

**EFFECT OF STRATEGIC SERVICE DELIVERY ON CUSTOMER  
SATISFACTION IN COUNTY GOVERNMENTS, KENYA: A CASE OF  
COUNTY GOVERNMENT OF NAKURU, KENYA**

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**A Project Submitted to the Institute of Postgraduate Studies of Kabarak  
University in Partial Fulfillment of the Requirement for the Award of Master  
of Business Administration (Strategic Management) Degree**

**KABARAK UNIVERSITY**

**NOVEMBER, 2024**

## **DECLARATION**

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- i. This research project is my original work and to the best of my knowledge, it has not been presented for the award in any college or university.
- ii. The work has not incorporated works or a paraphrase of such material without due or appropriate acknowledgement.
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## RECOMMENDATION

To the Postgraduate Studies Institute:

The research project, titled “**Effect of Strategic Service Delivery on Customer Satisfaction in County Governments, Kenya,**” written by **Kelvin Kamau Njuguna** is presented to the Institute of Postgraduate Studies of Kabarak University.

We have reviewed the research project and recommend it be accepted in partial fulfillment of the requirement for the award of the degree of Master of Business Administration (Strategic Management).

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## **DEDICATION**

I dedicate this research project to my wife, Ann and my son, for their moral support during my studies. God bless you.

## **ACKNOWLEDGEMENTS**

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## ABSTRACT

Customer satisfaction remains a significant challenge for county governments in Kenya, with many citizens expressing dissatisfaction over the quality, efficiency, and reliability of services provided. The problem of customer dissatisfaction in county governments is linked to issues with strategic service delivery. Counties often struggle with capacity management, where understaffing, inadequate training, and poor resource allocation hinder the ability to meet the growing demands of citizens. The study sought to assess the effects of strategic service delivery on customer satisfaction in the County Government of Nakuru. Specifically, the study sought to assess the effect of capacity management, availability management and service level management on customer satisfaction in the County Government of Nakuru. The study was posited on the theories of; Customer Bonding Theory, Social Network Theory, and Customer Service Theory. The study adopted a cross-sectional research design. The study targeted customers seeking services at the Nakuru County Government Headquarters in Nakuru City. According to human resource records, the County headquarters serves an average of 986 customers per day. Nassiuma's formulae were used to determine a sample of 135 customers. The study further adopted stratified random sampling from which the sample for customers was allocated to various ministries according to their relative sizes. Content validity was assessed in the study. Cronbach's Alpha value. The study collected quantitative data. Quantitative data was analyzed by use of Statistical Package for Social Sciences. Data collected from the structured questions was analyzed using both descriptive and inferential statistics. Descriptive statistics was presented in form of percentages and frequency tables. Inferential statistics involved the correlation and regression analyses. Correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of  $p < 0.05$ . The findings revealed that there was a positive and statistically significant correlation between capacity management ( $r = 0.443$ ;  $p < 0.05$ ); availability management ( $r = 0.441$ ;  $p < 0.05$ ) and service level management ( $r = 0.541$ ;  $p < 0.05$ ) on customer satisfaction in the County Government of Nakuru. From the findings, the study concluded that there was a positive relationship between capacity management, availability management and service level management on customer satisfaction in the County Government of Nakuru. The study recommended that Nakuru County Government should implement ongoing training programs for county employees to enhance their skills further. This can include customer service training, conflict resolution, and communication skills development. The study further recommended that the County government should ensure regular maintenance and upkeep of facilities to guarantee a seamless customer experience. The study recommended that the County Government of Nakuru should implement strategies to recruit or deploy temporary staff during peak seasons. This can help manage the high volume of customers and reduce wait times, thereby enhancing customer satisfaction. The study recommended that policymakers should develop and enforce policies that require local governments to regularly assess their capacity to deliver services effectively. This should include strategic workforce planning, ensuring adequate staffing during peak periods, and continuous skill development for public service employees.

**Keywords:** *Strategic Service Delivery, Customer Satisfaction, Capacity Management, Availability Management and Service Level Management*

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>RECOMMENDATION</b> .....	<b>iii</b>
<b>COPYRIGHT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>vi</b>
<b>ABSTRACT</b> .....	<b>vii</b>
<b>TABLE OF CONTENTS</b> .....	<b>viii</b>
<b>LIST OF TABLES</b> .....	<b>xi</b>
<b>LIST OF FIGURES</b> .....	<b>xii</b>
<b>ABBREVIATION AND ACRONYMS</b> .....	<b>xiii</b>
<b>CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS</b> .....	<b>xiv</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Customer Satisfaction .....	5
1.1.2 Service Delivery.....	6
1.1.3 County Government of Nakuru .....	8
1.2 Statement of the Problem.....	9
1.3 Objectives of the Study .....	10
1.3.1 General Objective of the Study.....	10
1.3.2 Specific Objectives of the Study.....	11
1.4 Hypotheses of the Study .....	11
1.5 Justification of the Study .....	11
1.6 Significance of the Study .....	12
1.7 Scope of the Study .....	13
1.8 Limitations and Delimitations of the Study .....	14
1.9 Assumptions of the Study .....	16
<b>CHAPTER TWO</b> .....	<b>17</b>
<b>LITERATURE REVIEW</b> .....	<b>17</b>
2.1 Introduction.....	17
2.2 Theoretical Review .....	17
2.2.1 Customer Bonding Theory.....	17
2.2.2 Social Network Theory .....	19

2.2.3 Service Quality Model .....	20
2.3 Empirical Literature Review .....	22
2.3.1 Capacity Management on Customer Satisfaction .....	22
2.3.2 Availability Management on Customer Satisfaction .....	25
2.3.3 Service Level Management on Customer Satisfaction .....	28
2.4 Summary of Literature Review and Research Gaps .....	30
2.5 Conceptual Framework .....	32
<b>CHAPTER THREE .....</b>	<b>34</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>34</b>
3.1 Introduction.....	34
3.2 Research Design.....	34
3.3 Location of the Study.....	35
3.4 Target Population.....	35
3.5 Sample and Sampling Techniques .....	36
3.5.1 Sample Frame .....	37
3.6 Instrumentation .....	38
3.6.1 Validity of the Instruments .....	39
3.6.2 Reliability of Instruments .....	39
3.6.3 Pilot Testing.....	40
3.7 Data Collection Procedures.....	40
3.8 Data Analysis and Presentation .....	41
3.9 Ethical Considerations .....	43
<b>CHAPTER FOUR.....</b>	<b>44</b>
<b>RESEARCH FINDINGS AND DISCUSSION.....</b>	<b>44</b>
4.1 Introduction.....	44
4.2 Response Rate.....	44
4.3 Pilot Test Results .....	44
4.4 Descriptive Statistics.....	45
4.4.1 Capacity Management on Customer Satisfaction .....	45
4.4.2 Availability Management on Customer Satisfaction .....	49
4.4.3 Service Level Management on Customer Satisfaction .....	52
4.4.4 Customer Satisfaction .....	55
4.5 Correlation Analysis .....	58
4.5.2 Availability Management on Customer Satisfaction .....	59

4.5.3 Service Level Management on Customer Satisfaction .....	60
4.6 Bivariate Regression Analysis .....	61
4.6.1 Bivariate Regression on the effect of Capacity Management on Customer Satisfaction.....	61
4.6.2 Bivariate Regression on the Effect of Availability Management on Customer Satisfaction.....	63
4.6.3 Bivariate Regression on the Effect of Service Level Management on Customer Satisfaction.....	66
4.7 Overall Model Summary.....	69
4.9 Hypothesis Testing.....	71
<b>CHAPTER FIVE .....</b>	<b>74</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>74</b>
5.1 Introduction.....	74
5.2 Summary of the Findings.....	74
5.2.1 Capacity Management on Customer Satisfaction .....	74
5.2.2 Availability Management on Customer Satisfaction .....	75
5.2.3 Service Level Management on Customer Satisfaction .....	76
5.3 Conclusions.....	76
5.4 Recommendations.....	78
5.4.1 Recommendations for Practices.....	78
5.4.2 Recommendations for Policy .....	79
5.4.3 Recommendations for Theory Development .....	80
5.4.4 Recommendations for Further Research.....	81
<b>REFERENCES.....</b>	<b>82</b>
<b>APPENDICES .....</b>	<b>88</b>
<b>Appendix I:</b> Letter of Introduction .....	88
<b>Appendix II:</b> Research Questionnaire .....	89
<b>Appendix III:</b> Map of Nakuru County Government .....	93
<b>Appendix IV:</b> KUREC Approval Letter.....	94
<b>Appendix V:</b> NACOSTI Research Permit.....	95
<b>Appendix VI:</b> Evidence of Conference Participation.....	96
<b>Appendix VII:</b> List of Publication.....	97

## LIST OF TABLES

<b>Table 1:</b> Target Population for Customers .....	36
<b>Table 2:</b> Distribution of the Sample Size for Customers .....	38
<b>Table 3:</b> Reliability Test Results .....	44
<b>Table 4:</b> Capacity Management on Customer Satisfaction .....	46
<b>Table 5:</b> Availability Management on Customer Satisfaction .....	50
<b>Table 6:</b> Service Level Management on Customer Satisfaction .....	53
<b>Table 7:</b> Customer Satisfaction .....	56
<b>Table 8:</b> Capacity Management on Customer Satisfaction .....	58
<b>Table 9:</b> Availability Management on Customer Satisfaction .....	59
<b>Table 10:</b> Service Level Management on Customer Satisfaction .....	60
<b>Table 11:</b> Model Summary on capacity management.....	61
<b>Table 12:</b> Anova for Capacity Management on Customer Satisfaction.....	62
<b>Table 13:</b> Regression Coefficients for Capacity Management on Customer Satisfaction.....	63
<b>Table 14:</b> Model Summary on Availability Management .....	64
<b>Table 15:</b> ANOVA on Availability Management .....	65
<b>Table 16:</b> Regression Coefficients for Availability Management .....	66
<b>Table 17:</b> Model Summary on Service Level Management .....	67
<b>Table 18:</b> ANOVA <sup>a</sup> on Service Level Management.....	68
<b>Table 19:</b> Regression Coefficients for the effect of Service Level Management on Customer Satisfaction .....	68
<b>Table 20:</b> Overall Model Summary .....	69
<b>Table 21:</b> Overall Analysis of Variance.....	70
<b>Table 22:</b> Regression Coefficients .....	70
<b>Table 23:</b> Summary Table.....	73

## LIST OF FIGURES

<b>Figure 1:</b> Conceptual Framework .....	33
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## **ABBREVIATION AND ACRONYMS**

ANOVA	Analysis of Variance
BHC	British High Commission
CECM	County Executive Committee Member
CO	Chief Officer
CRM	Customer Relationship Management
GOEs	Government Owned Entities
ICT	Information and Communication Technology
KITOs	Outsourcing Services
KNBS	Kenya National Bureau of Statistics
KUREC	Kabarak University Scientific and Ethics Review Committee
NACOSTI	National Commission for Science and Technology
PSD	Public Service Delivery
PSM	Public Sector Management
PSMA	Public Service Management and Administration
SDS	Service Delivery System

## CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

**Capacity Management:** Refers to the process of planning, monitoring, and optimizing the resources and infrastructure necessary to deliver services to the public efficiently and effectively, (Black, & Lockett, 2018). In this study this was measured by shifting capacity, subcontracting capacity and effective communication.

**Customer Satisfaction:** This refers to a person's reaction to the product's performance versus expectations, (Besley & Ghatak, 2019). It measures how well the County Governments is meeting client demands, who are essentially the citizens and residents they serve. In this study this was measured by referrals, efficiency/ effectiveness and delighted customers.

**Service Delivery:** This involves deliberate actions undertaken by a firm in its strife to attain its objectives through satisfaction of particular needs of its clients, (Hood & Dixon, 2018). In this study this refers to the process of providing services to citizens and residents of the county.

**Service Level Management:** This involves ensuring that service management methods, operational level agreements, and underpinning contracts satisfy service quality targets, (Nikmah, 2019). In this study this was measured by service charter, quality policies, service dependably and service quality.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Strategic service delivery has emerged as a crucial element in enhancing customer satisfaction across various sectors including, both public and private organizations (Muigai, 2020). Effective service delivery strategies focus on providing high-quality, reliable, and timely services that meet or exceed customer expectations (Stenzel 2019). In the public sector, especially in the context of local governments, strategic service delivery is essential for ensuring that residents receive essential services such as healthcare, education, infrastructure, and administrative support in an efficient and user-friendly manner (Kinyanjui, 2021). Customer satisfaction, in this sense, is a measure of how well the services provided by public institutions meet the needs and expectations of citizens, which directly affects public trust and the perception of governance.

