrant has problems, the DHA should be sympathetic and reassuring	4.1095	4.0000	0.1095	<i>Moderate</i>
REL 7	A government institution should be dependable and perform the right service at the first encounter	4.2040	3.5423	0.6617	<i>Good service</i>
REL8	Government institutional office records should be kept accurately and confidential	4.5672	3.7711	0.7961	<i>Good service</i>
REL 9	Government office service time should be prompt as promised	4.3184	3.6965	0.6219	<i>Good service</i>
ASS 10	Government employees should inform customers when exactly services will be made available	4.0547	3.4925	0.5622	<i>Good service</i>
ASS11	Government employees (such as the DHA) should give prompt services to customers	4.1940	3.6418	0.5522	<i>Good service</i>
ASS 12	Government employees should always be willing to help customers	4.2289	3.7164	0.5125	<i>Good service</i>

ASS13	Government employees should never be too busy to respond to customer requests	4.2537	3.3333	0.8956	<i>Good service</i>
EMP 14	The behaviour of government employees should instil confidence in customers	3.9602	3.8806	0.0796	<i>Moderate</i>
EMP 15	Customers should be able to feel safe when they transact with government institution	4.1741	3.6269	0.5472	<i>Good service</i>
EMP16	Government institutional employees should be polite	4.1940	3.5423	0.6517	<i>Good service</i>
EMP 17	Government institutional employees should be knowledgeable	4.2537	3.8159	0.4378	<i>Good service</i>
RES 18	Individual attention should not be given to customers (negative)	2.3433	2.6318	-0.2885	<i>Poor service</i>
RES 19	Operating hours should conveniently to suit all customers (negative)	2.3582	2.7313	-0.3731	<i>Poor service</i>
RES 20	Personal services should not be customised for all customers (negative)	2.4826	2.7264	-0.2438	<i>Poor service</i>
RES 21	Customers interest should not be at heart of employees (negative)	2.3582	2.7114	-0.3532	<i>Poor service</i>
RES 22	Employees should not understand the specific need of each customer (negative)	2.2886	2.6667	-0.3781	<i>Poor service</i>

Table 4.17: Test of normality gap scores

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
GAP SCORE	.126	201	.000	.871	201	.000
Tangibility_Gap	.084	201	.002	.983	201	.016
Reliability_Gap	.138	201	.000	.784	201	.000
Assurance_Gap	.128	201	.000	.972	201	.000
Empathy_Gap	.181	201	.000	.704	201	.000
Responsiveness_Gap	.098	201	.000	.976	201	.002

a. Lilliefors Significance Correction

4.3 Non-Parametric testing of demographical characteristics of respondents

To fulfil the objectives of this study, inferential analysis was conducted using parametric test such as t-test to compare means between two groups, ANOVA test for three or more groups and Spearman’s correlation test to determine a connection amongst two variables. Normality test (Kolmogorov-Smirnov) showed gap scores were evenly distributed. “Kruskal-Wallis tests for several independent (gender, age, country of origin, level of education, number of years lived in South Africa and type of employment) and one dependent variable (overall satisfaction) was performed” (Khalid et al, 2000:79).Formula1 for calculating H statistics is given below;

Figure 4.10 H statistics Formula

$$H = \frac{12}{N(N + 1)} \sum_{i=1}^g \frac{R_i^2}{n_i} - 3(N + 1)$$

where

C = the number of samples,
 n_i = the number of observations in the i th sample,
 $N = \sum n_i$, the number of observations in all samples combined,
 R_i = the sum of the ranks in the i th sample.

Source: Khalid et al, (2000:79).

The descriptive analysis revealed that the total mean gap score was found greater among female participants. Also for all other dimensions, female scored higher mean gap score than their male counterpart. The t-test result indicated that female participants' significantly had higher mean gap score than male participants ($p=0.013$). Similarly, female participants mean gap scores were higher for reliability ($p=0.014$), assurance ($p=0.032$), and Empathy ($p=0.016$) dimensions. The other dimensions, no significance mean gap score was found ($p>0.05$).

Table 4.18: Group Statistics of gap score with regards to gender

	Respondent's gender	N	Mean	Std. Deviation
GAP SCORE	Male	100	4.1400	20.21701
	Female	100	10.9100	17.76109
Tangibility_Gap	Male	117	1.8803	3.98740
	Female	117	2.4188	4.81062
Reliability_Gap	Male	120	1.7500	8.91439
	Female	117	4.3932	7.36600
Assurance_Gap	Male	117	2.1795	3.61657
	Female	114	3.3509	4.58351
Empathy_Gap	Male	119	.9076	8.14383
	Female	118	3.0508	5.08534
Responsiveness_Gap	Male	116	-1.4655	6.59965
	Female	114	-1.9386	6.92857

Table 4.19: Independent sample t-test output

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
GAP SCORE	-2.516	198	.013	-6.77000	-12.07683	-1.46317
Tangibility_Gap	-.932	232	.352	-.53846	-1.67658	.59966
Reliability_Gap	-2.485	235	.014	-2.64316	-4.73869	-.54764
Assurance_Gap	-2.159	229	.032	-1.17139	-2.24028	-.10250
Empathy_Gap	-2.428	235	.016	-2.14328	-3.88255	-.40402
Responsiveness_Gap	.530	228	.596	.47308	-1.28480	2.23096

The descriptive analysis shows that younger participants had higher mean gap score than their older counterpart for all the dimension of service quality model. But the ANOVA test showed that only the reliability ($p=0.014$) and empathy dimensions (0.045) had significantly mean gap scores among the different age group. The Tukey multiple comparison test showed that the participants with the age group of 18-35 years significantly had higher mean gap score than other two age groups ($p<0.05$). The Tukey HSD test could not find significant mean gap score that is different amongst the different age groups ($p>0.05$).

Table 4.20: Descriptive analysis for gap score with regards to participants' age

		N	Mean	Std. Deviation
Tangibility_Gap	18-35 years	162	2.2346	4.49920
	36-60 years	70	2.0571	4.20105
	61 year or more	2	-1.5000	6.36396
Reliability_Gap	18-35 years	165	4.0727	6.69051
	36-60 years	70	.8000	10.88357
	61 year or more	2	-2.0000	8.48528
Assurance_Gap	18-35 years	161	2.9752	4.23520
	36-60 years	68	2.3676	3.94327
	61 year or more	2	-1.5000	2.12132
Empathy_Gap	18-35 years	164	2.6098	5.15825
	36-60 years	71	.7183	9.63355
	61 year or more	2	-5.5000	.70711
Responsiveness_Gap	18-35 years	159	-1.7736	6.36239
	36-60 years	69	-1.3768	7.65449
	61 year or more	2	-7.0000	1.41421

Table 4.21: ANOVA test output to compare mean gap score among different age group

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Tangibility_Gap	Between Groups	28.407	2	14.204	.726	.485
	Within Groups	4517.358	231	19.556		
	Total	4545.765	233			
Reliability_Gap	Between Groups	577.960	2	288.980	4.338	.014
	Within Groups	15586.327	234	66.608		
	Total	16164.287	236			
Assurance_Gap	Between Groups	54.215	2	27.107	1.578	.209
	Within Groups	3916.209	228	17.176		
	Total	3970.424	230			
Empathy_Gap	Between Groups	289.958	2	144.979	3.131	.045
	Within Groups	10833.891	234	46.299		
	Total	11123.848	236			
Responsiveness_Gap	Between Groups	64.248	2	32.124	.702	.496
	Within Groups	10382.052	227	45.736		
	Total	10446.300	229			

Table 4.22: Tukey HSD Multiple Comparisons

Dependent Variable		(I) Respondent's age group	(J) Respondent's age group	Mean Difference (I-J)	Std. Error	Sig.
Reliability_Gap	Tukey HSD	18-35 years	36-60 years	3.27273*	1.16414	.015
			61 year or more	6.07273	5.80584	.549
		36-60 years	18-35 years	-3.27273*	1.16414	.015
			61 year or more	2.80000	5.85283	.882
		61 year or more	18-35 years	-6.07273	5.80584	.549
			36-60 years	-2.80000	5.85283	.882
Empathy_Gap	Tukey HSD	18-35 years	36-60 years	1.89145	.96665	.125
			61 year or more	8.10976	4.84062	.217
		36-60 years	18-35 years	-1.89145	.96665	.125
			61 year or more	6.21831	4.87867	.411
		61 year or more	18-35 years	-8.10976	4.84062	.217
			36-60 years	-6.21831	4.87867	.411

The descriptive analysis shows that participants from Zimbabwe followed by Nigeria and Ghana respectively. The ANOVA test showed that reliability ($p=0.009$) and empathy dimensions (0.042) had significantly higher mean gap scores among the different origin of the participants. The Tukey multiple comparison test showed that the Zimbabwean participants had significantly higher mean gap score for reliability and empathy than Nigerian participants ($p=0.017$ and $p=0.026$).

Table 4.23: Descriptive statistics for the mean gap score with regards to nationality of the participants

		N	Mean	Std. Deviation
Tangibility_Gap	Zimbabwe	75	2.0533	4.85156
	Lesotho	59	1.5424	3.30789
	Ghana	49	1.8571	3.80789
	Nigeria	31	2.6452	4.35544
	Total	214	1.9533	4.14951
Reliability_Gap	Zimbabwe	75	4.4000	7.44348
	Lesotho	61	1.0984	5.40588
	Ghana	49	3.5714	5.54527
	Nigeria	31	-.7097	14.51710
	Total	216	2.5463	8.18891
Assurance_Gap	Zimbabwe	69	3.3333	4.28632
	Lesotho	61	2.0492	3.62595
	Ghana	49	2.5510	4.56007
	Nigeria	32	2.8125	3.16674
	Total	211	2.7014	4.02503
Empathy_Gap	Zimbabwe	74	3.2027	4.84267
	Lesotho	61	1.5082	3.82807
	Ghana	49	1.3469	5.53230
	Nigeria	32	-.8438	13.48143
	Total	216	1.7037	6.84616

Responsiveness_Gap	Zimbabwe	76	-.9474	6.92992
	Lesotho	60	-.1000	7.07275
	Ghana	46	-1.8478	6.26087
	Nigeria	29	-2.6207	4.78400
	Total	211	-1.1327	6.58725

Table 4.24: ANOVA test output to compare mean gap score with regards to origin of the participants

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Tangibility_Gap	Between Groups	26.005	3	8.668	.500	.683
	Within Groups	3641.528	210	17.341		
	Total	3667.533	213			
Reliability_Gap	Between Groups	765.740	3	255.247	3.964	.009
	Within Groups	13651.797	212	64.395		
	Total	14417.537	215			
Assurance_Gap	Between Groups	55.006	3	18.335	1.134	.336
	Within Groups	3347.183	207	16.170		
	Total	3402.190	210			
Empathy_Gap	Between Groups	382.511	3	127.504	2.788	.042

	Within Groups	9694.526	212	45.729		
	Total	10077.037	215			
Responsiveness_Gap	Between Groups	154.333	3	51.444	1.189	.315
	Within Groups	8957.952	207	43.275		
	Total	9112.284	210			

Table 4.25: Tukey HSD Multiple Comparisons test with regards to mean gap among the different nationality

Dependent Variable	(I) Respondent's country of origin	(J) Respondent's country of origin	Mean Difference (I-J)	Std. Error	Sig.
Reliability_Gap	Zimbabwe	Lesotho	3.30164	1.38357	.083
		Ghana	.82857	1.47404	.943
		Nigeria	5.10968*	1.71344	.017
	Lesotho	Zimbabwe	-3.30164	1.38357	.083
		Ghana	-2.47307	1.53943	.377
		Nigeria	1.80804	1.77001	.737
	Ghana	Zimbabwe	-.82857	1.47404	.943
		Lesotho	2.47307	1.53943	.377
		Nigeria	4.28111	1.84159	.096
	Nigeria	Zimbabwe	-5.10968*	1.71344	.017
		Lesotho	-1.80804	1.77001	.737
		Ghana	-4.28111	1.84159	.096
Empathy_Gap	Zimbabwe	Lesotho	1.69451	1.16945	.470

		Ghana	1.85576	1.24547	.445
		Nigeria	4.04645*	1.43073	.026
	Lesotho	Zimbabwe	-1.69451	1.16945	.470
		Ghana	.16126	1.29727	.999
		Nigeria	2.35195	1.47604	.385
	Ghana	Zimbabwe	-1.85576	1.24547	.445
		Lesotho	-.16126	1.29727	.999
		Nigeria	2.19069	1.53697	.485
	Nigeria	Zimbabwe	-4.04645*	1.43073	.026
		Lesotho	-2.35195	1.47604	.385
		Ghana	-2.19069	1.53697	.485

The descriptive analysis shows that participants having tertiary education had higher mean gap scores for service quality dimensions (except empathy) of the model. ANOVA test did not find any significant mean gap score difference among the different groups of the participants education level ($p>0.05$).