In recent years, there has been a growing emphasis on improving service delivery within county governments in Kenya. Following the implementation of the devolved government system in 2013, counties were given greater autonomy to manage their own resources and address local needs (Ndegwa & Waweru, 2022). This decentralization was intended to bring services closer to the people and improve overall efficiency. However, many county governments have faced challenges in meeting the rising expectations of residents (Waithaka & Ngugi, 2020). Issues such as delays, inconsistent service levels, and limited availability of resources have often led to dissatisfaction among the public. Consequently, strategic management of service delivery has become a critical focus area for county governments striving to enhance customer satisfaction and build trust with their residents (Omollo, 2021).

The components of strategic service delivery include service design, service delivery, and service evaluation. Service design involves identifying the needs of the target audience, designing service offerings to meet those needs, and developing strategies to deliver the services (Black, & Lockett, 2018). Service delivery focuses on the actual delivery of the services, ensuring that they are delivered efficiently, effectively, and in a manner that meets the needs of the target audience (Lovelock & Wirtz, 2018). Service evaluation involves monitoring and evaluating the quality of the services delivered, identifying areas for improvement and making necessary adjustments.

Strategic service distribution is significant in the public sector as it helps to enhance citizen trust and confidence in the government. According to a study by Kim and Lee (2017), strategic service delivery is positively related to citizen satisfaction and trust in the government (Besley & Ghatak, 2019). When citizens perceive that the government is providing quality services that meet their needs, they are more likely to trust and have confidence in the government. Additionally, strategic service delivery can help to enhance organizational efficiency, reduce costs and increase revenue (Palmer, 2018). Another significant benefit of strategic service delivery in the public sector is improved public sector performance. According to a study by Li et al. (2019), strategic service delivery can improve public sector performance by enhancing service quality, increasing citizen satisfaction, and reducing costs. When public sector organizations deliver services strategically, they can improve their performance and enhance their reputation (Hood & Dixon, 2018).

Strategic service delivery in the public sector in Malaysia refers to the systematic and planned approach towards delivering public services to citizens. It involves a comprehensive strategy that integrates people, processes and technology to optimize

public service delivery. According to a report by MAMPU in 2017, strategic service delivery is a critical component of Malaysia's public sector transformation agenda (Hassan, & Osman, 2019). The report highlights that the public sector must focus on improving service delivery to enhance the quality of life for citizens and promote economic growth. Strategic service delivery involves aligning the public sector's objectives with the citizens' needs, which requires an in-depth understanding of citizens' preferences and expectations. It also requires the adoption of new technologies and innovative solutions to enhance service delivery (Nikmah, 2019).

The Malaysian government has been implementing various initiatives to enhance public service. One of these initiatives is the National Blue Ocean Strategy (NBOS), which aims to enhance service delivery and reduce bureaucracy. The NBOS involves the collaboration of different government agencies to identify and implement solutions to improve service delivery (Zakaria, 2019). For instance, the NBOS has facilitated the development of an online portal: My Government, which provides citizens with easy access to government services and information. Another initiative implemented by the Malaysian government is the Government Integrated Financial Management System (GIFMS), which aims to improve financial management and accountability in the public sector. The GIFMS has enabled the automation of financial processes, resulting in improved efficiency, transparency, and accountability (Kamarudin, & Arshad, 2019).

Strategic service delivery in the public sector in Nigeria refers to the deliberate and systematic approach towards providing public services to citizens in an efficient, effective and timely manner. The concept involves the integration of people, processes, and technology to improve service delivery and ensure that citizens' needs are met. In recent years, Nigeria has implemented various initiatives aimed at

improving its public service delivery system through strategic planning, innovation, and digital transformation (Ogoma, 2019). According to a report by the Nigerian Federal Ministry of Budget and National Planning in 2017, strategic service delivery is a critical component of Nigeria's public sector transformation agenda. The report highlights that the public sector must focus on delivering services that are of high quality, accessible, and affordable to citizens. Strategic service delivery requires the identification of citizens' needs, aligning them with the public sector's objectives and adopting innovative solutions to enhance service delivery (Oluwafemi, & Oluwasegun, 2019).

Strategic service delivery in County governments in Kenya is a critical aspect of governance in Kenya, particularly, in enhancing customer satisfaction. The 2010 Constitution of Kenya devolved government functions to the county level; leading to the establishment of 47 county governments tasked with providing essential services to their residents (Republic of Kenya, 2010). This decentralization aimed to improve service delivery by bringing governance closer to the people and ensuring that local needs are met more effectively. However, despite these intentions, many county governments face significant challenges in delivering quality services, often leading to dissatisfaction among residents (Juma & Adhiambo, 2021). According to a survey conducted by the Kenya National Bureau of Statistics (KNBS) in 2022, over 60% of Kenyans expressed dissatisfaction with public service delivery; highlighting the need for strategic improvements (KNBS, 2022). One of the primary factors influencing customer satisfaction in county government service delivery is capacity management. Effective capacity management ensures that local governments have the necessary personnel and resources to meet service demands, particularly during peak times. A study by Mwenda et al. (2020) found that inadequate staffing levels and inefficient

resource allocation were major contributors to poor service delivery in county governments.

### **1.1.1 Customer Satisfaction**

Customer satisfaction is a critical metric for assessing the effectiveness of service delivery in various sectors including public administration. In the context of county governments in Kenya, understanding customer satisfaction can reveal how well services meet the needs and expectations of residents (Tjiptono, 2018). According to Oliver (2019), customer satisfaction is defined as the overall assessment of a service experience based on the perceived quality of service received compared to expectations. This evaluation becomes increasingly important in devolved systems, where local governments are expected to be responsive and accountable to their constituents (Champion-Hughes, 2019). In Kenya, where the Constitution mandates county governments to deliver essential services, measuring customer satisfaction provides insights into the efficacy of service delivery mechanisms.

In our current study, service delivery is measured through various indicators including referrals, efficiency, effectiveness and customer delight. Referrals often serve as a testament to service quality; satisfied customers are likely to recommend services to others, thus influencing public perception and trust in county government (Saeidi et al., 2019). This positive word-of-mouth can enhance the reputation of county services, leading to increased engagement and utilization of available resources. Moreover, a study by Chiu et al. (2022), indicates that high referral rates are associated with a higher likelihood of repeat interactions with government services, which can further enhance customer satisfaction and loyalty.

Efficiency and effectiveness in service delivery are paramount to ensuring that customer needs are met in a timely manner. According to Zeithaml et al. (2018), efficient service delivery minimizes wait times and resource wastage; while effective delivery focuses on meeting customer expectations and service standards. The interplay between these two dimensions is crucial; inefficiencies can lead to dissatisfaction, while effective service delivery can create delighted customers who feel valued and acknowledged. In Kenya, studies have shown that effective service delivery positively correlates with customer satisfaction levels, reinforcing the need for continuous improvement in public service operations (Mbugua et al., 2023). Therefore, linking customer satisfaction to strategic service delivery measures not only highlights areas for improvement but also emphasizes the importance of creating delightful customer experiences within the county government framework.

### **1.1.2 Service Delivery**

Service delivery is a critical aspect of public administration that aims to provide citizens with high-quality and accessible services. The concept of service delivery involves the use of effective and efficient management practices to ensure that public services are delivered in a manner that meets citizens' needs and expectations (OECD, 2019). One of the key components of strategic service delivery is the identification of the needs and expectations of citizens. Public services must be designed in a manner that considers the unique needs of different segments of the population. To achieve this, governments must engage in extensive consultations with citizens to determine their service requirements. For instance, in the United States, the National Performance Review conducted extensive public consultations to identify the key service delivery challenges faced by citizens (Kettl, 2017).

Another important component of service delivery is the use of evidence-based decision-making. Public services must be designed in a manner that is based on empirical evidence, rather than anecdotal information or assumptions. Governments must collect and analyze data to identify the root causes of service delivery problems and develop effective solutions. For example, in Canada, the government uses data analytics to monitor service delivery performance and identify areas for improvement (Treasury Board of Canada Secretariat, 2018).

The implementation of service delivery is not without its challenges. One of the most significant challenges is resource constraints. Public services require significant resources including financial, human, and technological resources. Governments must allocate resources effectively to ensure that services are delivered efficiently and effectively (UNDP, 2019). In addition, the allocation of resources must be based on evidence and consider the priorities of citizens.

Government-citizen relations depend on strategic service delivery. Governments have increasingly recognized that citizens are customers during the past decade (Ndung'u, 2016). Strategic service delivery in County Governments is a crucial aspect of ensuring that the government meets the needs of its constituents. Counties are the primary level of government that is delivering several services to its residents including education, healthcare, social services, public safety and infrastructure. The quality-of-service delivery determines the effectiveness of the county government in meeting the needs of its residents (Chukwuemeka, 2016).

Some of the key aspects of strategic service delivery in the county governments include planning, resource allocation, transparency, and accountability (Othieno, 2018) planning is a critical component of effective strategic service delivery in County Government. County governments must develop clear goals and objectives

for each service they provide, establish performance standards and develop strategies for measuring and evaluating performance. This ensures that the county governments provide the necessary services to its residents in an efficient and effective manner, (Khaunya, & Wawire, 2017). By setting clear goals and objectives, the county government can focus its resources on delivering the services that are most needed and prioritized by its constituents.

Accountability is vital in ensuring effective strategic service delivery in a county government. County governments must be accountable for the quality of services they provide to their constituents. They should establish performance standards and measures, provide regular performance reports, and engage with their constituents to receive feedback on service delivery (Gakure, & Keraro, 2016). By doing so, a county government can identify areas for improvement, address shortcomings, and continuously improve the quality of services it provides. According to Bertot and Janowsk (2017), effective strategic service delivery requires careful planning, resource allocation, transparency and accountability. County governments must prioritize the needs of their constituents and focus their resources on delivering the services that are most needed. By doing so, county governments can build public confidence, promote transparency and continuously improve the quality of services they provide.

### **1.1.3 County Government of Nakuru**

The 2013 general election created the Nakuru County Government. County governments were designed to improve local government functioning and other delegated tasks. The Nakuru County Public Service Management and Administration (PSMA) must create and implement policies and programs to efficiently serve county organizations and the public. Article 235 of the 2010 Kenyan Constitution and

Section 56 of the 2012 County Government Act gives the mandate. The County Government Executive Order No. 1 of 2014 specifies departmental functions and relationships. The PSTD CECM runs the department. The CO oversees five directorates: Legal Services, HRM, Enforcement, Administration and Public Affairs. It delivers the County Government cross-cutting services. Sub-county administration and County law enforcement help coordinate interdepartmental and external services, (Mwangangi, 2016).

## **1.2 Statement of the Problem**

Customer satisfaction remains a significant challenge for county governments in Kenya, with many citizens expressing dissatisfaction over the quality, efficiency and reliability of services provided. Since the introduction of devolution in 2013, county governments have been tasked with bringing services closer to the people, yet achieving high levels of customer satisfaction has been elusive. World Bank, (2019) report highlights persistent issues including delays in service delivery, lack of transparency and inadequate infrastructure. According to a survey by the Kenya Institute of Public Policy Research and Analysis (KIPPRA, 2022), over 60% of citizens reported dissatisfaction with essential services such as healthcare, water provision and administrative processes in their counties, indicating a need for strategic improvement in service delivery. The problem of customer dissatisfaction in county governments is linked to issues with strategic service delivery. Counties often struggle with capacity management where understaffing, inadequate training, and poor resource allocation hinder the ability to meet the growing demands of citizens. This has been particularly evident in sectors like healthcare; where long waiting times and insufficient facilities have been a recurring issue. For example, in Nakuru County, a 2023 report by the Council of Governors (CoG) indicated that 55% of residents were

dissatisfied with the quality and accessibility of healthcare services, citing delays and unavailability of essential medical supplies as major concerns. The persistent issues with customer satisfaction underscore the need for strategic service delivery frameworks that address capacity, availability, and service level management. Without deliberate and coordinated efforts to improve these areas, county governments risk eroding public trust and failing to fulfill the promise of devolution.

Strategic service delivery has been studied for customer satisfaction. Kamau and Wafula (2019), examined how strategic positioning of service delivery affects customer satisfaction at Fina Bank Mombasa and found that it improves customer satisfaction. However, the previous research was in banking, while the present one is in county government. Kalaja, Sirai and Owoche, (2023) conducted a study on the effect of the item's quality on consumer happiness among Bungoma County Government employees. Consumer satisfaction increased dramatically when product quality was improved. However, the study focused on the product quality while the current study focused on strategic service delivery and customer satisfaction. Studies conducted focused on different aspects and organization creating a gap in Nakuru county Government hence, the need to focus on the effects of strategic service delivery on customer satisfaction in the County Government of Nakuru.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective of the Study**

The general objective of the study was to assess the effect of strategic service delivery on customer satisfaction in county governments, Kenya: a case of county government of Nakuru.

### **1.3.2 Specific Objectives of the Study**

The specific objectives were to;

- i. Establish the effect of capacity management on customer satisfaction in the County Government of Nakuru
- ii. Determine the effect of availability management on customer satisfaction in the County Government of Nakuru
- iii. Examine the effect of service level management on customer satisfaction in the County Government of Nakuru

### **1.4 Hypotheses of the Study**

H0<sub>1</sub>: Capacity management has no statistically significant effect on customer satisfaction in the County Government of Nakuru

H0<sub>2</sub>: Availability management has no statistically significant effect on customer satisfaction in the County Government of Nakuru

H0<sub>3</sub>: Service level management has no statistically significant effect on customer satisfaction in the County Government of Nakuru

### **1.5 Justification of the Study**

The motivation behind this study stemmed from the increasing emphasis on improving service delivery within county governments in Kenya, especially following the devolution of power and resources through the 2010 Constitution. Devolution aimed to bring governance closer to the people thereby enhancing accountability and responsiveness to the needs of local communities. However, despite the legislative framework established to facilitate efficient service delivery, there are persistent challenges that hinder customer satisfaction in many counties. By investigating the factors influencing customer satisfaction in the context of service delivery, this study

sought to provide valuable insights for practitioners and policymakers on how to enhance the quality of services offered by county governments.

Moreover, customer satisfaction is crucial for fostering trust and confidence in government institutions. As public servants, county governments are expected to meet the diverse needs of residents effectively and efficiently. The lack of satisfaction can lead to public disillusionment, decreased civic engagement and a negative perception of government capabilities (Mbugua et al., 2023). Understanding the relationship between strategic service delivery and customer satisfaction can guide county governments in identifying specific areas for improvement thus, contributing to better service outcomes. This study aims to fill the gap in existing literature by providing empirical evidence on how customer satisfaction dimensions such as referrals, efficiency, effectiveness.

Furthermore, this research is justified by the need for a data-driven approach to public service management. Many county governments lack comprehensive mechanisms for assessing and monitoring customer satisfaction, which hampers their ability to implement effective service improvement strategies. By employing a systematic methodology to measure the impact of service delivery practices on customer satisfaction, this study can inform best practices for county governments, contributing to a culture of continuous improvement in public service delivery. Ultimately, the findings will offer actionable recommendations that can enhance not only customer satisfaction but also the overall effectiveness and efficiency of service delivery in county governments across Kenya.

### **1.6 Significance of the Study**

The results are expected to be of value to policy makers like the national government as it generates insights that may help public institutions improve on their functional

strategies which may in turn, improve the probability of the institutions in achieving competitive advantage and subsequently, enhance the achievement of their goals. County government executives may find the conclusions and recommendations of this study helpful in informing them of possible avenues that they can manipulate to improve on their strategic approach to improve service delivery.

The findings increase value to knowledge base on the topic of functional strategies and service delivery in the public sector domains. This gives the academia an opportunity to critic the methods and findings of this study and in the process improve on the knowledge base of strategic management methods and approaches.

The study helps the County Governments identify areas where they need to improve their services. This helps them to provide better services to their customers, which ultimately lead to higher customer satisfaction. Customer satisfaction is a crucial factor in customer retention. It also helps to understand the needs and preferences of their customers, and this knowledge can be used to design services that meet the customers' expectations. This helps the County Government to retain its customers. Customer satisfaction has a direct impact on the reputation of the County Government. Positive customer experiences lead to positive word-of-mouth recommendations, which can enhance the County Government's reputation. It additionally helps the County Governments to identify the areas where they are doing well and those where they need to improve.

### **1.7 Scope of the Study**

This study focused on strategic service delivery on customer satisfaction in the County Government of Nakuru. The independent variable of the study was capacity management, availability management and service level management. The dependent variable was customer satisfaction. The study targeted customers seeking services at

the Nakuru County Government Headquarters in Nakuru City. According to human resource records the County headquarters serves an average of 986 customers. The sample size of 135 customers was determined using Nassiuma's formulae. The target population for this study comprises residents of Nakuru County who interact with various government services. Engaging this demographic allowed for a comprehensive understanding of customer satisfaction levels and the specific factors influencing these perceptions. This was carried from November 2022 to June 2024 with an estimated budget of Ksh 85,120

### **1.8 Limitations and Delimitations of the Study**

One of the primary limitations encountered during the study was the difficulty in accessing reliable and comprehensive information from respondents. Many respondents were initially hesitant to share their honest opinions and experiences due to concerns about confidentiality and potential misuse of information. This mistrust posed a significant challenge, as it could have impacted the quality and accuracy of the data collected.

To address this, the researcher overcame this limitation by providing an introduction letter from the university, clearly explaining the educational purpose of the research. This effort helped to reassure respondents and encourage them to offer more candid and genuine feedback thereby, mitigating the effects of initial skepticism.

The study also had to deal with the inherent bias associated with self-reported data. Respondents might have exaggerated or downplayed their satisfaction levels based on recent personal experiences or perceptions influenced by unrelated factors. This limitation was addressed by designing the questionnaire to include questions,

allowing respondents to express their thoughts freely while also providing standardized answers.

This study was designed with specific boundaries to focus its scope and enhance the feasibility of the research. One key delimitation was the decision to focus solely on the County Government of Nakuru; excluding other counties in Kenya. Although issues of customer satisfaction are prevalent across various county governments, narrowing the study to Nakuru allowed for a detailed, context-specific analysis. The findings were thus intended to be representative of this specific county and provided insights that could inform service delivery improvements locally. This delimitation helped to manage the scope of the study, making it more focused and manageable.

Furthermore, the study concentrated on three main strategic service delivery components: capacity management, availability management and service level management. While there are other factors that might affect customer satisfaction such as communication strategies or technological integration, these three components were chosen due to their direct impact on the efficiency, reliability, and quality of service delivery. This focused approach ensured that the research could delve deeper into these critical areas without being diluted by broader, less relevant variables, thereby providing actionable insights into strategic service delivery improvements.

Lastly, the study targeted customers who were actively seeking services at the Nakuru County Government Headquarters. By concentrating on this specific group, the research aimed to gather insights from individuals with direct experiences and interactions with the county's service delivery processes. While this delimitation might limit the generalizability of the findings to other service locations or sectors within the county government, it provided a clearer understanding of customer

satisfaction issues at the administrative core of service delivery. The focused nature of the sample helped to generate in-depth insights that could serve as a basis for strategic improvements within Nakuru County's government services.

### **1.9 Assumptions of the Study**

The study assumed that customers seeking services at the Nakuru County Government Headquarters have similar experiences; enabling the study to generalize findings about service delivery and customer satisfaction across the target population.

The study also assumed that capacity management, availability management and service level management are key factors that directly influence customer satisfaction. Improvements or deficiencies in these areas are expected to correspondingly increase or decrease customer satisfaction levels.

From the analysis the study assumed that the service delivery practices observed at the Nakuru County Government Headquarters are representative of the overall service delivery strategy implemented by the county government. This consistency allowed for the study's conclusions to be applicable across different departments and services within the headquarters. The study assumed that accurate and relevant data were collected from customers at the Nakuru County Government Headquarters. Respondents provided truthful and reliable feedback about their experiences with the services offered.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives insight into literature of the related studies on the same problem under study. The literature review will be covered from the global perspective, regional and the local perspective of stress management and employee performance. The chapter further gives insight into the theoretical review, the empirical studies basing on the objectives, the summary of the reviewed literature, research gaps and lastly the conceptual framework which outlines how the research variables are related.

#### **2.2 Theoretical Review**

Theoretical frameworks facilitate research study theories. This study was informed by the concept of Customer Bonding Theory, Social Network Theory and Customer Service Theory.

##### **2.2.1 Customer Bonding Theory**

The Customer Bonding Theory, primarily articulated by Berry (1995), emphasizes the importance of developing emotional connections between customers and service providers. Berry posits that effective service delivery fosters loyalty by creating bonds that transcend mere transactional relationships. The theory suggests that organizations should focus on building long-term relationships with customers, which can lead to increased satisfaction, loyalty, and ultimately, profitability. Ranjbarian et al. (2017) argue that the quality of interactions between customers and service providers is pivotal in fostering strong emotional bonds. They suggest that organizations can enhance customer loyalty by personalizing interactions and ensuring consistent, high-quality service. Similarly, Kumar and Reinartz (2016), emphasize that these emotional bonds are a crucial driver of customer retention and repeat purchases,

highlighting the idea that loyal customers are often willing to overlook minor service failures due to their emotional connection with the brand.

The strengths of the Customer Bonding Theory lie in its holistic approach to customer relationships. By focusing on emotional connections, organizations can move beyond transactional relationships to foster deeper loyalty and commitment from customer (Håkansson & Snehota, 2013). This approach allows businesses to differentiate themselves in competitive markets, as strong emotional bonds can lead to higher customer lifetime value. Furthermore, the theory is applicable across various industries, emphasizing the need for customer-centric strategies that prioritize relationship-building over short-term gains.

However, the Customer Bonding Theory has faced critiques regarding its applicability and generalizability. One notable critique by Lemon and Verhoef (2016), is that the emotional bonds emphasized by the theory may not be as relevant in industries where customers prioritize functional benefits over emotional connections, such as utilities or commodities. Additionally, some scholars, like Rust and Kannan (2012), argue that the focus on emotional bonding may lead organizations to overlook the importance of other critical factors such as operational efficiency and service quality, which are equally vital in driving customer satisfaction and loyalty.

The theory was relevant to the current study in that, for customers to be satisfied with services delivered, there has to be a bond between the county government and the customers. The bond helped the county government to know customers' tastes and preferences, values and the kind of services they require. Therefore, the theory explains the effect of capacity management on customer satisfaction in the County Government of Nakuru

### **2.2.2 Social Network Theory**

Social Network Theory developed by Granovetter (1973), examines the relationships and structures within social networks, emphasizing how individuals and organizations interact within these networks. The theory posits that social networks play a crucial role in shaping behavior, influencing decisions and facilitating the flow of information. It suggests that understanding these networks can provide valuable insights into how social connections affect various outcomes, including customer satisfaction and loyalty.

Scholars such as Burt (2004), have built upon Granovetter's work by asserting that the structure of social networks can impact individuals' access to resources and information, influencing their behavior. Burt emphasizes the concept of "structural holes," where individuals or organizations that occupy strategic positions within a network can leverage their connections to gain competitive advantages. Similarly, Valenzuela (2013), suggests that social networks can enhance customer loyalty and satisfaction by facilitating trust and fostering positive interactions between customers and service providers.

The strengths of Social Network Theory lie in its ability to provide a nuanced understanding of the relational dynamics that influence customer behavior. By analyzing social connections, businesses can identify key influencers and leverage these relationships to enhance customer engagement and satisfaction (Biehl, Kim & Wade, 2006). Furthermore, the theory highlights the importance of social capital, suggesting that organizations can benefit from investing in relationships that foster trust and collaboration among customers and stakeholders.

Critiques of Social Network Theory primarily focus on its complexity and potential oversimplification of social interactions. Critics such as Wellman (2001), argue that the theory may not adequately account for the diverse motivations and behavior of individuals within networks. Additionally, the emphasis on relationships may lead researchers and practitioners to overlook other critical factors that impact customer satisfaction such as market conditions and individual preferences (Beacom, Sidhu & Valente, 2017). Moreover, some scholars contend that the theory may be challenging to apply in practice due to the difficulty in measuring and analyzing social networks in dynamic environments.

The Social Network Theory is relevant to the current study as it highlights the importance of relationships and communication within the service delivery context, emphasizing how social interactions and connections can influence customer perceptions of government services. It underscores the role of social networks in disseminating information about service availability and responsiveness, which directly impacts customer satisfaction. Thus, the theory explains how availability management affects customer satisfaction in Nakuru County.

### **2.2.3 Service Quality Model**

Parasuraman, Zeithaml, and Berry invented the service quality model in 1988. Service Quality Model (SERVQUAL) as articulated by Zeithaml et al. (1996), focuses on the principles and practices that organizations should adopt to enhance customer satisfaction and loyalty through effective service delivery. The theory underscores the importance of understanding customer expectations and perceptions, emphasizing that organizations must align their service offerings with these expectations to foster positive customer experiences. Zeithaml and his colleagues advocate for a customer-

centric approach that prioritizes responsiveness, reliability, and assurance in service delivery. Service Quality Model identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. This model has been widely used to assess customer perceptions of service quality and its impact on satisfaction. Similarly, Grönroos (1990), emphasizes the relational aspect of customer service, arguing that successful service delivery involves not only meeting functional needs but also nurturing emotional connections with customers.