Table 4.26: Descriptive statistics of mean gap score for education level of the participants

		N	Mean	Std. Deviation
Tangibility_Gap	Primary	20	2.0000	4.34075
	Secondary	53	1.6792	3.65205
	Tertiary	160	2.3625	4.64932
	Total	233	2.1760	4.40796
Reliability_Gap	Primary	20	1.0500	5.40443
	Secondary	54	2.5370	7.05962
	Tertiary	162	3.4444	8.92481
	Total	236	3.0339	8.28732
Assurance_Gap	Primary	20	1.5500	3.64872
	Secondary	54	2.4815	4.25924
	Tertiary	156	2.9744	4.16429
	Total	230	2.7348	4.14941
Empathy_Gap	Primary	19	1.2632	2.94094
	Secondary	56	2.3214	4.44402
	Tertiary	161	1.9006	7.83757
	Total	236	1.9492	6.86880
Responsiveness_Gap	Primary	19	-1.4211	7.32815
	Secondary	55	-1.5818	6.42821
	Tertiary	155	-1.7742	6.85901
	Total	229	-1.6987	6.76880

Table 4.27: ANOVA test out for the mean gap scores regarding participants educational level

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Tangibility_Gap	Between Groups	19.263	2	9.632	.494	.611
	Within Groups	4488.522	230	19.515		
	Total	4507.785	232			
Reliability_Gap	Between Groups	119.353	2	59.676	.868	.421
	Within Groups	16020.376	233	68.757		
	Total	16139.729	235			
Assurance_Gap	Between Groups	40.493	2	20.246	1.178	.310
	Within Groups	3902.329	227	17.191		
	Total	3942.822	229			
Empathy_Gap	Between Groups	17.081	2	8.541	.180	.836
	Within Groups	11070.308	233	47.512		
	Total	11087.390	235			
Responsiveness_Gap	Between Groups	3.099	2	1.550	.034	.967
	Within Groups	10443.110	226	46.208		
	Total	10446.210	228			

The descriptive analysis shows that unemployed participants had higher mean gap scores for all the service quality dimensions except tangibility which employed participants had higher mean gap score. The t-test results had shown that there was no mean gap score between employed and unemployed participants of all the dimensions ($p > 0.05$).

Table 4.28: Group Statistics of the mean gap score between employed and unemployed participants

	Whether respondent was employed or not	N	Mean	Std. Deviation
Tangibility_Gap	Employed	88	2.3636	4.02630
	Unemployed	144	1.9097	4.58015
Reliability_Gap	Employed	89	2.1798	10.84452
	Unemployed	146	3.4110	6.09881
Assurance_Gap	Employed	86	2.3721	3.73866
	Unemployed	143	2.9720	4.40861
Empathy_Gap	Employed	90	1.0778	8.76308
	Unemployed	145	2.4483	5.34365
Responsiveness_Gap	Employed	84	-1.2500	7.38751
	Unemployed	144	-1.8194	6.30535

Table 4.29: Independent Samples Test to compare the mean gap score with regards to employment status

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Tangibility_Gap	.766	230	.444	.45391	-.71350	1.62133
Reliability_Gap	-1.114	233	.267	-1.23118	-3.40905	.94668
Assurance_Gap	-1.054	227	.293	-.59993	-1.72129	.52142
Empathy_Gap	-1.490	233	.138	-1.37050	-3.18265	.44165

Responsiveness_Gap	.617	226	.538	.56944	-1.24939	2.38828
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Table 4.30: Independent Samples Test to compare the mean gap score with regards to employment status

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Tangibility_Gap	.766	230	.444	.45391	-.71350	1.62133
Reliability_Gap	-1.114	233	.267	-1.23118	-3.40905	.94668
Assurance_Gap	-1.054	227	.293	-.59993	-1.72129	.52142
Empathy_Gap	-1.490	233	.138	-1.37050	-3.18265	.44165
Responsiveness_Gap	.617	226	.538	.56944	-1.24939	2.38828

4.5 RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION

4.5.1 Hypothesis:

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

Ha: There is no statistical significant relationship between service quality and customer satisfaction.

Table 4.31: Mann Whitney U Test between service quality and customer satisfaction

	Mann-Whitney U	Wilcoxon W	Z	P
Tangibility_Gap	945.5	2074	-1.947	0.052
Reliability_Gap	1045	2126	-1.507	0.132
Assurance_Gap	995	2030	-1.554	0.12
Empathy_Gap	1171	2252	-0.793	0.428
Responsiveness_Gap	1074	2250	-0.231	0.817
	<i>Average P Value</i>			0.309

*Nonparametric Tests: Independent Samples. CRITERIA ALPHA=0.05 CILEVEL=95.

Mann-Whitney U test was employed to establish if there was any statistically significant difference between service quality and customer satisfaction rated by respondents. The result indicate in Table 4.30 indicates that respondents agreed to the notion of the view that service quality does not results in customer satisfaction. There is therefore not enough evidence to support the hypothesis (H1).The p-value > 0.05 at 0.30 averages for dimensions, thus H1 is rejected and Ha is accepted. Meaning there is no significant relationship between service quality and customer satisfaction.

4.6 RESPONDENTS LEVEL OF SATISFACTION WITH SERVICE QUALITY AT DHA

The descriptive analysis shows that participants who were satisfied with the service had higher mean gap score for all the dimension of the service quality dimensions. The t-test results had shown that there were no significant mean gap score between service quality dimensions and service satisfaction, tangibility (p=0.005), reliability (p=0.036), assurance (p=0.004), and empathy (p=0.002) but no significant difference was found for responsiveness (p=0.157).

Table 4.32: Group Statistics for the mean gap score with regards to satisfaction of the service

	Service satisfactory	N	Mean	Std. Deviation
Tangibility_Gap	Yes	125	1.6160	3.90984
	No	78	3.3974	4.96831
Reliability_Gap	Yes	128	2.2188	8.96356
	No	78	4.7051	6.70164
Assurance_Gap	Yes	124	2.2500	3.81189
	No	76	4.0263	4.65324
Empathy_Gap	Yes	124	.8710	8.24421
	No	82	4.0488	4.75291
Responsiveness_Gap	Yes	125	-1.2640	5.99347
	No	77	-2.6753	8.06787

Table 4.33: Independent Samples Test

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Tangibility_Gap	-2.841	201	.005	-1.78144	-3.01794	-.54493
Reliability_Gap	-2.115	204	.036	-2.48638	-4.80408	-.16868
Assurance_Gap	-2.938	198	.004	-1.77632	-2.96873	-.58390
Empathy_Gap	-3.159	204	.002	-3.17781	-5.16123	-1.19439
Responsiveness_Gap	1.421	200	.157	1.41132	-.54723	3.36988

The Pearson correlation analysis shows that no significant relationship exists between overall scores of the expectation and overall perception ($p=0.068$).

Table 4.34: Correlation test of expectation dimensions to perception dimensions

Correlations			
		Expectation Dimensions	Perception Dimensions
Expectation Dimensions	Pearson Correlation	1	.129
	Sig. (2-tailed)		.068
	N	232	201
Perception Dimensions	Pearson Correlation	.129	1
	Sig. (2-tailed)	.068	
	N	201	211

4.7 SUMMARY

The aim of this chapter was to explain the analysis of the results and present the findings. Customer perception and expectations with respect to service quality at DHA identify and analyse gaps that existed were calculated. Data was inferentially tested using various statistical tests. Apart from that the researcher also aimed to determine the gaps that existed in rendering quality services at DHA. The following chapter will look at explaining the findings of the study.

CHAPTER FIVE

EXPLANATION OF THE FINDINGS

5.1 INTRODUCTION

The previous chapter explained the analysis of the results and presented the findings. This chapter then explain the findings of the main themes through the results of the study and identify issues to which DHA need to give particular attention in the future. Conclusions are drawn and recommendations made as to how future service quality intervention programmes should be designed with regard to poor service delivery.

The discussion will follow this format of the research objectives. The objectives are to:

- a) To identify perceptions of service quality at department of home affairs and calculate service gaps.
- b) To identify expectations of service quality at department of home affairs and calculate service gaps.
- c) To analyse the service gaps and draw inferences thereof, concerning the importance of dimensions of service quality.
- d) To determine relationships between service quality and customer satisfaction at department of home affairs.
- e) To identify respondents' level of satisfaction with service quality at department of home affairs.

5.2 CUSTOMERS' PERCEPTION AND EXPECTATION OF SERVICE QUALITY AT DEPARTMENT OF HOME AFFAIRS.

Zeithaml and Bitner (1996:76) states "customer expectations are the beliefs about service delivery that function as standards or reference points against which performance is judged". Zeithaml and Bitner (1996: 76) also suggest that since customers match up their perceptions of performance together with expectations of that performance when assessing a service, then it is vital for any organisation to have a considerable amount of knowledge of what these expectations are and the factors that influence the formation of these expectations. The big idea of this section is to actualise the first objective of the research study, namely to identify perception and expectations of service quality at DHA. In order to give effect to this objective, the mean scores for all dimensions are calculated, tabulated and discussed for perception and expectations.

5.2.1 Perceptions and expectations SERVQUAL Factor.

An effort was required to dissect the service quality provided by DHA based on customers' perceptions and expectations. Figure 5.1 and figure 5.2 reveal the level of service quality. Figure 5.1 shows a score between 2.37 to 4.22 for perception. Figure 5.2 shows a score of 2.69 being the lowest, to 3.69 for expectation mean score. Revealingly, the lowest score for perception and expectations was Responsiveness, indicating that customers are not happy with how DHA employees are often not willing to help customers and services which are not prompt as expected by customers. The best perception score was for reliability, with an average score of 4.25, meaning that the most satisfying experiences came from the reliability dimension and its subsets; this is similar to Sharma, (2016:40) findings.