The strengths of Customer Service Theory lie in its practical applicability and comprehensive framework for assessing service quality. By focusing on customer expectations and perceptions, organizations can identify areas for improvement and implement strategies that enhance customer satisfaction (Naidoo, 2014). Moreover, the theory underscores the importance of service quality in building customer loyalty, providing a clear rationale for organizations to invest in training and development programs for employees to ensure high service standards. Service providers promise reliability (Khan & Fasih, 2014). Reliability ensures customers that a service provider can consistently supply a specified quality. Reliability influences client trust and impression (Abd-El-Salam, 2013). People view service quality's reliability (Kaura, 2012).

However, critiques of Service Quality Model often point to its reliance on subjective measures of customer satisfaction and service quality. Critics such as Rust and Oliver (2016), argue that the model may not fully capture the complexity of customer experiences, as satisfaction can be influenced by a myriad of factors beyond service interactions, including personal preferences and external conditions. Additionally, the model has been criticized for potentially oversimplifying the service delivery process,

neglecting the role of operational efficiency and organizational culture in shaping customer experiences.

The Service quality model is relevant to the current study as it provides a structured framework for evaluating service delivery aspects such as responsiveness, reliability, assurance and empathy which are critical in enhancing customer satisfaction within the County Government of Nakuru. By utilizing the dimensions outlined in the model, the study can assess how service quality impacts customer perceptions and overall satisfaction with government services. The service quality model helped in discussing the quality service delivery in the County Government of Nakuru.

## **2.3 Empirical Literature Review**

### **2.3.1 Capacity Management on Customer Satisfaction**

Chepkemoi (2018), examined IT service providers in Nairobi manage capacity, quality, and client happiness. The longitudinal investigation analyzed 28 IT service companies registered with KITO as of September 2017 and their Nairobi-based clients. The researcher collected primary data via questionnaire. The study found that capacity management improves service quality. Assurance has the greatest impact on customer happiness, followed by Responsiveness and Empathy. However, the study was limited to IT service providers, and the findings may not be generalizable to other sectors such as public service delivery in county governments. The current study addressed this gap by focusing on the public sector, specifically the County Government of Nakuru, to investigate how capacity management affects customer satisfaction.

Ndegwa (2019), conducted a study on the strategic capacity management on Nairobi County shopping mall service quality. The study targeted 1470 tenants in the major

shopping malls based in Nairobi County. Applying Slovene formula, the study engaged 94 tenants drawn purposively from various businesses from the respective shopping malls. A questionnaire was the key instrument for primary data collection which was administered using Survey Monkey procedure. The study indicated that local retail malls did not hire part-time workers during peak demand. Shifting capacity led to speedy clearing, contractors to fewer complaints and continuous service, and flexible personnel to meeting service time, the study found. The Spearman's correlation coefficients established prima-facie evidence of a positive association between service quality and price differentiation, promoting off-peak demand, communicating with customers and subcontracting capacity. Although the study provided insights into capacity management practices, it was confined to retail settings and did not address how such practices might apply in a public administration context. The current study addressed this gap by examining the impact of capacity management on customer satisfaction within a county government,

Bofulo (2018), examined Nairobi shopping center client satisfaction. The study was cross-sectional. Based on Nairobi's 20 largest shopping malls scheduling, flexible staff, and equipment modernization were found to operationalize shopping mall capacity management and customer happiness. Service flexibility and response time were greatly improved by shifting capacity and flexible staff. Clear pathway markings improved customer safety, variable shifts expedited clearance, subcontracting reduced complaints and ensured continuous service, and flexible workforces met service times. While the study provided a clear understanding of operational strategies to enhance capacity management, it was limited by its emphasis on retail environments and did not address public service sectors. The current study sought to fill this gap by exploring capacity management in the context of county government services, which

differ from retail settings in terms of service delivery dynamics and customer expectations.

Nangulu, Obara and Nyaanga, (2020), focused on the Kenyan sugar makers' operational efficiency. The census survey study design considered the whole population of sugar-manufacturing enterprises. Structured surveys collected data from each firm's non-probabilistic respondents. This study found that all Kenyan sugar businesses performed below their installed capacity and had mechanistic organizational structures. Kenyan sugar firms used match (Chase) capacity management approach most often, followed by lead. Inadequate material availability, excessive farm input costs, and poor plant maintenance scheduling were the biggest obstacles to enterprises using their capacity. Although the study shed light on capacity management within the manufacturing sector, it did not cover service industries, particularly the public sector. The current study addressed this gap by focusing on service delivery within the County Government of Nakuru thereby, offering insights into how strategic capacity management practices can be adapted to improve customer satisfaction in public service settings.

Ong'ondo (2019) examined Safaricom's capacity management practices and service quality. The study examined capacity management strategy acceptance, implementation variables, and service value at Safaricom retail shops. The results showed that its facilities used several capacity management measures, but some were still in their early phases and needed to be enhanced to enhance service quality. While the study provided insights into a private sector context, it did not address how these practices could translate to public administration, where capacity management challenges differ. The current study bridged this gap by examining capacity management within a county government thus, offering valuable insights into how

public institutions can enhance their service delivery through effective capacity management.

Kawila (2020), examined how capacity management affects commercial bank service performance in Kenya. The study used descriptive analysis to determine how capacity management and resource use in commercial banks affected service performance. The study found that banks often use shifting capacity practices like training staff to handle multiple tasks and be redeployed, paying staff overtime rates, and providing staff transport. Wairimu (2019), evaluated petroleum distribution capacity management and service quality. Discriminant research revealed that Kenyan oil distribution enterprises utilize chase capacity management technique and that capacity management approach and service context positively influence perceived service quality. However, the study was limited to financial institutions, which may have unique operational needs compared to public service sectors. The current study addressed this gap by exploring how similar capacity management principles could be applied in county government service delivery, enhancing understanding of their applicability in different contexts, including public service environments.

### **2.3.2 Availability Management on Customer Satisfaction**

Ehigie and Karlay (2018), examined availability management and customer satisfaction. Qualitative induction was used. The study found that responsiveness, empathy, and certainty affect consumer happiness. Customer satisfaction depends mainly on service price. Digitalizing tax services increases the possibility of taxpayers paying on time and regularly. However, the study did not focus on the public sector, limiting the generalizability of its findings to government service delivery. The current study addressed this gap by investigating availability management within the County Government of Nakuru, thereby extending the analysis of service delivery

practices to a new sector and providing insights into improving customer satisfaction in public administration.

Akoi and Noori (2021), focused on the impact of availability management on customer satisfaction: case study at online meeting platforms. It explored how technical and functional service quality influences consumer pleasure and loyalty. The results showed that Kurdish, Turkish, Arabic, Turkmen, Indian, Pakistan, Uzbek, Nigerian, and British nationalities work in many universities in Kurdistan, Iraq, as faculty, instructors, academic staff, department heads, and more. While insightful, the study did not address service delivery issues in the public sector or specifically within Kenya. The current study addressed this gap by examining how availability management impacts customer satisfaction in a county government setting, contributing new perspectives to the discourse on strategic service delivery in local governance.

Anjalika and Priyanath (2019), examined availability management and customer satisfaction. An empirical study of Sri Lankan public and private bank consumers. 141 Gampaha residents with public and private bank accounts provided data. Sample selection was convenient. Structured questionnaires collected data. Both public and private banks' client satisfaction increased with tangible and response. Assurance had a low positive link with customer satisfaction for private banks but no relationship for public banks. Empathy and reliability showed a low positive association between customer satisfaction and public banks, but not private banks. Despite its useful insights, the study was contextually limited to banking and did not address availability management in public administrative services. The current study addressed this gap by examining availability management in a different public sector setting, specifically

within the County Government of Nakuru, broadening the application of strategic service delivery practices beyond the banking sector.

Finn and Kayandé (2020), focused on the availability assessment and optimization of marketing measurement. From the reviewed literature, the study noted that availability classical reliability theory-based marketing assessment focuses on scaling individual responders and overlooks other measuring aims. Besides reliability assessment flaws, the academic literature does not offer marketing businesses practical scale usage efficiency recommendations. Although the study provided useful theoretical insights, it was focused on marketing contexts and did not address practical application within public service delivery. The current study addressed this gap by examining the role of availability management within the County Government of Nakuru, specifically looking at how ensuring consistent availability of services can improve customer satisfaction in a public administration setting, thus offering new practical insights for public sector service providers.

Hilman and Kaliappen (2019), focused on the influence of availability and customer satisfaction: empirical evidence from the Ghanaian public service. The investigator collected data using questionnaires from 304 individuals utilizing correlational study design and quantitative research methods. Pearson product-moment correlation tested hypothesis. Reliability greatly increased client satisfaction. Customer perception and anticipation positively affect customer satisfaction. While the study provided a general understanding of how availability management affects service quality in public services, it did not examine specific administrative structures or processes that could be adapted to a county government setting. The current study filled this gap by focusing on the County Government of Nakuru.

Hongxiu (2021), did a study on the measurement of availability as a dimension of e-service quality: an empirical study on online travel service. An empirical study on online travel service reliability assessed e-service quality parameters in the internet market. This study indicated that customer trust and online company ease of use are the most critical and important aspects in customers' impression of online travel service quality. Trust and usability matter more than reliability, system availability, and responsiveness. However, the study was limited to digital services and did not address traditional, in-person service delivery in a public administration context. The current study addressed this gap by investigating how principles of availability management, including reliability and responsiveness.

Talib (2018), examined how service quality affects organizational effectiveness in Malaysian local governments. The study showed that service reliability improved organization performance. Customer productivity, management commitment, internal customer satisfaction, system, policy, procedure, human resource, and infrastructure were the strongest determinants of organization performance. While the study emphasized organizational performance, it did not specifically address customer satisfaction or the strategic management practices required to achieve it. The current study bridged this gap by directly linking service level management practices to customer satisfaction outcomes within the County Government of Nakuru.

### **2.3.3 Service Level Management on Customer Satisfaction**

Dafrosa (2022), sought to investigate the effects of service level management on organizational performance in KBC Bank: Morogoro municipality. Methodology was case study. The study used 60 staff and customers. Descriptive analysis processed data. The findings show that respondents argued that customer service provision had reduced public relations costs because the organization introduced a customer

complaint register (written complaints) for customers to use when services become questionable. However, the study's focus on the banking sector meant it did not address public service delivery settings, where service level management challenges might be different. The current study filled this gap by focusing on service level management within the County Government of Nakuru.

Kangethe (2019), sought to investigate the customer service level management on Kenyan government-owned entities' operations. All Kenyan commercial government-owned entities supplied primary data. Secondary data came from past research papers, journal articles, text books, newspapers, reports, conference proceedings, and commercial government owned companies' publications and websites. The survey found that Kenyan GOE management clearly communicates its aims and plans to employees. Management must define and communicate a customer service vision to the business and customer service professionals. Managers must buy in and be large reflectors of the customer service excellence they expect. While the study provided valuable insights into management practices in government entities, it did not explore the specific factors influencing customer satisfaction at the county level, where service delivery may face unique challenges. The current study addressed this gap by focusing on the County Government of Nakuru.

Rajagopal (2018), examined how customer service efficiency and market effectiveness affect dealer profitability. The study found that customers perceive improved relationship quality when the dealer performs functions well, reducing disagreements. High-quality dealer services and value-added customer relationships ensure client happiness build client loyalty and improve dealer-customer connections. However, the study was based in a commercial setting, and the dynamics of customer satisfaction in public sector service delivery were not considered. The current study

addressed this gap by shifting the focus to a public administration context, exploring how service level management practices in county government services can lead to improved customer satisfaction.

Abora (2018), examined how customer service level management affected selected banks in Kumasi Metropolis. Desk and primary research yielded data. SPSS analyzed data. The research found that customers define service quality by its capacity to satisfy stated and inferred demands. Quality service was found to differentiate banking. Quality customer service improves customer satisfaction and retention, which boosts company profits. However, the study's insights were specific to the banking sector, with little relevance to public service management. The current study bridged this gap by analyzing how similar customer service management principles can be adapted to improve customer satisfaction in the public sector.

#### **2.4 Summary of Literature Review and Research Gaps**

Various studies have been conducted on effect of strategic service delivery on customer satisfaction, however, they left out key academic gaps which the study seeks to fill. Bofulo (2018), examined Nairobi shopping center client satisfaction. The study was cross-sectional. Clear pathway markings improved customer safety, variable shifts expedited clearance, subcontracting reduced complaints and ensured continuous service, and flexible workforces met service times. The prior research used cross-sectional research, whereas the current study would use descriptive research to examine the County Government of Nakuru's strategic service delivery on customer satisfaction.

Chepkemoi (2018), conducted a study on IT service companies in Nairobi manage capacity, quality, and client happiness. The study of 28 Kenya IT and Outsourcing Services-registered IT service companies used a cross-sectional design. The study

found that capacity management improves service quality. Assurance has the greatest impact on customer happiness, followed by responsiveness and empathy. Nevertheless, the earlier investigation used a cross-sectional investigation approach, while the current study used qualitative methods to examine the County Government of Nakuru's strategic service delivery on customer satisfaction.

Ndegwa (2019), conducted a study on the planned capacity management on Nairobi county shopping mall service quality. Applying Slovene formula, the study engaged 94 tenants drawn purposively from various businesses from the respective shopping malls. The research found that retail malls in the study area did not hire part-time personnel during peak demand. However, the previous study adopted Slovene formula to get a sample size of 94 respondents while the current study adopted Yamane's formula to get a sample size of 135 respondents.

Nangulu, Obara and Nyaanga (2020), focused on the capacity management and operational performance of Kenyan sugar manufacturers. The census survey study design considered the whole population of sugar-manufacturing enterprises. This study found that all Kenyan sugar businesses performed below their installed capacity and had mechanistic organizational structures. However, the previous study adopted a census survey study design while the current study adopted descriptive research design to focus on the strategic service delivery on customer satisfaction in the County Government of Nakuru.

Dafrosa (2022), sought to investigate the effects of service level management on organizational performance in KBC Bank Morogoro municipality. Methodology was case study. Respondents said the organization's customer complaint registry reduced public relations costs. However, the previous study adopted a case study research

design while the current study adopted descriptive research design to focus on the strategic service delivery on customer satisfaction the County Government of Nakuru.

Kangethe (2019), examined Kenyan government-owned entities' operational and customer service effectiveness. Respondents in all Kenyan commercial government-owned entities provided primary data. Secondary data came from research papers, journal articles, and textbooks. The study found that Kenyan government-owned enterprises (GOEs) clearly communicate their aims and plans to their personnel. However, the previous study collected both primary and secondary data while the current study collected only primary data.

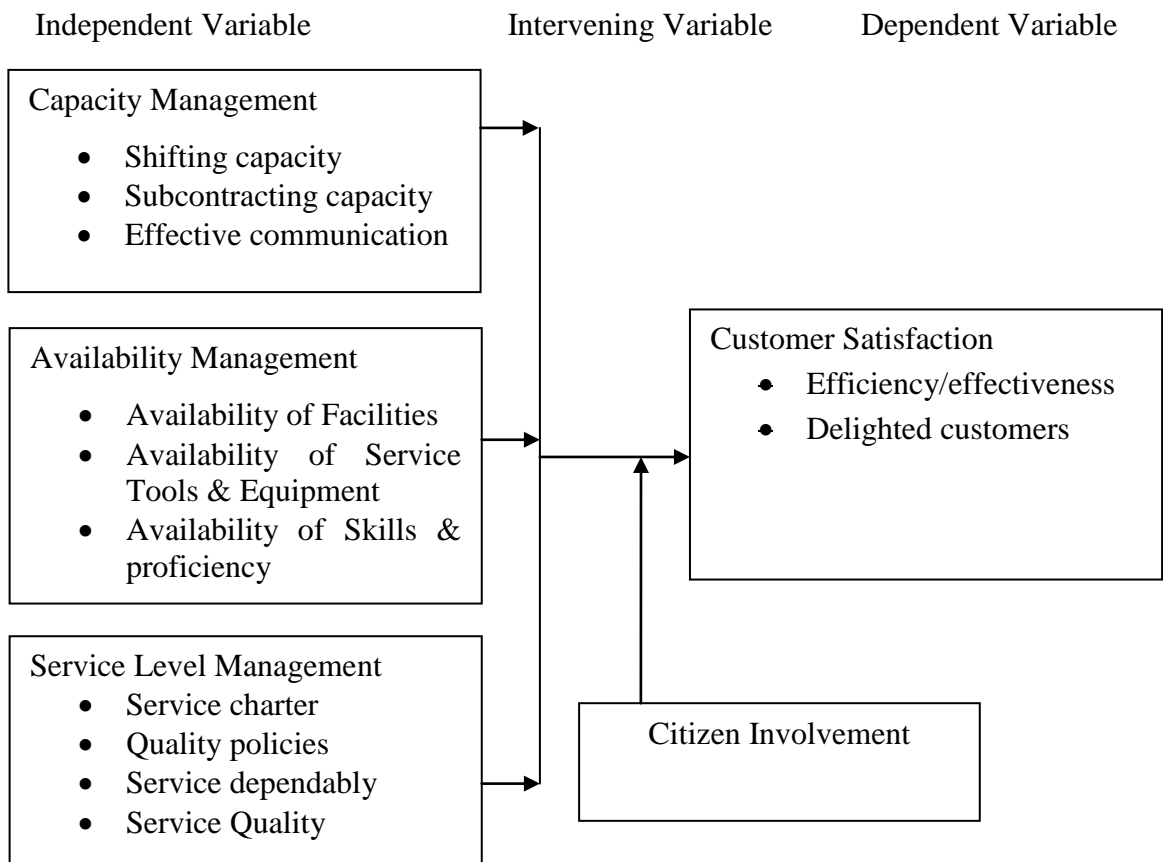
Abora (2018), sought to investigate the influence of customer service level management on the performance of certain Kumasi Metropolis banks. Data was collected through desk and primary research. Quality service was found to differentiate banking. Quality customer service improves customer satisfaction and retention, which boosts company profits. However, the previous study collected data through desk and primary research while the current study collected only primary data.

## **2.5 Conceptual Framework**

This analytical tool helps explain a phenomenon. It has four independent variables and a dependent variable. The independent variables in the study were; capacity management, availability management, time management and service level management. The dependent variable was customer satisfaction in the County Government of Nakuru.

**Figure 1**

*Conceptual Framework*



*Source: Author(2024)*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on the descriptions of research design and methodology, the study location, target population, sampling procedure and use of research instruments. It also includes reliability and validity of the instruments, data collection procedures, analysis and interpretation. According to Kothari (2012), research methodology does not mean research methods only but also the logic behind the methods employed in the event of the research study hence, there is a need to explain why a particular method or technique was used, to enable the researcher to evaluate the results

#### **3.2 Research Design**

Research design refers to the overall plan or blueprint that outlines the steps and procedures used for conducting a research study. The study adopted a cross-sectional research design. A cross-sectional research design is a type of observational study that collects data from participants at a single point in time, aiming to gain insights into a particular population or phenomenon (Sekaran & Bougie, 2016). This design allows researchers to examine and analyze relationships, characteristics and variables as they exist within a specific timeframe, providing a snapshot of the subjects' status at that moment. In the current study, the cross-sectional design is suitable because it allows for the simultaneous investigation of multiple variables, aligning with the specific objectives of the study. The objectives such as establishing the effect of capacity management, availability management and service level management on customer satisfaction are conducive to a cross-sectional approach as it enables researchers to capture a snapshot of the relationships between these variables and customer satisfaction within the County Government of Nakuru.

### **3.3 Location of the Study**

The choice of study location is a critical aspect of research, as it can significantly impact the validity, generalizability, and relevance of study findings. The relevance of the study to the local context is emphasized by Creswell (2017), who argues that the choice of study location should align with the research objectives, ensuring that the findings have practical implications and contribute to an understanding of the specific conditions in that particular setting. The study was conducted within the County Government of Nakuru, a significant administrative and economic hub in Kenya. Nakuru County is located in the Rift Valley region and is one of the most populous counties in the country. It serves as a key agricultural, industrial, and tourism center; making it an ideal location to assess public service management and customer satisfaction. The choice of Nakuru aligns with the study's objectives as it offers a diverse socio-economic landscape and varying public service demands; providing a comprehensive understanding of how county-level governance impacts customer satisfaction.

### **3.4 Target Population**

Target population is a group of people or things that share something Kombo & Tromp (2015). The study targeted customers seeking services at the Nakuru County Government Headquarters in Nakuru City. According to human resource records, the County headquarters serves an average of 986 customers per day as indicated in Table 1 of County Government of Nakuru Records.

**Table 1***Target Population for Customers*

Departments/ Ministries	Average No. of Customers	Total
Finance and Economic Planning	79	79
Agriculture, Livestock and Fisheries.	83	83
Health Services	100	100
Environment Energy Natural Resources and Water	82	82
Education, Culture, Youth and Social Services	84	84
Public Services Training and Devolution	100	100
Roads, Public Works and Transport	100	100
Lands, Physical Planning and Housing	100	100
Trade, Tourism and Industrialization	79	79
Education, ICT and e-Government	100	100
County Public Service Board	79	79
Total	986	986

*Source:* County Government of Nakuru Records (2024)

### 3.5 Sample and Sampling Techniques

A sample frame is the selected number of respondents to represent others in data collection as representation of the whole population. According to Kull (2013), sampling is the process by which a relatively small number of individual, subjects or events is selected and analyzed in order to find out something about the entire population from which it is selected. The sample size of customers was determined using Nassiuma's formulae.

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

Where:

n = Sample size,

N = Population,

C = Coefficient of variation,

e = Standard error.

C=25% is acceptable according to Nassiuma (2000), e = 0.02 and N= 986

$$n = \frac{986 \times 0.25^2 \quad 0.0625}{0.25^2 + (986 - 1) 0.02^2 \quad 0.0004}$$

$$n = \frac{61.625}{0.4565}$$

$$n = 134.99$$

Thus, the sample was 135 customers.

### 3.5.1 Sample Frame

Sample frames list all population items. It has everything you desire to study. A researcher can sample the target population from the sampling frame. The study further adopted stratified random sampling from which the samples for customers was allocated to various ministries according to their relative sizes in the targeted population using the following formula:

$$n_h = (N_h/N) \times n$$

$n_h$  = Sample size of stratum h

$N_h$  = population size of stratum h

N = total population size

n = total sample size

The stratified sample size for customers was as indicated in Table 2

**Table 2***Distribution of the Sample Size for Customers*

Ministries	No. of Customers	Sample Size
Finance and Economic Planning	79	10
Agriculture, Livestock and Fisheries.	83	12
Health Services	100	14
Water Environment Energy and Natural Resources	82	11
Youth Culture Gender, Sport and Social Services	84	12
Public Services Training and Devolution	100	14
Roads, Public Works and Transport	100	14
Lands, Physical Planning and Housing	100	14
Trade, Tourism and Industrialization	79	10
Education, ICT and e-Government	100	14
County Public Service Board	79	10
Total	986	135

The researcher finally used convenience sampling to get the sampled respondents from each department. Convenience sampling involves selecting participants, who are readily available and accessible to the researcher.

### **3.6 Instrumentation**

Primary data was collected using structured questionnaire from the customers. The questionnaire was designed to ask questions covering the four objectives of the study. The instrument was pre-tested and necessary adjustments made before the actual data collection. The questionnaire contained closed-ended/structured questions which are questions that the researcher gives the respondents the choices of answers to choose from. The design of the questionnaire was based on a multiple-item measurement scale. A five-point Likert Data was employed, using a list of response categories

ranging from strongly agree to strongly disagree where 5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree and 1=Strongly Agree. There are several advantages associated with the use of the questionnaire and which informs its usage in this study. These advantages include ease of distribution and data collection, ease of data analysis, standardization of the questions and cost efficiency.

### **3.6.1 Validity of the Instruments**

Validity is how well data analysis results represent the phenomenon under examination (Mugenda & Mugenda, 2012). 22 questionnaires representing 10% of the sample size was piloted in the neighboring Kericho County. To ensure content validity, the study captured all objectives in the questionnaires. Expert opinion was also used to assess and improve instrument content validity (Heale & Twycross, 2015). Supervisors' abilities to conduct research are sufficient. The study used simple, closed-ended questions to construct validity questions that were easily understood. Items found to be ambiguous, irrelevant or confusing were removed or reconstructed to convey the intended meaning (Kumar, 2019). Validity was determined by including all objective questionnaire questions. Criterion validity was ascertained where analyzing variance was compared the average grades of various groups of participants (ANOVA).

### **3.6.2 Reliability of Instruments**

Reliability is how well a questionnaire tests observation or measuring procedures to ensure consistent results. Score stability or consistency across time or across raters Malhotara (2014). Cronbach's Alpha measures a study's internal consistency. Cronbach's Alpha measures a set's positive correlation (Sekaran, 2015). On predictor tests or postulated construct assessments, 0.70 reliability is sufficient Ehlers (2013).