Figure 5.1 Average Perceptions per SERVQUAL Factors

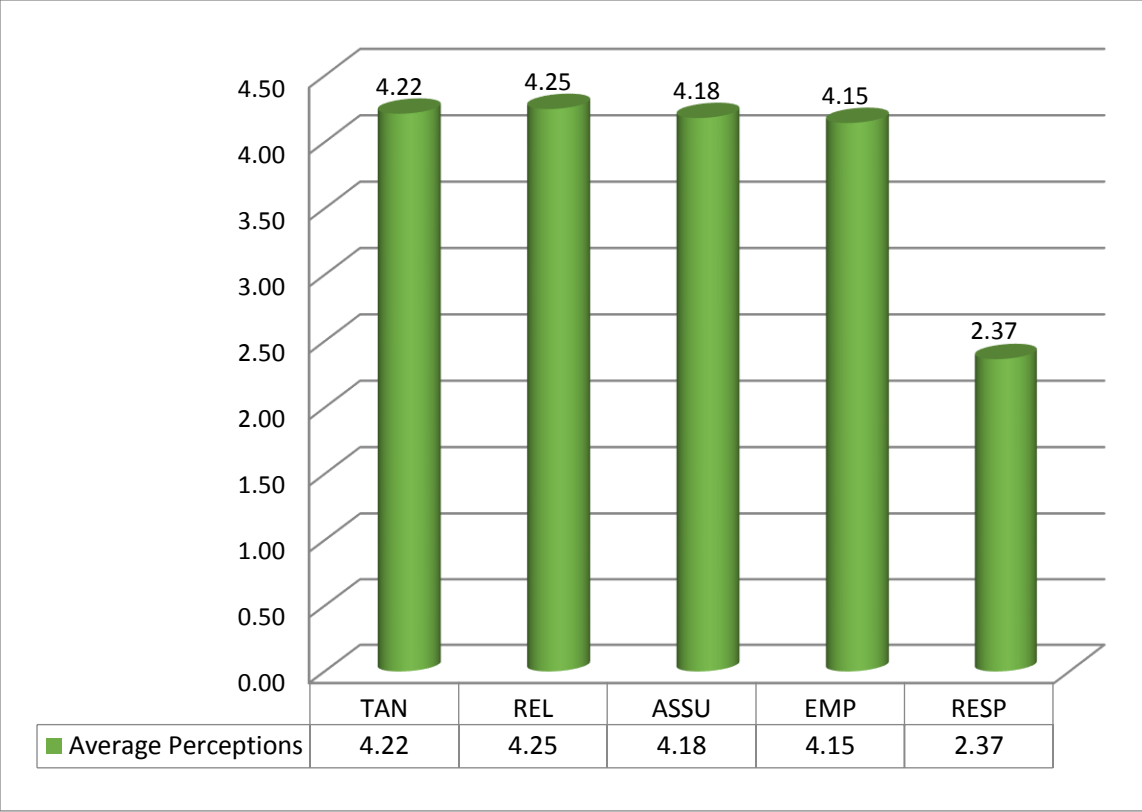


Figure 5.2: Average Expectations per SERVQUAL Factors

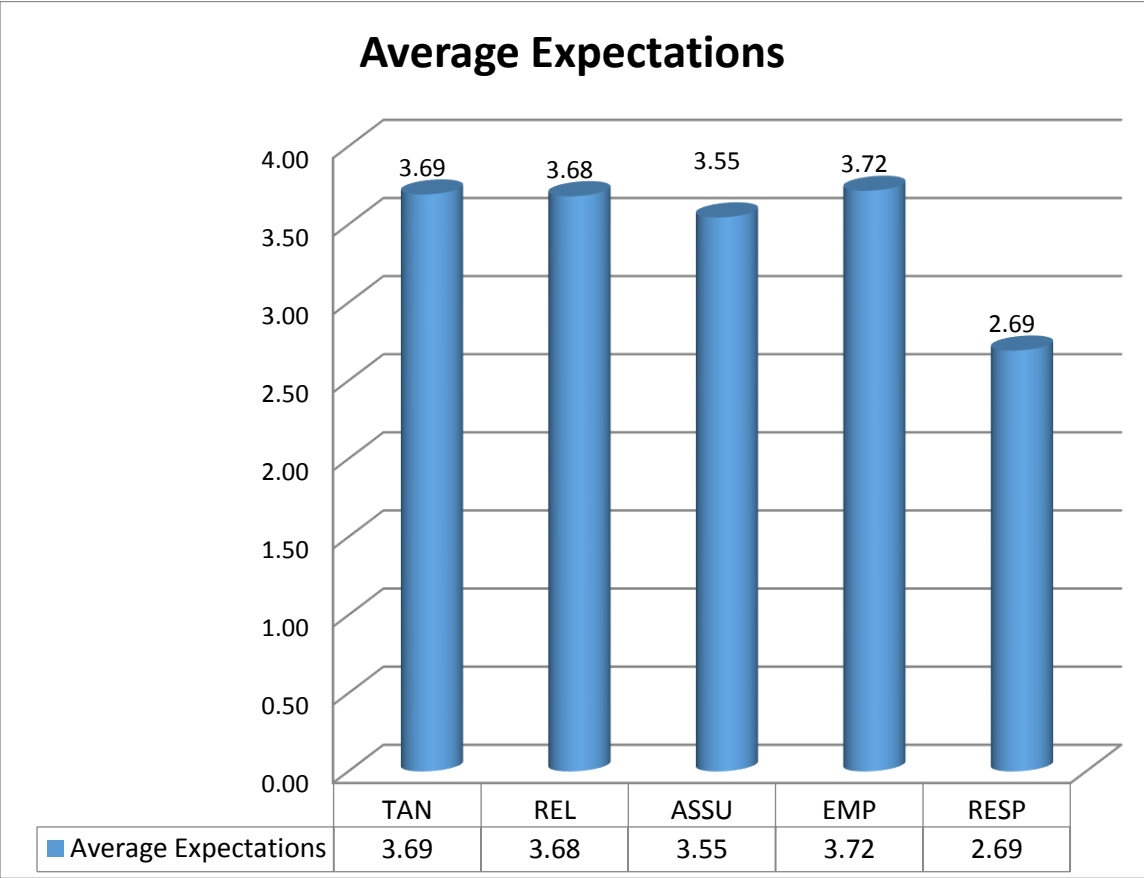
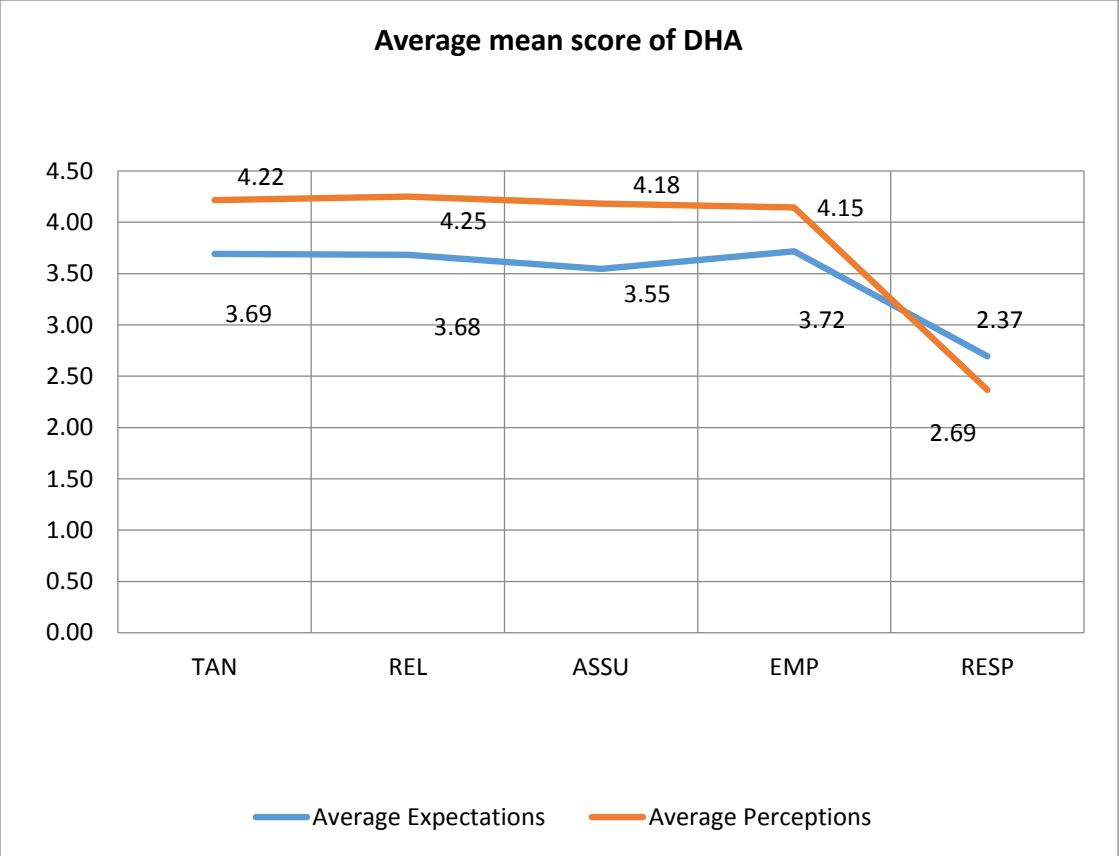


Figure 5.3: Averages mean score on dimensions- DHA

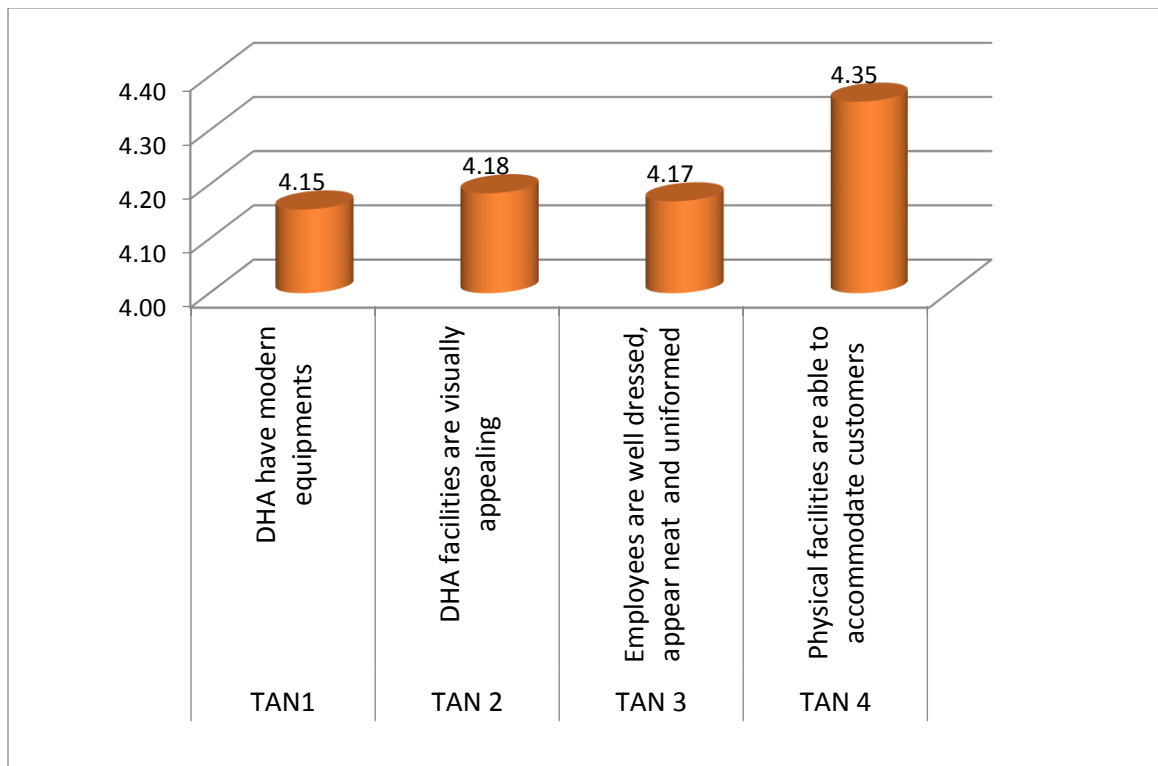


5.2.2 Perceptions of tangibles

The lowest score of 4.15 for modern equipment is concerning, as some customers evaluate service providers capability based on availability of modern equipment. This is followed by a score of 4.17 for uniformity of staff of the department. The physical facilities scored highest, 4.35. This indicates good infrastructure and access to buildings although it is currently under renovation. The average mean score for the dimension was 4.22.

Figure 5.4: Graph showing means scores for perceptions for Factor 1- Tangibles

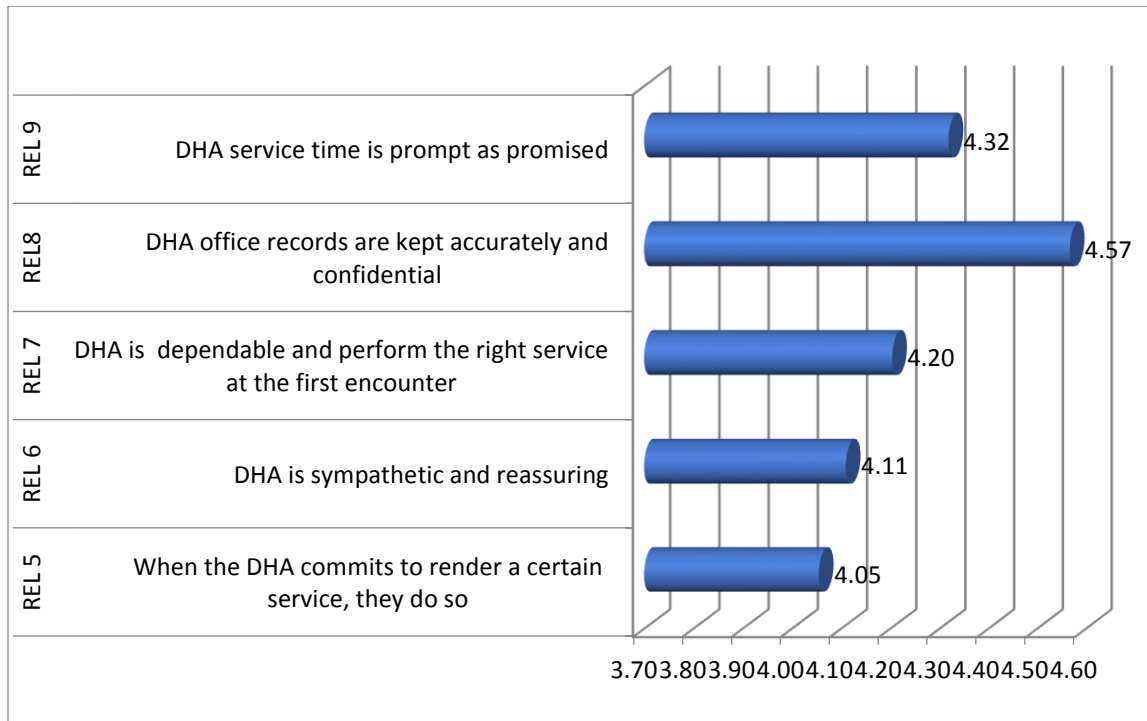
Mean Perceptions for tangibles.