For exploratory work, use 0.70 and for advanced practice, 0.90. Cooper and Schindler (2015) say a Cronbach's alpha above 0.50 indicates reliability. This study's reliability cut-off point is 0.7.

### **3.6.3 Pilot Testing**

A pilot test is a small-scale preliminary study conducted before the main research project. The purpose of a pilot test is to evaluate the feasibility, time, cost, risk, and adverse events involved in a research design. The study conducted a pilot study in Kericho County whereby 14 questionnaires were issued to customers. This represented 10% of the sample size. The questionnaires from the pilot study were not included in the main study.

### **3.7 Data Collection Procedures**

The data collection process began by seeking clearance from Kabarak University Research Ethics Committee (KUREC). The researcher further sought a permit from the National Council of Science and Technology and Innovation (NACOSTI). After getting all the permits, the researcher identified specific locations within Nakuru County Government Headquarters where customers interact with the services provided. These could include service counters, waiting areas, or other customer service points. The researcher further chose specific times during the day when customer traffic is expected to be the highest at the identified data collection points. This coincided with peak business hours or times when particular services are in high demand.

The researcher approached customers with a friendly and respectful demeanor and clearly explained the purpose of the study and its relevance to improving services. The researcher provided customers with a brief overview of what their participation

entailed explaining that their feedback was valuable for understanding their experiences with county services and improving service delivery in the future. The researcher emphasized that participation is voluntary, and they are free to decline or withdraw at any time.

To ensure the completeness of the data, the researcher provided clear and detailed instructions to participants on how; to complete surveys or participate in interviews and ensure that questions are easily understood and that participants know how to provide accurate responses. The researcher also implemented validation checks during data entry to identify and correct errors or inconsistencies in the collected data. This may involve double-entry procedures or automated validation rules to flag potential errors.

To ensure privacy and confidentiality, the researcher obtained informed consent from participants before collecting any data. The researcher too clearly explained the purpose of the study, how their information was used, and any potential risks or benefits involved. The researcher also assured participants of their right to privacy and confidentiality. In addition, the researcher collected data anonymously whenever possible to prevent the identification of individual participants. Finally, the researcher avoided collecting personally identifiable information unless absolutely necessary for the research objectives.

### **3.8 Data Analysis and Presentation**

Data analysis is the process of bringing order, structure and meaning to the mass information collected (Cooper & Schindler, 2015). Data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. The study collected both quantitative and

qualitative data. Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 25. Data collected from the structured questions was analysed using both descriptive and inferential statistics. Descriptive statistics involved the use of percentages, frequencies mean and standard deviations. Inferential statistic involved the use of correlation analysis and multiple regression analyses. Correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of  $P < 0.05$  (Gall & Borg, 2013). Multiple regression analysis was employed to analyze the relationship between a single dependent variable and several independent variables. Multiple regression allowed for a more comprehensive analysis of the relationships between the dependent variable and multiple independent variables. Inferential statistics was presented in tables for easier interpretation of the findings. The following bivariate regression model was adopted.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where:

Y= Service Delivery in the County Government of Nakuru

$\beta_0$  = Constant

$\beta_i$  is the coefficient for  $X_i$  ( $i= 1, 2, 3, 4$ ).

$X_1$  = Capacity Management

$X_2$  = Availability Management

$X_3$  = Service Level Management

$\epsilon$  = Error Term

### **3.9 Ethical Considerations**

The researcher first sought approval from KUREC for ethical review after which the researcher received consent from the relevant authorities prior the commencement of the study. With the consent from the KUREC the researcher sought consent from the County Government of Nakuru. With both the consent from the university and the county administration, the researcher then requested the selected respondents to fill their consent form and questionnaires. Their permission is useful in ensuring that this research study is successfully completed so that the findings collected in the consequent stages do not breach the rules and regulations laid down when undertaking this research work.

Voluntary participation means all the people involved in the research do it out of free will. No one is forcing them. The respondents had a choice to choose whether to participate at any point in time. The researcher had the right to answer the questions asked.

Confidentiality means that information is not made public or accessed by anyone else other than the researcher himself. The employees were assured of the confidentiality of all the information provided. This assisted in improving the response rate of the respondents. The researcher locked the collected data in safe office boxes for one month during data analysis.

This is where the participant has a right to privacy when involved in research. To ensure the privacy, the employees were not required to indicate their name on the research questionnaire. After data were analyzed, the filled questionnaires were shredded to destroy private, confidential and sensitive information.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

The chapter focuses on data analysis, results presentation, and discussion of the findings. The main objective of this study was to assess the effect of strategic service delivery on customer satisfaction in the county government of Nakuru. Specifically, the study sought to assess the effect of capacity management, availability management and service level management on customer satisfaction in the County Government of Nakuru. The research findings are presented in the form of tables.

#### 4.2 Response Rate

The study issued 135 questionnaires to respondents out of which 95 responses were represented and this represented 70% response rate. According to Babbie (2012), any response of 65% and above is adequate for analysis.

#### 4.3 Pilot Test Results

The study conducted a pilot study in Kericho County whereby 14 questionnaires were issued to customers. This represented 10% of the sample size. The results of the findings are shown in Table 3.

**Table 3**

*Reliability Test Results*

Variable	No. of Items	Cronbach's Alpha Value
Capacity Management	8	.784
Availability Management	6	.787
Service Level Management	6	.767
Customer Satisfaction	5	.787

From the pilot study the Cronbach Alpha level of questions on capacity management was .784, the Cronbach Alpha level of questions on availability management was .787, the Cronbach Alpha level of questions on service level management was .767, while the Cronbach Alpha level of questions on customer satisfaction was .787. Since the Cronbach alpha value of the study variables ranged from 0.767-0.787, this implies that all the questions on study variable were reliable.

#### **4.4 Descriptive Statistics**

The study requested respondents to give opinions in regards to effect of capacity management, availability management, service level management and customer satisfaction County Government of Nakuru. The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean. Standard deviation is a measure of the dispersion of a set of data from its mean.

##### **4.4.1 Capacity Management on Customer Satisfaction**

The researcher sought to assess the effect of capacity management on customer satisfaction in the County Government of Nakuru. The findings were as indicated in Table 4.

**Table 4***Capacity Management on Customer Satisfaction*

Capacity Management	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The county government has adequate personnel to serve customer during peak season	3	4	2	23	68	1.514	0.886
The ability of the county government to handle high volume of customers provide services more efficiently.	69	21	0	5	5	4.462	0.557
The ability to adjust human personnel with customer demand ensure customers are satisfied with services offered	40	55	0	2	3	4.270	0.807
County employees have adequate skills to attend to customer needs	3	3	12	33	49	1.781	0.592
The county government of Nakuru has an effective communication system on matters regarding customer service	0	5	0	40	55	1.492	0.807
The county government has an effective system for customers to pass on their complaints	11	8	8	41	32	2.255	1.185
When citizens experience responsive and timely services, it enhances their confidence in the government's ability to address their needs	48	44	0	5	3	4.293	0.738
The county government of Nakuru has clear understanding of the demand for public services which help in developing strategic plans that align with the evolving needs of its residents.	6	4	8	24	58	1.762	0.912
Overall Mean and STD						2.728	0.810

According to the findings, 68% of the respondents strongly disagreed, 23% disagreed, 2% were neutral, 4% agreed, and 3% strongly agreed that the county government has adequate personnel to serve customers during peak seasons; with a mean of 1.514 and a standard deviation of 0.886. This implies that there is a general consensus that the

county lacks adequate personnel during peak seasons, negatively affecting customer satisfaction. In assessing the ability of the county government to handle a high volume of customers efficiently, 69% of the respondents strongly agreed, 21% agreed, 5% disagreed, 5% strongly disagreed, while none remained neutral, resulting in a mean of 4.462 and a standard deviation of 0.557. These findings suggest that most respondents believe the county government effectively manages service delivery during peak periods, enhancing customer satisfaction. The study findings agree with the findings of Chepkemoi (2018) who found that implementing e-government initiatives allows citizens to interact with government services electronically. This includes online forms, e-payments, and digital document submission, reducing the need for physical visits and paperwork.

Regarding the adjustment of human personnel based on customer demand, 40% strongly agreed, 55% agreed, 2% disagreed, 3% strongly disagreed, while none were neutral, yielding a mean of 4.270 and a standard deviation of 0.807. This indicates that a majority of respondents believe that adjusting personnel based on demand plays a crucial role in ensuring customer satisfaction. When examining the skills of county employees in attending to customer needs, 49% strongly disagreed, 33% disagreed, 12% were neutral, 3% agreed, and 3% strongly agreed, leading to a mean of 1.781 and a standard deviation of 0.592. The results suggest that the respondents generally feel that employees lack adequate skills, which negatively impacts customer satisfaction. On the effectiveness of the county's communication system regarding customer service, 55% strongly disagreed, 40% disagreed, 5% agreed, and none were neutral or strongly agreed, resulting in a mean of 1.492 and a standard deviation of 0.807. The findings imply significant dissatisfaction with the county's communication system concerning customer service. The study findings revealed that Kawila (2020)

who found that having a responsive and well-trained customer service team enables efficient handling of inquiries, complaints, and feedback from the public. This may involve timely responses to emails, phone calls, and messages through different communication channels.

In terms of the effectiveness of the system for customers to pass on their complaints, 32% strongly disagreed, 41% disagreed, 8% were neutral, 8% agreed, and 11% strongly agreed, leading to a mean of 2.255 and a standard deviation of 1.185. This indicates that many respondents feel that the system for lodging complaints is not effective, thus affecting customer satisfaction. Regarding the perception that responsive and timely services enhance citizens' confidence in the government, 48% strongly agreed, 44% agreed, 5% disagreed, 3% strongly disagreed, while none remained neutral, leading to a mean of 4.293 and a standard deviation of 0.738. This finding underscores that most respondents believe prompt services improve customer trust and satisfaction. Lastly, in examining whether the county government understands the demand for public services, 58% strongly disagreed, 24% disagreed, 8% were neutral, 4% agreed, and 6% strongly agreed, resulting in a mean of 1.762 and a standard deviation of 0.912. This suggests that most respondents believe that the county government lacks an understanding of service demand, negatively impacting customer satisfaction. The findings concur with the findings of Wairimu (2019), who revealed that actively engaging with the community through surveys, town hall meetings, and feedback mechanisms allow the government to gather insights directly from residents. This ensures that the voices of the people are considered in the decision-making process.

The overall mean score for capacity management on customer satisfaction in the County Government of Nakuru is 2.728, with a standard deviation of 0.810, indicating a generally low level of satisfaction among respondents regarding the effectiveness of capacity management. This finding resonates with the empirical study conducted by Chepkemoi (2018), which identified that inadequate capacity management significantly hinders customer satisfaction in public service sectors, underscoring the need for better resource allocation.

#### **4.4.2 Availability Management on Customer Satisfaction**

The researcher sought to find the effect of availability management on customer satisfaction in the County Government of Nakuru. The findings are as indicated in Table 5.

**Table 5***Availability Management on Customer Satisfaction*

Availability Management	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The county government has adequate facilities to seamless customer services.	5	2	2	29	64	1.403	0.778
Adequate facilities ensure that customers access government services on a timely manner.	54	30	8	5	3	4.270	0.738
The County government has up-to-date service tools and equipment to provide efficient services to customers.	9	11	4	38	38	2.145	0.807
The county Government invests and maintains modern service tools and equipment which enhances customer satisfaction	11	5	7	34	43	1.387	0.869
The County Government has skilled and proficient employees for efficient customer services.	3	8	5	54	30	2.181	0.513
The proficient staff ensures that customers receive accurate and helpful information enhancing their satisfaction.	49	40	3	5	3	4.403	0.778
Overall Mean and STD						2.631	.661

According to the findings, 64% of the respondents strongly disagreed, 29% disagreed, 2% were neutral, 2% agreed, and 5% strongly agreed that the county government has adequate facilities for seamless customer service, with a mean of 1.403 and a standard deviation of 0.778. This implies that most respondents perceive the county is lacking adequate facilities, which adversely affects service availability. In evaluating whether

adequate facilities ensure timely access to government services, 54% of respondents strongly agreed, 30% agreed, 8% were neutral, 5% disagreed, and 3% strongly disagreed, yielding a mean of 4.270 and a standard deviation of 0.738. These results indicate a strong belief among respondents that adequate facilities are key to timely service delivery. The study findings agree with the findings of Akoi and Noori (2021), who revealed that adequate facilities include well-designed and accessible physical spaces such as government offices, service centers, and public facilities where citizens can interact with government services. These spaces should be conveniently located to ensure easy access for residents.