5.2.3 Perceptions of Reliability

Figure 5.5 present the mean test evaluation for the reliability dimension by respondents of the study. Respondents conferred a high mean value of above 4.05 for every construct in this dimension. The uppermost mean value of 4.57 for statement that DHA office records are kept accurately and confidential. The respondents presented a contrast low mean value of 4.05 for statement “when the DHA commits to render a certain service, they do so. 4.25 was the mean for perception reliability dimension

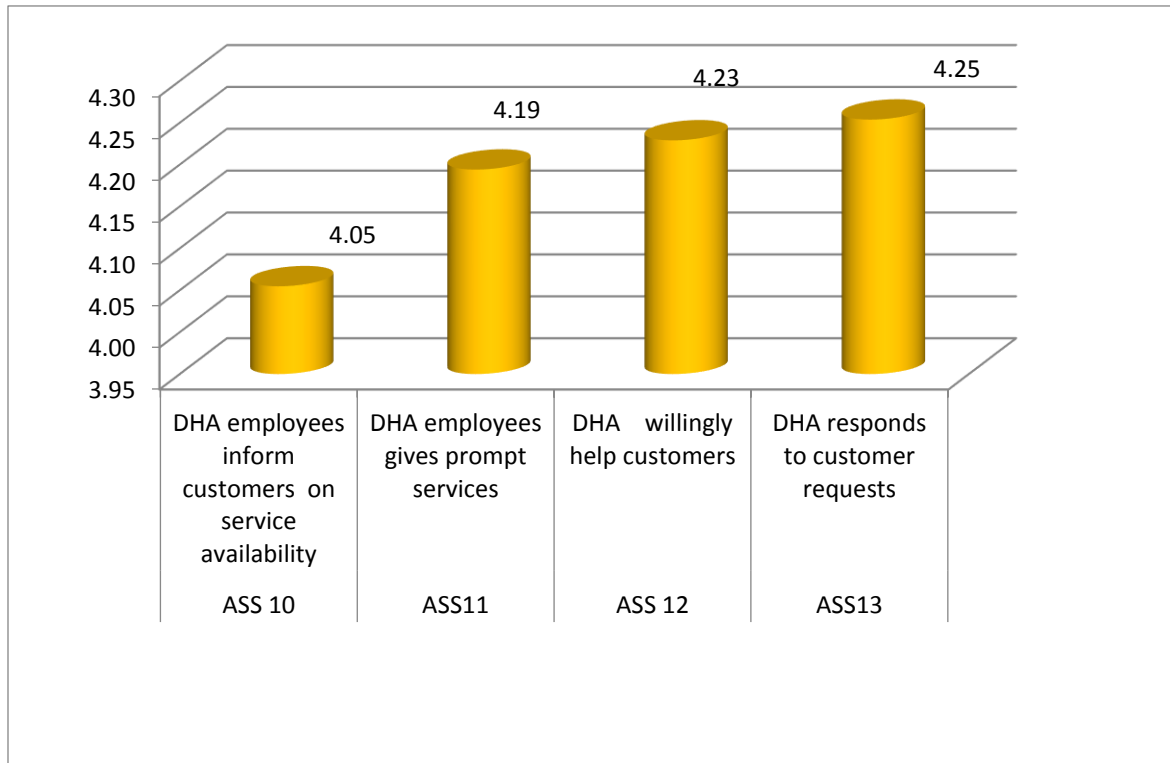
**Figure 5.5: Graph showing means scores for perceptions for Factor 2- Reliability.
Mean Perceptions for reliability.**



5.2.4 Perceptions of Assurance

Figure 5.6 displays the respondents' scoring for statements constructed to determine respondents' perception of assurance dimensions. Respondents' reactions gave a highest score of 4.25 for statement; DHA responds to customer's requests. On the contrast, only 4.05 was the mean value for the statement "DHA employees inform customers on services. This shows and signifies poor communication on the side of employees. The mean average stood at 4.18.

**Figure 5.6: Graph showing means scores for perceptions for Factor 3- Assurance.
Mean Perceptions for assurance.**

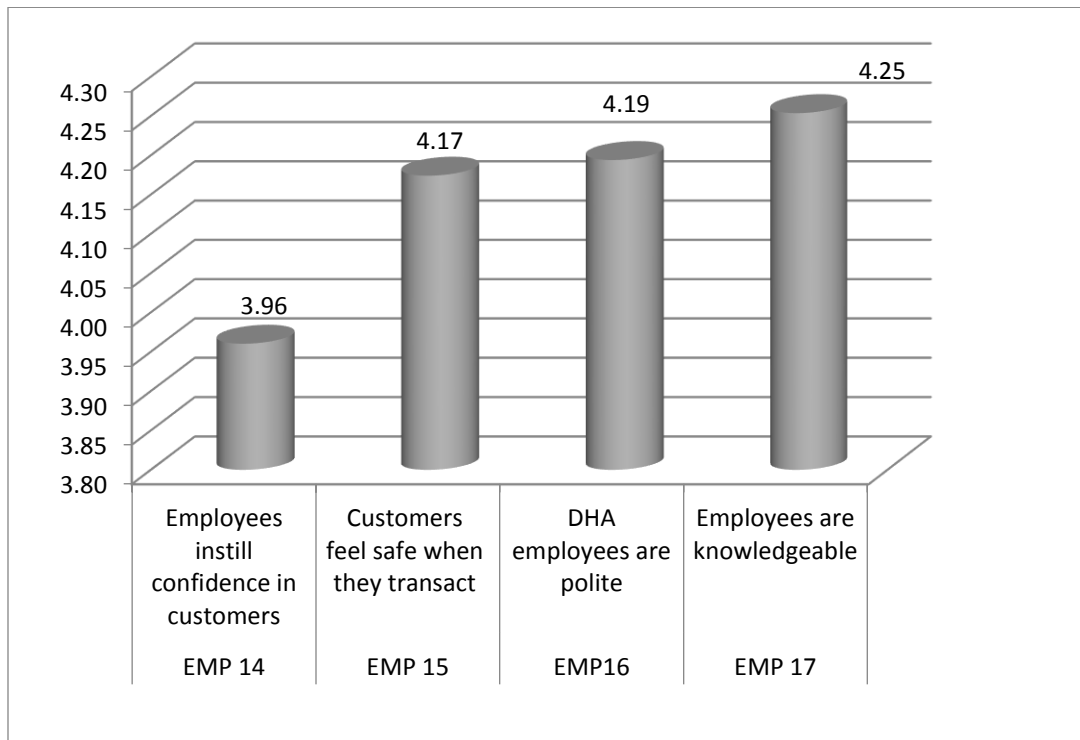


5.2.5 Perceptions of Empathy

Figure 5.7 illustrates respondents' perception about empathy. Empathy as a dimension was characterised by a lofty mean figure of 4.25 for statement relating to staff knowledge ability. We can justify and assume that DHA recruits the right staff with a high mean score of 4.25. Respondents lowered their mean score to 3.96 for statement “employees instill self-assurance in customers. The mean value for empathy was 4.15, to explain this further, perception of customers surpassed their expectations in total of these areas.

Figure 5.7: Graph showing means scores for perceptions for Factor 4- Empathy.

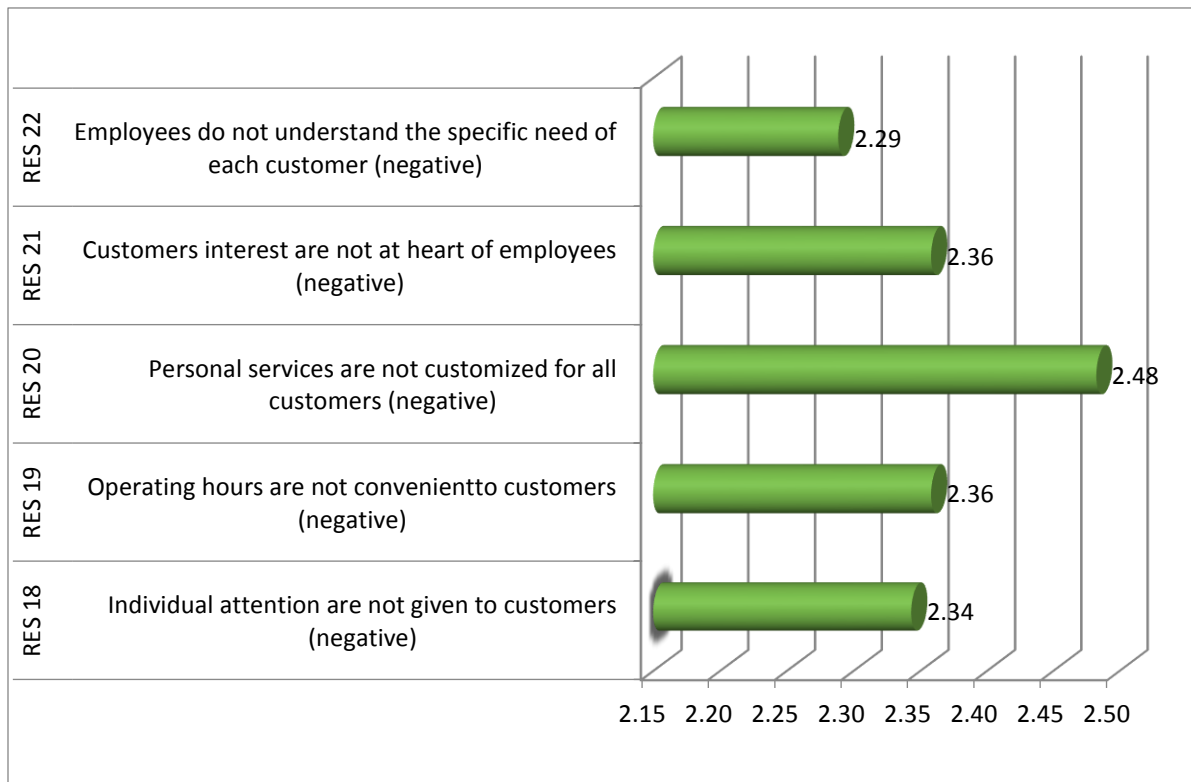
Mean Perceptions for empathy.



5.2.6 Perceptions for Responsiveness

As illustrated in figure 5.8 below, respondents' reaction towards responsiveness dimension were extremely low. All mean scoring fell between 2.34 and 2.48. The utmost mean score of 2.48 was for statement "Personal service are not customised for customers", while the lowest mean score was for statement "individual attention are not given to customers". Average score for dimension responsiveness was 2.37.

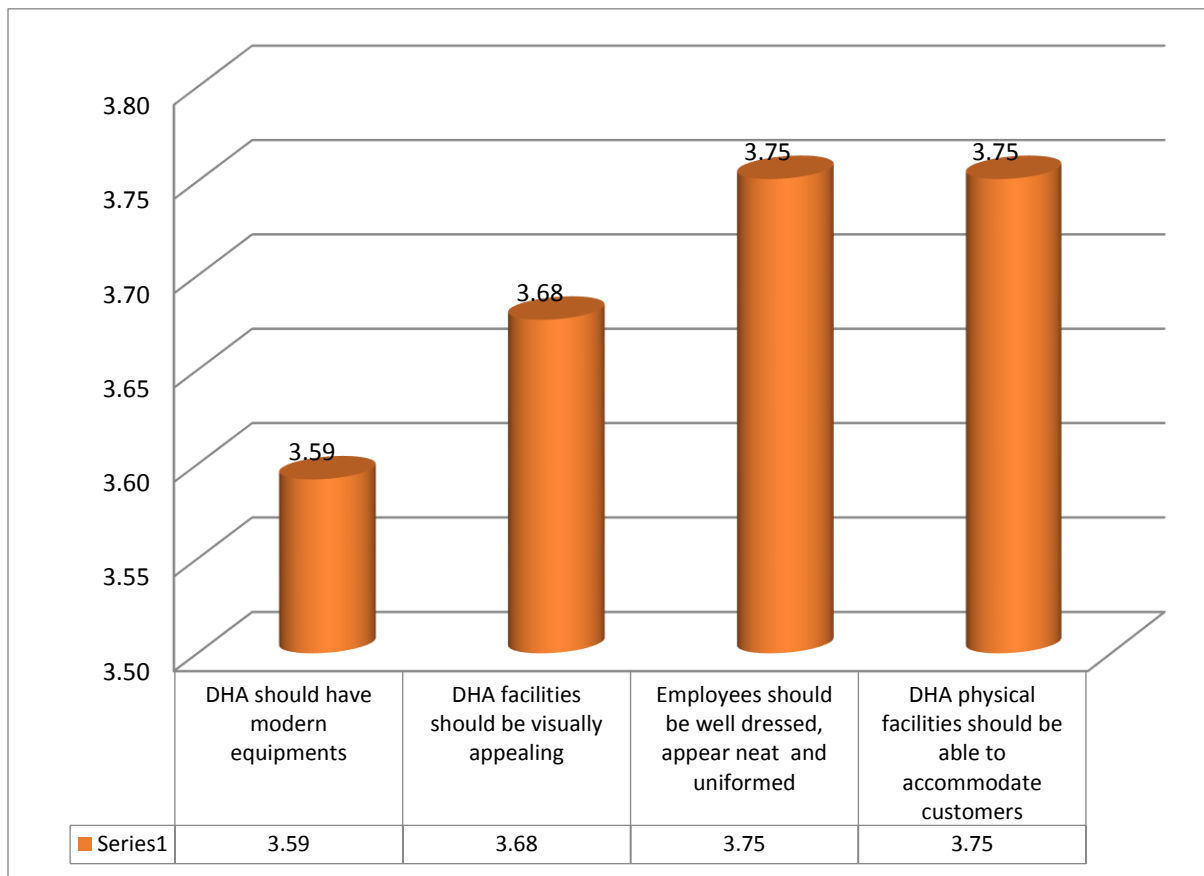
**Figure 5.8: Graph showing means scores for perceptions for Factor 5- Responsiveness.
Mean Perceptions for responsiveness.**



5.2.7 Expectations for Tangibles

In figure 5.9, as shown below, customers scored two statements the same mean value of 3.75. The statements are “employees should be well dressed, appear neat and uniformed” and “DHA physical facilities should be able to accommodate customers”. The lowest mean value 3.59 was related to modern equipment. While the average mean for expected tangibles was 3.69.