Regarding the availability of up-to-date service tools and equipment, 38% strongly disagreed, 38% disagreed, 4% were neutral, 11% agreed, and 9% strongly agreed, resulting in a mean of 2.145 and a standard deviation of 0.807. The findings suggest that many respondents believe that outdated tools and equipment hinder efficient service delivery. In terms of investment and maintenance of modern service tools and equipment, 43% strongly disagreed, 34% disagreed, 7% were neutral, 5% agreed, and 11% strongly agreed, leading to a mean of 1.387 and a standard deviation of 0.869. This highlights a perception that insufficient investment in modern tools negatively impacts service availability.

When assessing whether the county government has skilled and proficient employees for efficient customer service, 30% of respondents strongly disagreed, 54% disagreed, 5% were neutral, 8% agreed, and 3% strongly agreed, resulting in a mean of 2.181 and a standard deviation of 0.513. These findings indicate that most respondents view the employees as lacking the necessary skills to ensure efficient service delivery. Finally, in evaluating the impact of proficient staff on enhancing customer satisfaction, 49% of respondents strongly agreed, 40% agreed, 3% were neutral, 5%

disagreed, and 3% strongly disagreed, resulting in a mean of 4.403 and a standard deviation of 0.778. The data implies that most respondents believe skilled employees significantly enhance customer satisfaction by providing accurate and helpful information. The study findings are in line with the findings of Hilman and Kaliappen, (2019), who revealed that proficient staff excel in communication skills, enabling them to convey information clearly and understandably. Effective communication fosters a positive interaction between staff and customers, reducing the likelihood of misunderstandings.

For availability management, the overall mean is 2.631, with a standard deviation of 0.661, reflecting a similar trend of inadequate satisfaction regarding service availability. This aligns with the findings from Akoi and Noori (2021), which highlighted that the lack of adequate facilities and resources directly impacts customer satisfaction levels in government services, emphasizing the necessity for the County Government to improve the availability of services to meet customer needs effectively.

#### **4.4.3 Service Level Management on Customer Satisfaction**

The study also sought to assess the effect of service level management on customer satisfaction in the County Government of Nakuru as shown in Table 6 below.

**Table 6***Service Level Management on Customer Satisfaction*

Statements on Service Level Management	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard Deviation
The County Government of Nakuru consistently delivers services within the promised timeframes which enhances customer satisfaction.	0	2	10	39	49	2.351	.767
Timely service delivery by the County government helps in meeting customer expectations.	48	39	6	4	3	4.345	.692
Service dependability within the county government builds customers trust and confidence which improves customer satisfaction.	44	38	7	7	4	4.273	.689
The County government offers services to customers without disruption or breakdown which enhances customer satisfaction.	0	3	3	32	62	2.024	.670
The quality of services provided by the County Government of Nakuru plays a significant role in determining customer satisfaction.	40	42	9	3	6	4.372	1.037
Service quality, including attention to detail and accuracy shapes customers satisfaction.	53	44	3	0	0	4.145	0.807
<b>Overall Mean and STD</b>						<b>3.585</b>	<b>0.777</b>

According to the results, none of the respondents strongly agreed, 2% agreed, 10% were neutral, 39% disagreed, and 49% strongly disagreed that the County Government of Nakuru consistently delivers services within the promised timeframes to enhance customer satisfaction. This statement had a mean of 2.351 and a standard deviation of 0.767, indicating that most respondents were dissatisfied with the timeliness of services. Furthermore, 48% of the respondents strongly agreed, 39% agreed, 6% were neutral, 4% disagreed, and 3% strongly disagreed that timely service delivery by the County Government helps in meeting customer expectations. This had a mean of 4.345 and a standard deviation of 0.692, implying that timeliness is considered crucial in customer satisfaction. Moreover, 44% of the respondents strongly agreed, 38% agreed, 7% were neutral, 7% disagreed, and 4% strongly disagreed that service dependability within the County Government builds customer trust and confidence, which improves customer satisfaction. The mean for this statement was 4.273 with a standard deviation of 0.689, suggesting that most respondents believe dependability enhances satisfaction. The study concurs with the findings of Abora (2018), who revealed that delivering services in a timely and efficient manner is a fundamental aspect of dependability. When citizens can depend on the government to process requests, provide information, and address concerns promptly, it builds trust in the government's responsiveness.

On the other hand, none of the respondents strongly agreed, 3% agreed, 3% were neutral, 32% disagreed, and 62% strongly disagreed that the County Government offers services to customers without disruption or breakdown, with a mean of 2.024 and a standard deviation of 0.670, showing widespread dissatisfaction regarding service reliability. Regarding the quality of services, 40% of the respondents strongly agreed, 42% agreed, 9% were neutral, 3% disagreed, and 6% strongly disagreed that

the quality of services provided by the County Government of Nakuru plays a significant role in determining customer satisfaction. The mean for this statement was 4.372 with a standard deviation of 1.037, indicating a general agreement on the importance of service quality. Lastly, 53% of the respondents strongly agreed, 44% agreed, 3% were neutral, and none disagreed or strongly disagreed that service quality, including attention to detail and accuracy, shapes customer satisfaction. This had a mean of 4.145 and a standard deviation of 0.807, highlighting the critical role of service precision in customer satisfaction. The study findings agree with the findings of Rajagopal (2018), who found that accurate service delivery minimizes errors and the need for revisions or corrections. This reduces inconvenience for customers and saves time, contributing to a smoother and more satisfying experience.

The overall mean score for service level management is 3.585, with a standard deviation of 0.777, indicating a moderate level of customer satisfaction. This suggests that while there are positive perceptions regarding service level management, significant room for improvement remains. This finding is supported by the study by Dafrosa, (2022), which concluded that timely service delivery and service dependability are critical factors that build customer trust and satisfaction in public administration.

#### **4.4.4 Customer Satisfaction**

The respondents were asked to indicate their level of agreement on the customer satisfaction in the County government of Nakuru.

**Table 7***Customer Satisfaction*

Customer Satisfaction	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Stand Dev
Customers are satisfied with the time the county Government takes to deliver services.	3	2	0	55	40	2.210	0.908
The County Government is committed to efficient service delivery which enhances customer satisfaction	3	3	12	33	49	2.258	0.886
The County Government effectively addresses and resolves customer complaints	3	5	8	30	54	2.403	0.557
The county government meets customer expectations which lead to customer loyalty.	9	11	4	38	38	2.145	0.807
The County Government is committed to retain customers through quality services which enhance customer satisfaction.	0	0	3	44	53	2.452	0.592
Overall Mean and STD						2.293	0.75

The study also explored respondents' views on overall customer satisfaction with the County Government of Nakuru. From the findings, 3% of the respondents strongly agreed, 2% agreed, none were neutral, 55% disagreed, and 40% strongly disagreed that customers are satisfied with the time the County Government takes to deliver services. This resulted in a mean of 2.210 and a standard deviation of 0.908, indicating a general dissatisfaction with the service delivery speed. Additionally, 3% of the respondents strongly agreed, 3% agreed, 12% were neutral, 33% disagreed, and 49% strongly disagreed that the County Government is committed to efficient service delivery, which enhances customer satisfaction. The mean was 2.258 with a standard deviation of 0.886, further reflecting negative sentiments regarding service efficiency. According Black, and Lockett, (2018), efficiency in service delivery ensures that

citizens receive timely responses to their needs and requests. Quick and responsive services contribute to a positive customer experience, as citizens feel their concerns are addressed promptly.

Regarding the effectiveness in addressing and resolving customer complaints, 3% of the respondents strongly agreed, 5% agreed, 8% were neutral, 30% disagreed, and 54% strongly disagreed, resulting in a mean of 2.403 and a standard deviation of 0.557. This indicates that most respondents feel that the County Government is ineffective in resolving complaints. Furthermore, 9% of the respondents strongly agreed, 11% agreed, 4% were neutral, 38% disagreed, and 38% strongly disagreed that the County Government meets customer expectations, leading to customer loyalty. The mean was 2.145 with a standard deviation of 0.807, indicating dissatisfaction with the County Government's ability to meet expectations. Finally, regarding customer retention, none of the respondents strongly agreed or agreed, 3% were neutral, 44% disagreed, and 53% strongly disagreed that the County Government is committed to retaining customers through quality services. This had a mean of 2.452 and a standard deviation of 0.592, highlighting the perception that the County Government's efforts in customer retention are insufficient. According to Nikmah, (2019), quality services include efficient problem resolution and robust customer support. Promptly addressing issues, providing helpful assistance, and ensuring citizens' concerns are resolved contribute to a positive customer experience and enhance retention.

The overall mean for customer satisfaction is 2.293, with a standard deviation of 0.750, reflecting a generally low level of satisfaction among customers with the services provided by the County Government of Nakuru. This result is consistent with the study by Nyamweya (2020), which found that inefficient complaint resolution and

slow service delivery contribute to lower customer satisfaction in local government services. The low satisfaction levels highlight the urgent need for the County Government to address these issues to enhance overall customer experience.

#### 4.5 Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson’s correlation analysis. Pearson's correlation coefficient (r) a measure the strength of the association between the two variables.

##### 4.5.1 Capacity Management on Customer Satisfaction

The study sought to establish the correlation between capacity management and customer satisfaction in the County Government of Nakuru. The findings are presented in Table 8.

**Table 8**

*Capacity Management on Customer Satisfaction*

Capacity Management	Customer Satisfaction
Pearson Correlation	.443 <sup>*</sup>
Sig. (2-tailed)	.000
N	95

\*. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 8, the study indicates that there was a positive and statistically significant correlation between capacity management and customer satisfaction in the County Government of Nakuru ( $r = 0.443$ ;  $p < 0.05$ ). This implies that better capacity management enhances customer satisfaction in the County Government of Nakuru. The study findings are in line with the findings of Bofulo (2018) service flexibility and response time was greatly improved by shifting capacity and flexible staff. Clear

pathway markings improved customer safety, variable shifts expedited clearance, subcontracting reduced complaints and ensured continuous service, and flexible workforces met service times.

#### 4.5.2 Availability Management on Customer Satisfaction

In addition, the study sought to establish the correlation between effect of availability management and customer satisfaction in the County Government of Nakuru. The findings are presented in Table 9.

**Table 9**

*Availability Management on Customer Satisfaction*

Availability Management	Customer Satisfaction
Pearson	.441*
Correlation	
Sig. (2-tailed)	.006
N	95

\*. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 9, the study indicates that there was a positive and statistically significant correlation between availability management on customer satisfaction in the County Government of Nakuru, ( $r = 0.441$ ;  $p < 0.05$ ). This implies that better availability management enhances customer satisfaction in the County Government of Nakuru. The study findings agree with the findings of Ehigie and Karlay (2018), who found that responsiveness, empathy, and certainty affect consumer happiness. Customer satisfaction depends mainly on service price. Digitalizing tax services increases the possibility of taxpayers paying on time and regularly. The study findings disagree with the findings of Anjalika and Priyanath (2019), who found that assurance had a low positive link with customer satisfaction for private banks but no

relationship for public banks. Empathy and reliability showed a low positive association between customer satisfaction and public banks, but not private banks.

#### 4.5.3 Service Level Management on Customer Satisfaction

The study further examined the correlation between service level management on customer satisfaction in the County Government of Nakuru. The findings are presented in Table 10.

**Table 10**

*Service Level Management on Customer Satisfaction*

	Customer Satisfaction	
Service Level Management	Pearson	.541*
	Correlation	
	Sig. (2-tailed)	.000
	N	95

\*. Correlation is significant at the 0.05 level (2-tailed).

The study as shown in Table 10 established that there was a strong positive correlation between service level management on customer satisfaction in the County Government of Nakuru ( $r = 0.541$ ;  $p < 0.05$ ). The results of the correlation analysis indicated that better service level management enhances customer satisfaction in the County Government of Nakuru. The study findings agree with the findings of Talib (2018) who revealed that service reliability improved organization performance. Customer productivity, management commitment, internal customer satisfaction, system, policy, procedure, human resource, and infrastructure were the strongest determinants of organization performance.

## 4.6 Bivariate Regression Analysis

Bivariate regression analysis was used to model the relationship between two variables. The study conducted a bivariate regression analysis to analyze the relationship between a single dependent variable and several independent variables.

### 4.6.1 Bivariate Regression on the effect of Capacity Management on Customer Satisfaction

The study conducted a bivariate regression to assess the effect of capacity management on customer satisfaction in the County Government of Nakuru. First the study conducted a model summary to assess the proportion of the total variation in the customer satisfaction that is explained by capacity management. The findings is indicated in Table 11.