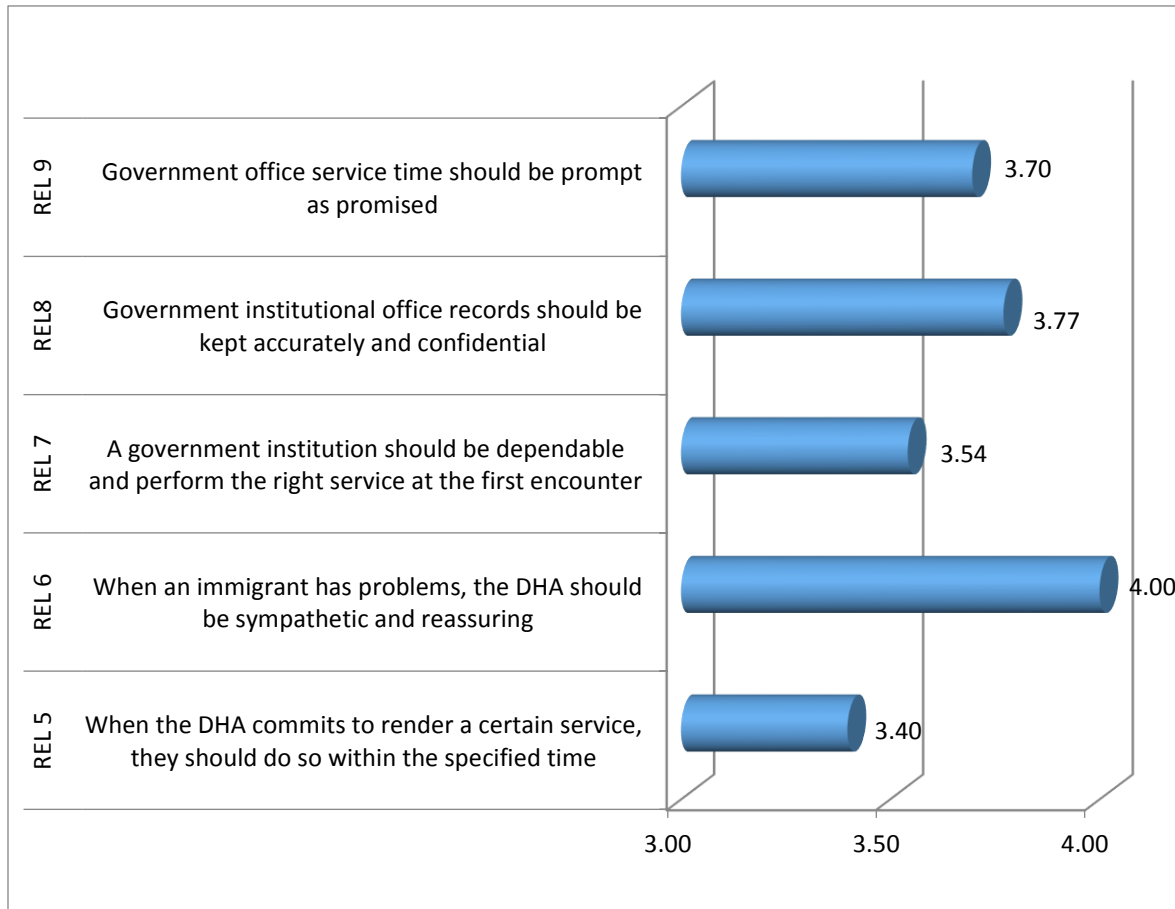
**Figure 5.9: Graph showing means score for Expectation for Factor 1- Tangibles.
Mean Expectations for Tangibles.**



5.2.8 Expectations for Responsiveness

As shown below in figure 5.10, customers react to consistency in statements by providing a high mean value of 4.00 for statement “when an immigrant has problems, the DHA should be sympathetic and reassuring”. The mean comparison test illustrates a lesser score value for statement on DHA commitments to render service as promised, and within specified time. The average mean for reliability expectation was 3.68.

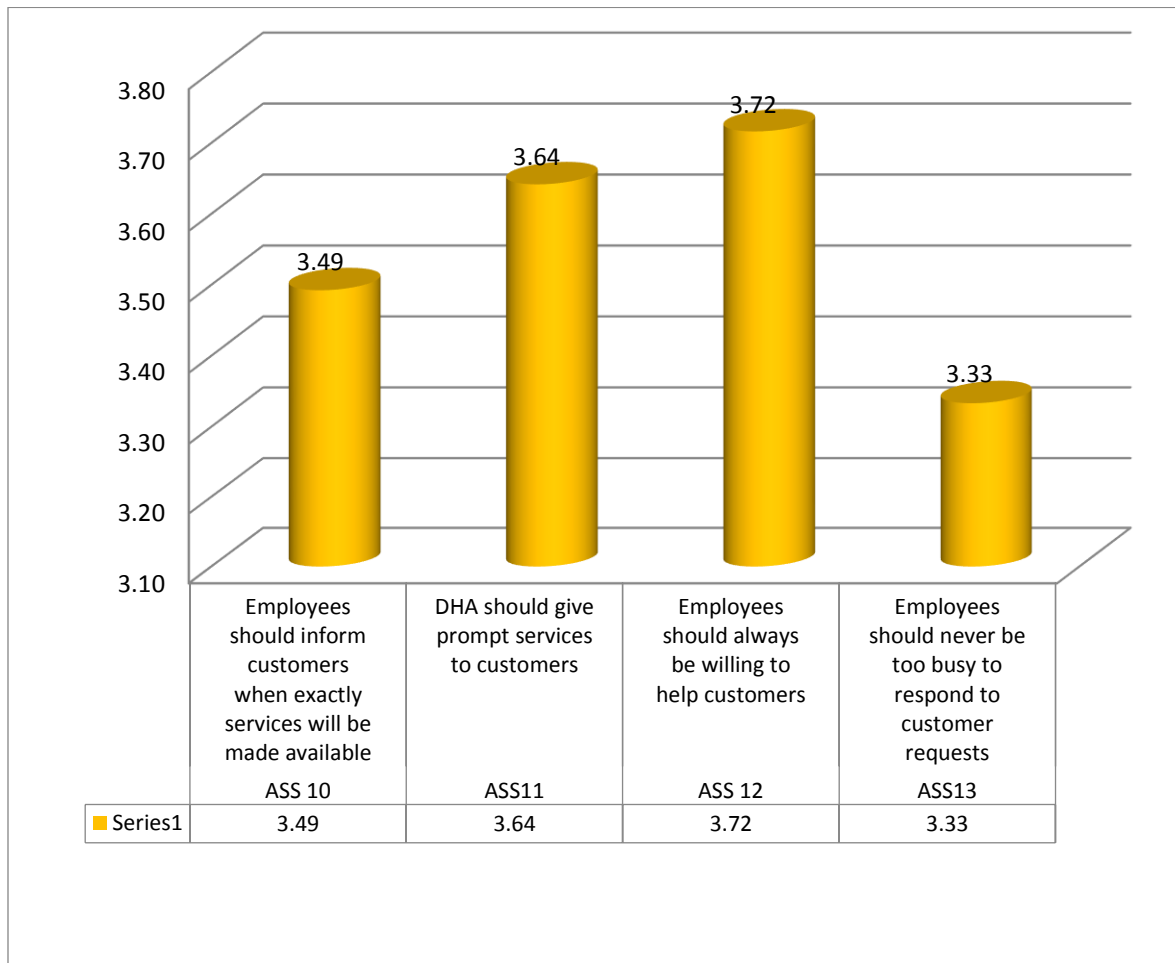
**Figure 5.10: Graph showing means score for Expectation for Factor 2- Reliability.
Mean Expectations for Reliability.**



5.2.9 Expectations for Assurance

Figure 5.11 shows the findings of the mean comparison test for assurance dimension. The highest mean was 3.72 for construct that employees should always be willing to help customers. While the lowest for construct employees must by no means be too busy to take actions on customer requests. The average mean stood at 3.62

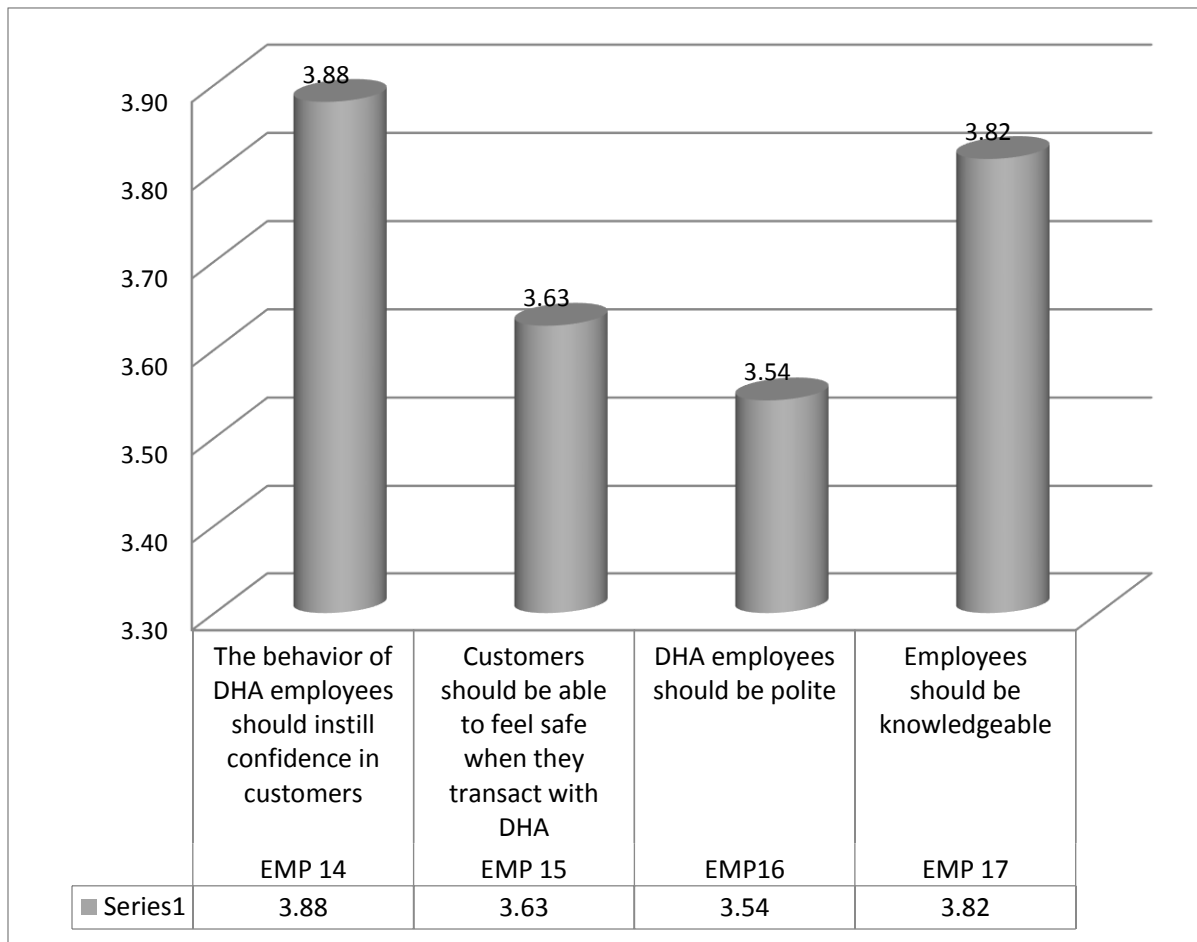
**Figure 5.11: Graph showing means score for Expectation for Factor 3- Assurance.
Mean Expectations for Assurance.**



5.2.10 Expectations for Empathy

Figure 5.12 graphically shows respondents constructs on empathy. The mean value was below 4 but greater than 3.54 for all constructs. The highest mean value belonged to the statement “the behavior of DHA employees should instill confidence in customers”. While the lowest man score belonged to the statement reflecting their expectation of should employees be polite. The mean score was calculated to be 3.72.

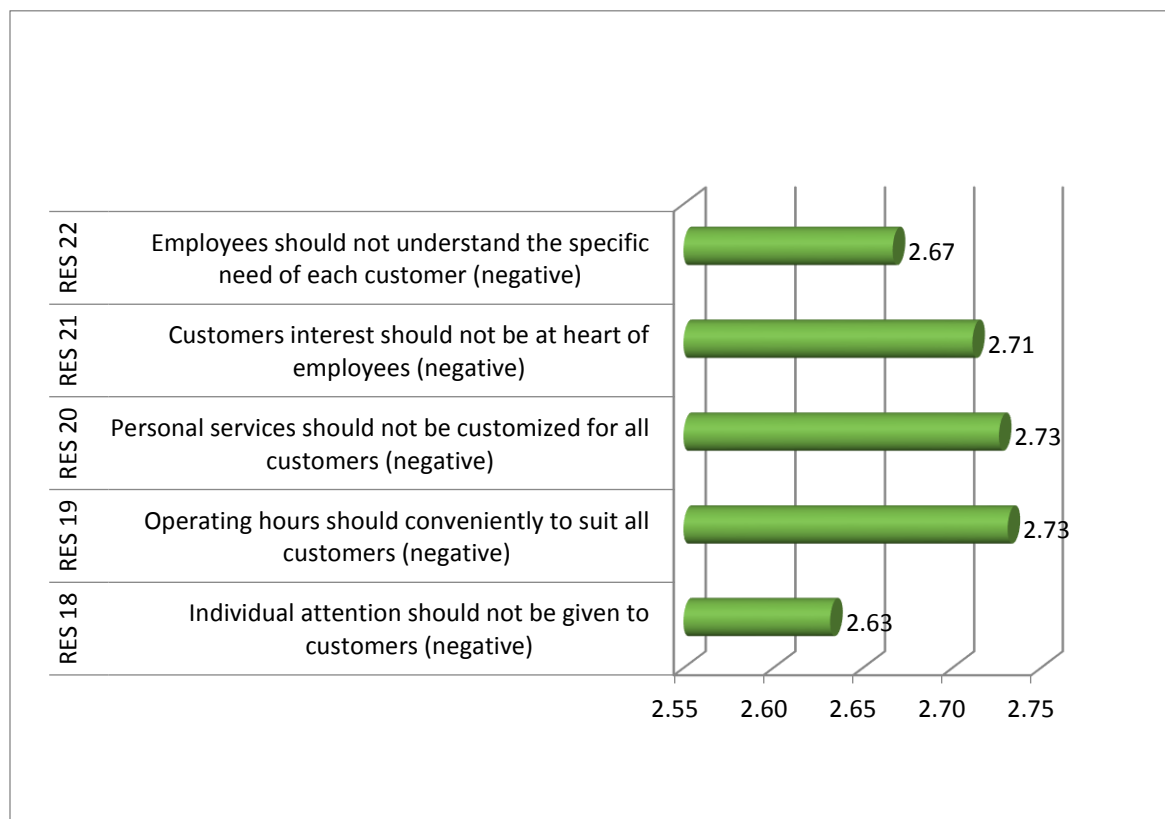
**Figure 5.12: Graph showing means score for Expectation for Factor 4- Empathy.
Mean Expectations for Empathy.**



5.2.11 Expectations for Responsiveness

According to figure 5.13, the respondents showed their expectations towards responsiveness dimension. The highest mean score was 2.73 for operating hour's statement and the lowest belonged to customised individual attention, the score for that statement was 2.63. The average mean for this dimension was 2.69.

Figure 5.13: Graph showing means scores for Expectation for Factor 5- Responsiveness. Mean Expectations for responsiveness.



5.3 GAP 5 ANALYSIS (PERCEIVED SERVICE AND EXPECTED SERVICE)

The table below explores and recognizes factors which have more stimulation on perceptions. The factor analysis was performed on the 22 questions detailed in the questionnaire.

Table 5.2: Factor analysis of gap scores

Code	Attributes	Factor loadings				
		Tangibility	Reliability	Responsiveness	Assurance	Empathy
TAN1	Department of Home Affairs have modern equipment	0.562				
TAN 2	Physical facilities (information screen, offices) are visually appealing	0.507				
TAN 3	Employees are well dressed, appear neat and uniformed	0.418				
TAN 4	The physical appearance of DHA accommodate customers	0.602				
REL 5	DHA delivers on their promises to customers on time		0.656			
REL 6	When an immigrant has problems, the DHA should show interest and sympathy		0.109			
REL 7	DHA is dependable and performs the		0.661			

	right service the first time					
REL8	DHA records are kept accurately, confidential and I have no leaked personal information		<i>0.796</i>			
REL 9	DHA services are provided at the time they are promised to be done		<i>0.621</i>			
ASS 10	DHA employees tell customers exactly when services will be performed and make information easily accessible			<i>0.562</i>		
ASS11	DHA employees give prompt services to customers			<i>0.552</i>		
ASS 12	DHA employees are always willing to help customers			<i>0.512</i>		
ASS13	DHA employees are never be too busy to respond to customer requests			<i>0.895</i>		
EMP 14	The behaviour of DHA employees instil confidence in customers				<i>0.079</i>	
EMP 15	Customers feel safe when they transact				<i>0.547</i>	

	with government institution employees					
EMP16	DHA employees are polite to customers				<i>0.651</i>	
EMP 17	DHA employees are knowledgeable in their respective fields of service delivery to respond to customers queries				<i>0.437</i>	
RES 18	Individual attention is not given at their DHA offices (negative)					<i>-0.288</i>
RES 19	DHA operating hours are not convenient to all their customers (negative)					<i>-0.373</i>
RES 20	DHA employees do not give customised personal services to all customers (negative)					<i>-0.243</i>
RE 21	DHA employees do not have their customers' interest at heart (negative)					<i>-0.353</i>
RE 22	The DHA employees do not understand the specific need of their customers (negative)					<i>-0.378</i>

	Eigen value	2.089	2.843	2.521	1.714	-1.635
	Cronbach's alpha	0.784	0.784	0.781	0.786	0.793
	Number of items	4	5	4	4	5

The exploratory dimension analysis extracted five factors; reliability and responsiveness dimension contained majority of the items was responsible for the high variance of (21.43%). The DHA service reliability and responsiveness are the most important determinant of perceived service quality. Anderson, Tatham, and Black, (2003:61) states that “the higher a factor loading, the more would its test reflect or measure as service quality”. Majority of the factor loadings exceeded 0.60; this therefore implies that there is fairly high correlation exists amongst drawn out factors and their distinct items. All the Eigen values and factor loadings remain considered and retained because they were all greater than 0.5 Eigen values (Hair et al., 1998:101). The aftermath of the study of the reliability analysis exhibited that Cronbach’s alpha coefficients of the extracted factors fell between the ranges of 0.746 to 0.872. This is acceptable since it is higher than the usual minimum value of 0.60, which is considered acceptable as an indication of scale reliability (Hair et al. 2006:99). A good internal consistency and congruity of the factors is therefore achieved. A higher factor loading simply reflects or measure good service equality. In the 4 sub categories of tangibles, the survey results reveal that the respondents’ perception exceeds their expectations of the DHA tangible appearance aspects (Sharma, 2016:66).

The second dimension, reliability, the gap score is also positive. This is contrary to Sharma (2016:68) whose findings were negative. As is depicted in the diagram above, in all reliability sub categories, the survey results reveal that the respondents’ perception fell above their expectations of the DHA’s reliability aspects.

Assurance dimension above denote that, in the 4 sub categories of the assurance dimension, namely employee behaviour instils confidence, customers’ feeling of security in transactions,

courteous employees and knowledge of employees to answer questions, the gap score is positive. This means that perception of customers exceed their expectation in these areas.

“The empathy dimension comprised of the questions 14 to 18, which assess the individual attention, convenient working hours, personal attention, has the best interest of customers at heart and employees understanding the customers’ needs., the table shows that, in each of the 4 sub categories of the empathy dimension, the gap score is positive” (Sharma, 2016:45). This signifies that perception of customers exceeded their expectation in all these areas.

5.4 RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION AT THE DEPARTMENT OF HOME AFFAIRS

In this section, findings on the relationships between various dimensions of service quality and customer satisfaction will be presented. The rationale of this section is to give effect to the second objective of the research study, namely to determine relationships between service quality and customer satisfaction at the department of Home Affairs. Significance of the linear relationships linking the various dimensions of service quality and customer satisfaction at DHA is outlined in this section. Nadiri & Hussain (2005:105) says, “Customer satisfaction increases profitability, market share, and return on investment”. “Many studies have linked service quality with customer satisfaction (Curry & Sinclair, 2002; Van der Wal, Pampallis & Bond, 2002; Nadiri & Hussain, 2005); if services rendered meets the customer’s expectations, then this leads to customer satisfaction and the opposite leads to customer dissatisfaction” (Curry & Sinclair, 2002). This study however did not find any statistical significant difference between service quality and customer satisfaction, (p-value > 0.05).

5.5 RESPONDENTS' LEVEL OF SATISFACTION WITH SERVICE QUALITY AT DEPARTMENT OF HOME AFFAIRS

The intent of this section is to offer the answers to the third objective of this research study, namely to identify respondents' satisfaction with service quality at the DHA. Customer satisfaction of service quality at DHA is outlined below. Table 5.3.2 shows the percentage of respondents that either feel or not feel that the services of DHA met their expectations. The results shows that (60.6%) of the respondents think that their service quality meet their overall expectations and were satisfactory. On the contrary the remaining (39.4%) of the respondents were in disapproval and alluded that that their service quality met their expectations.

Table 5.2: Group Statistics for the mean gap score with regards to satisfaction of the service

	Service satisfactory	N	Mean	Std. Deviation
Tangibility_Gap	Yes	125	1.6160	3.90984
	No	78	3.3974	4.96831
Reliability_Gap	Yes	128	2.2188	8.96356
	No	78	4.7051	6.70164
Assurance_Gap	Yes	124	2.2500	3.81189
	No	76	4.0263	4.65324
Empathy_Gap	Yes	124	.8710	8.24421
	No	82	4.0488	4.75291
Responsiveness_Gap	Yes	125	-1.2640	5.99347
	No	77	-2.6753	8.06787

Figure 5.14: Graph showing customer satisfaction of service quality at DHA.

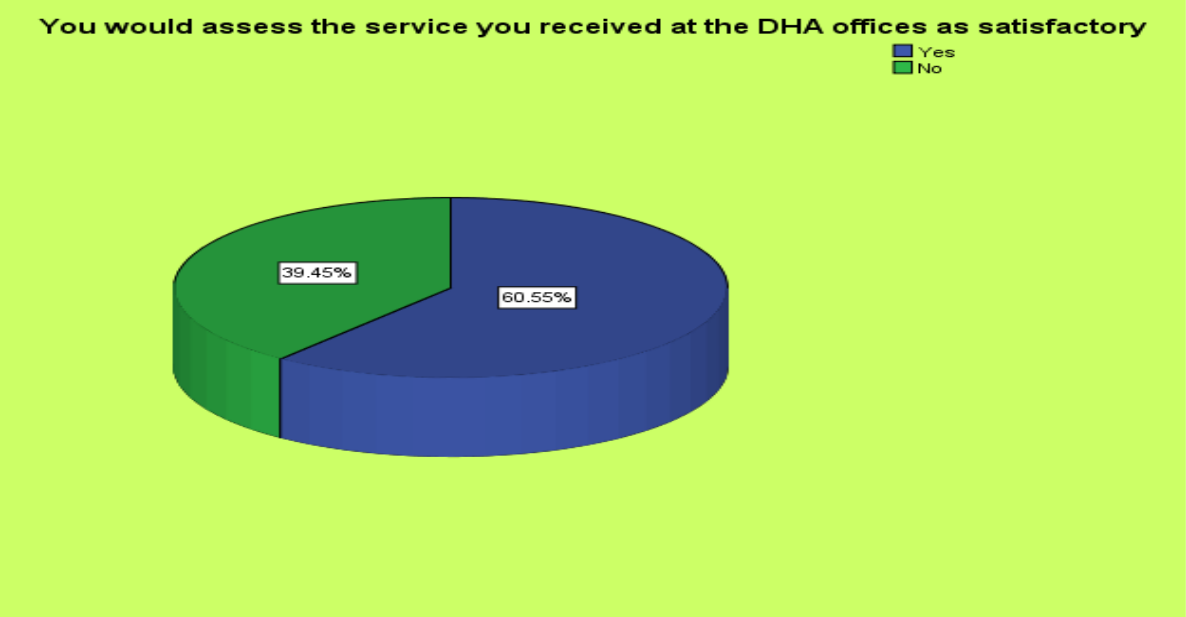
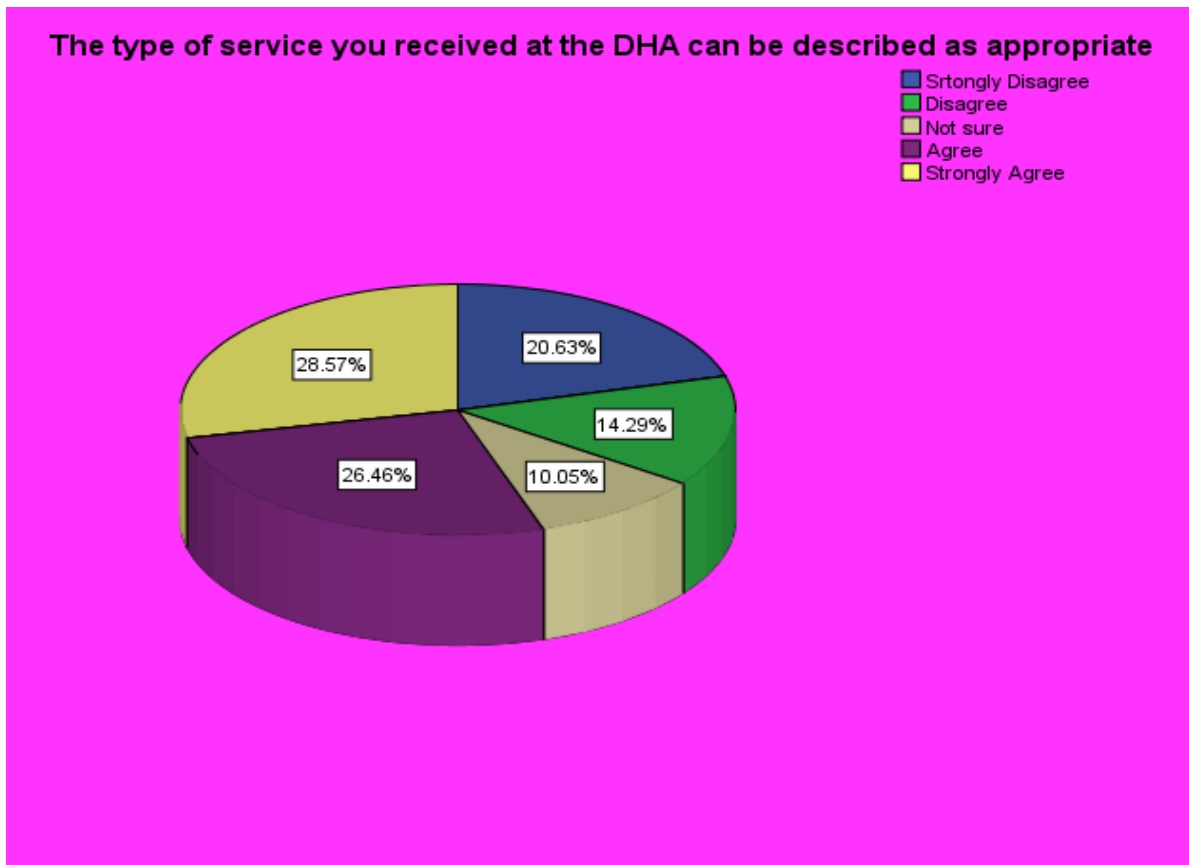


Figure 5.15: The type of service you received at DHA can be described as appropriate.

Grönroos (1990:94) “mention different kinds of expectations: Fuzzy expectations means that customers expect a service provider to solve a problem but they do not have a clear understanding of what could be done”. When it comes to how appropriate the services were at DHA, majority of the respondents’ representing a valid percentage of (28.6) strongly agreed with the statement that the services respondents’ received at DHA are appropriate, followed closely by (26.5%) agreeing to the statement. (20.6%) strongly disagreed that and described DHA services as not appropriate, while (10.1%) remained not sure about this statement.

Figure 5.16: Graph showing if services are appropriate



5.6 SUMMARY

This part includes the researcher's own reasoning on different patterns in the results. The researcher linked the findings to respond to the research questions, aims and concepts. This study explored service quality at DHA. 265 respondents' who have used the services of DHA were sampled randomly to determine their perceptions and expectations. They were sampled using a SERVQUAL model adapted questionnaire developed by (Parasuraman, 1990). The research instrument consisted of carefully constructed 22 SERVQUAL questions which are grouped in the five different dimensions: tangibility, reliability, assurance, responsiveness and empathy. Demographics of the research showed that males were (50.4%) and females were of (49.6%). The majority of the respondents (70.2%) were aged 18-35 years and a little percentage of (0.8%) was above 61 years. The respondents originated from Zimbabwe, (33.5%) and the fewest originated from Nigeria, a valid percentage of (16.1%) representing them. In this chapter, the researcher seeks to measure and determine customer perception and expectations towards service quality at DHA. Apart from that the researcher also aimed to determine the gaps that existed in rendering quality services at DHA.

CHAPTER SIX

CONCLUSIONS AND STRATEGIC RECOMMENDATIONS

6.1 INTRODUCTION

The aim of this study was to determine the expectations and perceptions and measure service gap that existed between expectations and perception. The previous chapter explained the findings of the data collected. This chapter then summarises the study in brief and identified issues to which DHA authorities need to give particular attention in the future. Conclusions are drawn and recommendations made as to how future intervention programmes in relation to service quality at DHA should be designed.

6.2 SUMMARY

The main objectives of the study were to determine the perceptions, expectations of service quality at DHA and to make use of SERVQUAL model to discover service gaps. This research is based on the conceptual theory SERVQUAL model developer and pioneer researcher Parasuraman who conducted many research to pinpoint the variables which impact service quality. SERVQUAL model was identified as an interfering variable hence it was the underlining dependent element. In addition to this, the demographical variables, including age, gender, nationality, educational background and the SERVQUAL model were assessed.

6.3 ACCEPTABILITY OF THE THEORETICAL MODEL

SPSS was used to evaluate the SERVQUAL model and service gaps that existed, by means of non-parametric analysis. Tangibles, Reliability, Responsiveness, Assurance, and Empathy were analysed. Cronbach's Alpha coefficients of perceptions and expectations were identified. The reliability of the measuring instrument was statistically tested and yielded an allowed threshold of 0.7, recommended by Nunnally and Bernstein (1994:264). Based on this we can conclude that the measuring instrument is acceptable and can be used for future research.

As stated under limitations in chapter one, these findings may be represent the perceptions and expectations of service users at home affairs in other regions due to the demographical differences between regions as well as differences between workers of DHA in other regions.. Furthermore, the study has proved that SERVQUAL model can be used to adequately measure service quality and be customised and adapted to fit in a service quality measuring study in many sectors.

6.4 CONCLUSIONS

Conclusions based on the literature adopted in this study are discussed together with the results below.

6.4.1 Conclusions based on Literature Review

“A business that caters to the customers’ needs will inevitably gain loyalty of their customers, thus resulting in repeat business as well as potential referrals” (Nabi, 2012:77). Determining the level of service quality can assist organisations and decision makers to provide reliable information that will in future be utilised to access and maintain improved service quality. “Using the SERVQUAL model to assess service quality enables management to better understand the various dimensions and how they affect service quality and customer satisfaction” (Debasish, S.S., Dey, S., 2015:7).The ideology of determining the differences between expectations and perceptions as a Gap score using the SERVQUAL model has proven to be very useful for assessing service quality levels. Parasuraman et al, (1994:99) contend that, SERVQUAL can be customised with minor alterations to suit any service organisation. This therefore means that SERVQUAL is a generic model, even though it is not a one size fits all model, it is modular and can be implemented for every institution. Literature on service quality and service gaps assist decision makers to troubleshoot problematic service quality areas where improvements are needed with tail guidelines provided the survey is done in accordance to the SERVQUAL model concepts. The largest gap was assurance dimension; this means the department should prioritize performance improvement regarding this variable as a matter of urgency. Curtesy, ability of employees to inspire trust should be improved upon.

6.4.2 Conclusions based on Empirical Results

6.4.2.1 Immigrant's perception of service quality dimensions namely: tangibles, reliability, assurance, empathy and responsiveness.

The highest perception values were noted in reliability dimension with ($m=4.25$). Indicating that DHA performs the pledged service unfailingly and precisely in terms of doing things by the time they promise, attending to customers queries, staff members being sympathetic and reassures clients, reliable and keeping accurate records. This was closely followed by tangibles ($m= 4.22$) indicating good physical facilities, computers and electronic assets, and appearance of personnel; this was followed by assurance ($m=4.18$) showing that employees are courteous, knowledgeable, and inspire trust and confidence; followed closely by empathy ($m=4.15$) showing that DHA are empathetic to customers; followed by responsiveness ($m=2.37$) showing that customers did not perceive DHA as being responsive to customers.

6.4.2.2 Immigrant's expectation of service quality dimensions namely: tangibles, reliability, assurance, empathy and responsiveness.

Regarding expectations, highest mean scores were recorded in empathy, ($m=3.72$), which indicates that DHA customers expected DHA to be caring and provide individualized attention. This is followed by tangibles ($m=3.69$) which indicates that they expected physical facilities to be modern and good appearance of employees; followed by reliability ($m= 3.68$) which indicates that immigrants expected a reliable service from DHA, assurance ($m=3.55$) meant that immigrants expected some form of assurance regarding the courtesy of employees and to provide prompt services (assurance) ($m=2.69$).

6.4.2.3 Service quality gaps (Gap 5) Perceived services and expected services at DHA

The gaps showed good services for most of the dimensions and moderate services. Responsiveness dimension had a negative dimension. This therefore means that immigrants' expectations were greater than their perception of responsiveness dimension at DHA. The negative gap was (-0.32) responsiveness, the positive gaps consisted of tangibles (0.52), reliability (0.56), assurance (0.62), and empathy (0.42). Assurance had the highest gap. This means therefore that more emphasis and focus should be placed on ensuring prompt services in order to close this gap.

6.4.2.4 There is a statistical significant differences between service quality and customer satisfaction at department of home affairs

Mann-Whitney U test was used to determine the statistical significance difference between service quality and customer satisfaction. The result shown in Table 4.30 indicates no significant differences between service quality and customer satisfaction. The (p -value > 0.05), meaning that we must reject the hypothesis, as there is no significant relationship between service quality and customer satisfaction.

6.5 RECOMMENDATIONS TO POLICY MAKERS AND DHA MANAGERS

Based on the research findings, the first recommendation is that, DHA decision makers need to familiarise themselves with SERVQUAL model; such basic understanding and in-depth knowledge would be a catalyst for further internal investigations and studies on their service end-users' expectations and satisfaction level. Such knowledge will also help DHA management pin point areas that need improvements and areas that need drastic interventions.

Secondly, to make the most of SERVQUAL, studies should be done on a regular basis, ideally yearly for the reasons of yearly comparisons and to determine the effects of the improvements on customer's perception and expectations. However care should be taken not to measure customer satisfaction and perceptions too frequently as surveys will result in customers losing motivation in the survey and therefore providing incorrect answers. Thirdly, to take appropriate action based on this study and recommendations made. Berry et al. (1994) insinuated ten lessons as Paying attention these are; "Reliability, Basic Service, Service Design, Recovery, Surprising Customers, Fair Play, Teamwork, Employee Research and Servant Leadership". Edvardsson (1996:44) believe that the 10 lessons suggested by Berry et al (1994) is applicable in many sectors and are fundamental to the service-improvement journey. The recommendations that were identified by Edvardsson (1996) suggested 13 important propositions that characterise successful service companies, these are:

1. Decision makers should act as service quality champions by designing quality policies and targets and how to achieve the set targets. It is the sole responsibility of decision makers to seek to it that there are delegates within an organisation championing these service quality targets for the interest of the institution.
2. Quality should be a focal point and should be given adequate attention.
3. Customers must be at the centre of service quality in any service institution.
4. Workers should know the responsibilities for service quality lies on every employees shoulder.
5. There should be some level of focus on developing service quality design within organisations.
6. Quality should be a continuous process; processes should from time to time be re-engineered to complement each other.
7. Service quality improvement is the foundation to achieve increased productivity and profitability.
8. A company's success is dependent on how they improve by how benchmark their service performance with other competitors.
9. Service guarantees of various kinds can make a service more distinct and help create rational customer expectations.
10. The most realistic way that institutions can discover customer dissatisfaction is by making use of complaint management as a tool.
11. Total emphasis on how employee's commitment and customer involvement can result in a good perception on total quality of services.
12. Increased stress on the systematic measuring of quality for customers, employees and owners.
13. Compensating quality perfections based on facts is, according to Juran, "a prerequisite for successful quality work in the long run".

Apart from the researchers recommendations which is similar to that of Edwardson (1996), these important propositions should be implemented by DHA as it applies across industries.

6.6 AREAS FOR FUTURE RESEARCH

- Apart from the commonly used SERVQUAL model used in this study, combinations of other models such as SERVPERF have emerged. Further investigation should not be limited to SERVQUAL but should incorporate SERVPERF.
- The gap model in this study is limited to only five, but should be extended to seven in future research. According to ASI Quality Systems, (1992:88) GAP 1, Gap 2, and Gap 3 are the three most significant gaps. These are mostly associated with external users because of the relationship customers have with these Gaps. Further understanding is needed to analyse how SERVQUAL minimise the gaps for institutions in other sectors.
- Further research should also replicate this study, using qualitative data gathering techniques such as interviews and observations, given that the current study used questionnaires to help come up with more comprehensive way to determining the perception of service quality at DHA. In general, the research on service quality was both strategically useful and complex. Future studies should aim to advance and promote the use SERVQUAL as a tool to improve service quality understanding.

6.7 LIMITATIONS

Few limitations were identified while conducting the study. Firstly, this study was restricted to only Mthatha and thus excludes other towns which similar research has not been conducted. Secondly this study took into account studies conducted in other metropolitan cities in South Africa but none was found to have been conducted in a rural town. The study identified only four African countries which participated in this study, the reason for exclusion of other countries were time and cost constraints. To the researcher's dismay, some of the questionnaires were completed by immigrants whom have visited other Home Affairs departments in metropolitan cities; their responses could be biased towards the Home Affairs in Mthatha. This mainly because the cities are more efficient in their service offering since they are more equipped and resourced compared

to the Home Affairs offices in Mthatha. These limitations had minor effects on the findings. None of these limitations had a major effect on the findings of this study.

6.8 FINAL CONCLUDING REMARKS

The study has shown that foreign immigrants who use the service of DHA are generally content with the services offer by the department. In the study, the researcher reviewed service quality and determined gaps in the model. SERVQUAL methodology was applied in an analytical approach and further evaluated the gaps between perception and expectations. This study and many other research findings have shown that at least five dimensions can be appropriately applied to determine which dimensions need attention. As with other models and studies regarding service quality, improvements are impossible without contacting employees regularly and evaluating them. Further literature has suggested that internal customers also consider service attributes, such as responsiveness and reliability.

To conclude, understanding how customers rate the services of an organisation based on quality and measuring service quality can be of great benefit to any industry, this stamp proof the importance of SERVQUAL to institutions. A measured SERVQUAL can produce specific data and information that can be used in quality management programmes and help companies become globally and locally competitive when the model is applied in the measurement of service quality effectively, it can also help steer how organisational strategies should be developed; therefore, service institutions are able to monitor, evaluate and consistently maintain quality service.

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APPENDIX 1

TURNITIN REPORT

19/04/2018

ORIGINALITY REPORT

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APPENDIX 2

Ethical Clearance Certificate



19 April 2018

Mr Benjamin Edwin (215081006)
School of Management, IT & Governance
Westville Campus

Dear Mr Edwin,

Protocol reference number: HSS/0372/016M

New project title: Perception of African Immigrants of Service Quality at the Department of Home Affairs in Mthatha – Eastern Cape

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 05 April 2018 has now been approved as follows:

- Change in Title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

.....
Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Vannie Naidoo
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)


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Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

APPENDIX 3A

LETTER OF CONSENT FORM

**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT, IT & GOVERNANCE**

Dear Respondent,

Researcher: Benjamin Edwin

Mobile Telephone no: +27 780 080 767

Supervisor: Dr Vannie Naidoo

Office Telephone no: +27 31 260 8080

I, a Masters student in Management, in the School of Management, IT & Governance, of the University of Kwa-Zulu Natal (UKZN), invite you to participate in a research project entitled:
Perception of African immigrants on service quality at the department of home affairs.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT & Governance, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigators : Benjamin Edwin

Date : 29-03-16

CONSENT

I _____ (*Name: Optional*) the undersigned have read and understand the above information. I hereby consent to participate in the study outlined in this document. I understand that participation is voluntary and that I may withdraw at any stage of the process.

Participant 's Signature_____

Date_____

APPENDIX 3B

SERVQUAL QUESTIONNAIRE

UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT, IT & GOVERNANCE

Researcher: Benjamin Edwin

Mobile Telephone no: +27 780 080 767

Supervisor: Dr Vannie Naidoo

Office Telephone no: +27 31 260 8080

Title of Study: *Perception of African immigrants on service quality at the department of home affairs.*

The purpose of this survey is to

- Identify the general perception on service quality at the department of home affairs
- Determine the relationship between service quality dimensions and overall customer satisfaction at the department of home affairs
- Measure the quality gaps that exist in the offering of services at the Department
- Make recommendation to the Department, particularly in on how customer satisfaction with service quality can be improved

This questionnaire comprises of four sections:

- **Section A:** Demographic Data
- **Section B:** Customer Expectations of services offered at the DHA.
- **Section C:** Customer Perceptions of services offered at the DHA.

How to complete the questionnaire:

- You can mark each response by making a tick () or a cross (X), or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.
- Please remember to choose an answer on the Likert scale from 1 to 7 for Section B & C
 - **1** being an answer to a statement that you “**Strongly Disagree**” with.
 - **7** being an answer to a statement that you “**Strongly Agree**” with.

Remember to answer **ALL** the questions even if they are not directly relevant to your experience.
 The aim is to understand how you perceive the services you are provided with.

SECTION A: BIOGRAPHICAL DATA

1. Please indicate your gender.

1	Male		1
2	Female		2

2. How old are you?

1	18-35 years		1
2	36-60 years		2
3	61 year and more		3

3. Which country do you come from?

2	Zimbabwe		1
4	Lesotho		2
5	Ghana		3
6	Nigeria		4

4. What is your level of education?

1	Primary		1
2	Secondary		2
3	Tertiary		3

5. How many years have you lived in South Africa?

1	0- 12 Months		1
2	1-5 years		2
3	6-10 Years		3
4	over 10 Years		4

6. Are you employed or not?

1	Employed		1
2	Unemployed		2

7. If employed what type of employment?

1	Formal		1
2	Informal		2

8. Have you been to any Department of Home Affairs office in South Africa since you relocated? Yes No

PleaseSupport _____

9. If yes what was the purpose of the visit? Documentation Others

PleaseSupport: _____

SECTION B: EXPECTATIONS

This section deals with immigrants opinions towards the Department of Home Affairs. Please show the extent to which you think government institutions should possess the following features. I am interested in the number that best shows your expectations about services. If you strongly agree that DHA should possess a feature, circle the number 7, if you strongly disagree that DHA possess a feature, circle number. If your feelings are not strong, circle one in the middle.

Put a cross (X) in the column of your choice of answer.

Dimension 1: Tangibles (Physical facilities, equipment, and appearance of personnel)		<i>Strongly disagree</i>		<i>Neutral</i>			<i>Strongly agree</i>	
		1	2	3	4	5	6	7
Item								

E1	Ideal government institution should have modern equipments							
E2	Their facilities should be visually appealing							
E3	Employees should be well dressed, appear neat and uniformed							
E4	The appearance of the physical facilities should be able to accommodate customers							
Dimension 2: Reliability (to perform the promised service dependably and accurately)								
Item		1	2	3	4	5	6	7
E5	When the DHA promise to do something/ respond by a certain time, they should do so							
E6	When an immigrant has problems, the DHA should be sympathetic and reassuring							
E7	A government institution should be dependable and perform service right the first time							
E8	Records should be kept accurately and confidential							
E9	They should provide their services at the time they promised to do so							
Dimension 3: Assurance (to help customers and provide prompt service)								
Item		1	2	3	4	5	6	7
E10	Employees should tell customers exactly when services will be performed and make information easily obtainable							
E11	Employees should give prompt services to customers							
E12	Employees should always be willing to help customers							

E13	Employees should never be too busy to respond to customer request							
Dimension 4: Empathy (courtesy knowledge, ability of employees to inspire trust and confidence)								
Item		1	2	3	4	5	6	7
E14	The behaviour of employees should instil confidence in customers							
E15	Customers should be able to feel safe when they transact with government institution							
E16	Their employees should be polite							
E17	Their employees should be knowledgeable							
Dimension 5: Responsiveness (caring, individualized attention the firm provides its customers)								
Item		1	2	3	4	5	6	7
E18	Individual attention should not be given to customers (<i>negative</i>)							
E19	Operating hours should not be convenient to suit all customers (<i>negative</i>)							
E20	Personal services should not be customized for all customers(<i>negative</i>)							
E21	Customers interest should not be at heart of employees (<i>negative</i>)							
E22	Employees should not understand the specific need of each customer (<i>negative</i>)							

SECTION C: PERCEPTIONS

The following set of statement relate to your feelings about DHA. Please show the extent to which you believe DHA has the feature described in the statement. Once again, circling a 7 means that you strongly agree that DHA has the feature, and circling a 1 means that you strongly disagree. You may circle any number in the middle to indicate that your feelings are not strong enough to support the statement.

Dimension 1: Tangibles (Physical facilities, equipment, and appearance of personnel)		<i>Strongly disagree</i>		<i>Neutral</i>			<i>Strongly agree</i>	
Item		1	2	3	4	5	6	7
P1	Department of Home Affairs have modern equipment							
P2	Physical facilities (information screen, offices) are visually appealing							
P3	Employees are well dressed, appear neat and uniformed							
P4	The physical appearance of DHA accommodate customers							
Dimension 2: Reliability (to perform the promised service dependably and accurately)								
Item		1	2	3	4	5	6	7
P5	DHA delivers on their promises to do something/ respond by a certain time							
P6	When an immigrant has problems, the DHA shows interest and sympathy							
P7	DHA is dependable and perform service right the first time							
P8	Records are kept accurately , confidential and I have no leaked personal information							
P9	Services are provided at the time they promised to do so.							

Dimension 3: Assurance (to help customers and provide prompt service)								
Item		1	2	3	4	5	6	7
P10	Employees tell customers exactly when services will be performed and make information easily obtainable							
P11	Employees give prompt services to customers							
P12	Employees are always be willing to help customers							
P13	Employees are never be too busy to respond to customer request							
Dimension 4: Empathy (courtesy knowledge, ability of employees to inspire trust and confidence)								
Item		1	2	3	4	5	6	7
P14	The behaviour of employees instil confidence in customers							
P15	Customers feel safe when they transact with government institution employees							
P16	Employees are polite with customers							
P17	Employees are knowledgeable in their field to answer customers queries							
Dimension 5: Responsiveness (caring, individualized attention the firm provides its customers)								
Item		1	2	3	4	5	6	7
P18	Individual attention is not given at their offices (<i>negative</i>)							
P19	Their operating hours are not convenient to all their customers (<i>negative</i>)							

P20	Employees do not give customized personal services to all customers (<i>negative</i>)							
P21	Employees do not have their customers interest at heart (<i>negative</i>)							
P22	The employees do not understand the specific need of their customers (<i>negative</i>)							

10. Would you assess the service you received as satisfactory? Yes No
Please support -----

11. What suggestions do have to make for better service delivery by the Department of Home Affairs-----

THANK YOU FOR YOUR PARTICIPATION

APPENDIX 4

EDITOR'S REPORT



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TO WHOM IT MAY CONCERN

I, Simoné Ferreira, declare that I have done the language editing for the dissertation of:

Name: Benjamin Owusu Edwin
Student Number: 215081006

entitled:

Perception of African Immigrants of Service Quality at the Department of Home Affairs in Mthatha- Eastern Cape

Submitted in fulfilment of the requirements for the degree of Masters of Commerce in Management in the Faculty of Management Studies at the University of KwaZulu-Natal.

I cannot guarantee that the changes that I have suggested have been implemented nor do I take responsibility for any other changes or additions that may have been made subsequently.

Any other queries related to the language and technical editing of this treatise may be directed to me at 076 481 8341.

Signed at Port Elizabeth on 25 March 2018



.....
Simoné Ferreira