**Table 11**

*Model Summary on capacity management.*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443 <sup>a</sup>	.196	.183	.370

a. Predictors: (Constant), Capacity Management

b. Dependent Variable: Customer Satisfaction

From the findings the R-squared was 0.196, indicating that capacity management explains 19.6% of the variation in customer satisfaction in the County Government of Nakuru. The findings agree with Wambui and Kavale (2022), who revealed that effective capacity management ensures that the government can meet the demands of its citizens by optimizing the use of resources, minimizing wait times, and improving the quality of services.

Analysis of variance was used to determine the significance of the regression model.

The findings are indicated in Table 12.

**Table 12**

*ANOVA for Capacity Management on Customer Satisfaction*

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.236	1	9.236	22.693	.000 <sup>b</sup>
	Residual	37.886	93	0.407		
Total		47.122	94			

a. Predictors: (Constant), Capacity Management

b. Dependent Variable: Customer Satisfaction

From the findings, the F-Value of (22.693) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of capacity management on customer satisfaction in the County Government of Nakuru. Capacity management in service delivery refers to the process of ensuring that an organization's resources (such as personnel, equipment, and facilities) are effectively utilized to meet current and future service demands. This involves balancing supply and demand to avoid both underutilization and overutilization of resources, thereby ensuring that services are delivered efficiently and consistently.

The researcher sought to establish the regression coefficient for capacity management on customer satisfaction. The findings are indicated in Table 13.

**Table 13***Regression Coefficients for Capacity Management on Customer Satisfaction*

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Capacity Management	.596	.107	.548	5.570	.013

a. Predictors: (Constant), Capacity Management

b. Dependent Variable: Customer Satisfaction

From Table 13 the beta coefficient for capacity management was 0.596 which illustrate that, a unit change in capacity management would result to 0.596 times change in customer satisfaction. The t-value for this beta was 5.570 while the p-value was less than 0.05. Since the p-value was less than 0.05, it means the beta coefficient for capacity management is greater than zero and thus this variable has a statistically significant effect on customer satisfaction. The findings agree with Hui, (2019), who showed that efficient capacity management helps minimize customer wait times by ensuring that sufficient resources are available to meet demand. Long wait times can lead to frustration and dissatisfaction, so reducing these through effective capacity management can enhance customer satisfaction.

From the findings the overall bivariate regression model is  $Y = 2.026 + 0.596X_1$

#### **4.6.2 Bivariate Regression on the Effect of Availability Management on Customer Satisfaction**

The study conducted a bivariate regression to assess the effect of availability management on customer satisfaction in the County Government of Nakuru

First the study conducted a model summary to assess the proportion of the total variation in the customer satisfaction that is explained by availability management. The findings are indicated in Table 14.

**Table 14**

*Model Summary on Availability Management*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 <sup>a</sup>	0.156	.141	.000

a. Predictors: (Constant), Availability Management

b. Dependent Variable: Customer Satisfaction

From the findings the R-squared was 0.156 indicating that availability management explains 15.6% of the variation in customer satisfaction in the County Government of Nakuru. The findings agree with Ouma (2022), who argues that services availability management plays a pivotal role in shaping customer satisfaction. This process involves ensuring that services are consistently accessible and reliable, meeting the expectations and needs of the residents. By focusing on the availability of essential services such as healthcare, education, public utilities, and administrative functions, the County Government of Nakuru can enhance the quality of life for its citizens and foster greater trust and satisfaction in its operations.

Analysis of variance was used to determine the significance of bivariate regression model. The findings are indicated in Table 15.

**Table 15***ANOVA on Availability Management*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.365	1	5.365	16.713	.000 <sup>b</sup>
	Residual	29.026	93	.312		
	Total	34.391	94			

a. Predictors: (Constant), Availability Management

b. Dependent Variable: Customer Satisfaction

From the findings, the F-Value of (16.713) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of availability management on customer satisfaction in the County Government of Nakuru. Availability management reflects the organization's commitment to delivering reliable and dependable services. Customers perceive organizations that prioritize availability as trustworthy and professional, which positively influences their satisfaction and loyalty. Organizations known for their high availability and minimal service disruptions build a positive reputation in the marketplace. A strong reputation for reliability and dependability attracts and retains customers, contributing to long-term success and customer satisfaction.

The researcher sought to establish the regression coefficient for availability management on customer satisfaction. The findings are indicated in Table 16.

**Table 16***Regression Coefficients for Availability Management*

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	2.026	.420			4.824	.000
Availability Management	.233	.081	.245		2.877	.006

a. Predictors: (Constant), Availability Management

b. Dependent Variable: Customer Satisfaction

From Table 16, the beta coefficient for availability management was 0.233 which implies that a unit change in availability management would result in 0.233 times change in customer satisfaction in the County Government of Nakuru. The findings agree with Kariuki (2019), who argues that high availability contributes to consistent service quality and performance, as customers can access the service without encountering delays or performance issues. This consistency enhances the overall service experience and satisfaction. When services are consistently available and perform well, customers can achieve their desired outcomes efficiently and effectively. Meeting or exceeding service level expectations enhances satisfaction and strengthens customer relationships.

From the findings the overall bivariate regression model is  $Y = 2.026 + 0.233X_2$

#### **4.6.3 Bivariate Regression on the Effect of Service Level Management on Customer Satisfaction**

The study conducted a bivariate regression to assess the effect of service level management on customer satisfaction.

First the study conducted a model summary to assess the proportion of the total variation in the customer satisfaction that is explained by service level management. The findings are indicated in Table 17.

**Table 17**

*Model Summary on Service Level Management*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 <sup>a</sup>	.194	.180	.3376

a. Predictors: (Constant), Service Level Management

b. Dependent Variable: customer satisfaction

From the findings the R-squared was 0.194 indicating that service level management explains 19.4% of the variation in customer satisfaction in the County Government of Nakuru. The findings match with Mwangi (2019), who argues that service level management allows service providers to adjust service levels and offerings based on changing customer needs, market dynamics, or business requirements. This flexibility ensures that services remain aligned with customer expectations and evolving market trends, enhancing overall satisfaction.

Analysis of variance was used to determine the significance of bivariate regression model. The findings are indicated in Table 18.

**Table 18***ANOVA<sup>a</sup> on Service Level Management*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.654	1	8.654	22.385	.000 <sup>b</sup>
	Residual	35.954	93	.3866		
Total		44.608	94			

a. Predictors: (Constant), Service Level Management

b. Dependent Variable: Customer Satisfaction

From the findings, in Table 18, the F-Value of (22.385) was found to be significant at (0.000) which shows that the model was fit in predicting the effect of service level management on customer satisfaction in the County Government of Nakuru. Service level management ensures that services are delivered consistently according to agreed-upon standards and service level management. Consistency in service quality and performance builds trust and confidence among customers, leading to higher satisfaction levels.

The researcher sought to establish the regression coefficient for availability management on customer satisfaction. The findings are indicated in Table 19.

**Table 19***Regression Coefficients for the effect of Service Level Management on Customer Satisfaction*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Service Level Management	.241	.147	.421	1.640	.022

a. Predictors: (Constant), Service Level Management

b. Dependent Variable: Customer Satisfaction

From Table 19 the beta coefficient for service level management was 0.241 which implies that a unit change in e service level management would result to 0.241 times change in customer satisfaction. The findings agree with Bausch, and Pils, (2019) which showed that service level management involves proactive monitoring of service performance and the identification of potential issues or deviations from agreed-upon service levels. This allows service providers to address issues promptly before they escalate, minimizing the impact on customers and enhancing satisfaction.

From the findings the overall bivariate regression model is  $Y = 2.026 + 0.241X_3$

#### 4.7 Overall Model Summary

The researcher sought to determine the value of  $R^2$ . The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The findings are indicated in Table 20.

**Table 20**

*Overall Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878 <sup>a</sup>	.770	.749	.3873	.000

The R-squared in this study was 0.770, which shows that the three independent variables (capacity management, availability management and service level management) can explain 77.0% of on customer satisfaction in the County Government of Nakuru while other factors explain 23.0%.

The analysis of variance in this study was used to determine whether the model is a good fit for the data. The finding is indicated in Table 21.

**Table 21***Overall Analysis of Variance*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.563	3	9.521	1016.115	.000 <sup>b</sup>
	Residual	8.532	91	.00937		
	Total	37.095	94			

- a. Dependent Variable: Customer satisfaction in the County Government of Nakuru  
b. Predictors: (Constant), Capacity Management, Availability Management and Service Level Management.

From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the three independent variables (capacity management, availability management and service level management) affect customer satisfaction in the County Government of Nakuru. Further, the F-value was (1016.115) which shows that the model was fit in predicting the effect of the independent variables on the dependent variable.

The researcher sought to establish the regression coefficient for availability management on customer satisfaction. The findings are shown in Table 22.

**Table 22***Regression Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.048	.165		.270	.763
1	Capacity Management	.576	.117	.518	5.487	.003
	Availability Management	.247	.071	.235	2.767	.021
	Service level Management	.242	.106	.159	2.356	.024

The interpretations of the findings indicated follow the following regression model.

$$Y = 0.048 + 0.576X_1 + 0.247X_2 + 0.242X_3 \dots\dots\dots 4.1$$

According to the intercept ( $\beta_0$ ), when the three independent variables are held constant, the value of customer satisfaction in the County Government of Nakuru will be 0.048. In addition, holding all the other independent variables constant, a unit increase capacity management would lead to a 0.576 improvement in customer satisfaction in the County Government of Nakuru. Further, holding on the other independent variables constant, a unit increase in availability management would lead to a 0.247 improvement in customer satisfaction in the County Government of Nakuru. In addition, holding all the other variables constant, a unit increase in service level management would lead to a 0.242 improvement in customer satisfaction in the County Government of Nakuru. From these findings we can infer that capacity management is affecting customer satisfaction in the County Government of Nakuru the most, followed by availability management and service level management.

#### **4.9 Hypothesis Testing**

The study carried a hypothesis testing using p-values in Table 22.

The study sought to test the hypothesis that:  $H_{01}$ : Capacity management has no statistically significant effect on customer satisfaction in the County Government of Nakuru. From the findings, the p-value was 0.003 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis ( $H_{01}$ ) and concluded that capacity management has a significant effect on customer satisfaction in the County Government of Nakuru. The study findings are in line with the findings of Ndegwa, (2019), who argues that when an organization manages its capacity well, it projects an image of professionalism and efficiency.

Customers appreciate dealing with businesses that appear organized and competent, which positively affects their overall satisfaction. Consistent and reliable service builds customer confidence and trust in the organization. Customers are more likely to return and recommend the service to others if they feel assured that their needs will be met promptly and effectively.

The study sought to test the hypothesis that: H<sub>02</sub>: Availability management has no statistically significant effect on customer satisfaction in the County Government of Nakuru. From the findings the p-value was 0.021 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (H<sub>02</sub>) and concluded that availability management has a significant effect on customer satisfaction in the County Government of Nakuru. The study findings are in line with the findings of Ehigie and Karlay (2018), who found that high availability contributes to consistent service quality and performance, as customers can access the service without encountering delays or performance issues. This consistency enhances the overall service experience and satisfaction. Availability management reflects the organization's commitment to delivering reliable and dependable services. Customers perceive organizations that prioritize availability as trustworthy and professional, which positively influences their satisfaction and loyalty.

The study sought to test the hypothesis that: H<sub>03</sub>: Service level management has no statistically significant effect on customer satisfaction in the County Government of Nakuru. From the findings the p-value was 0.024 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (H<sub>03</sub>) and concluded that service level management has a significant effect on customer satisfaction in the County Government of Nakuru. The study findings are

in line with the findings of Rajagopal (2018), who found that service level management ensures that services are delivered consistently according to agreed-upon standards and service level management. Consistency in service quality and performance builds trust and confidence among customers, leading to higher satisfaction levels. Service level management allows service providers to adjust service levels and offerings based on changing customer needs, market dynamics, or business requirements. This flexibility ensures that services remain aligned with customer expectations and evolving market trends, enhancing overall satisfaction.

**Table 23**

*Summary Table*

Hypotheses	Findings	Decision
H0 <sub>1</sub> : Capacity management has no statistically significant effect on customer satisfaction in the County Government of Nakuru	p=0.003<0.05	Reject Null Hypothesis
H0 <sub>2</sub> : Availability management has no statistically significant effect on customer satisfaction in the County Government of Nakuru	p=0.021<0.05	Reject Null Hypothesis
H0 <sub>3</sub> : Service level management has no statistically significant effect on customer satisfaction in the County Government of Nakuru	p=0.024<0.05	Reject Null Hypothesis

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study.

#### 5.2 Summary of the Findings

The study sought to determine the summary of key major findings of the study. The summary was categorized in terms of specific objectives.

##### 5.2.1 Capacity Management on Customer Satisfaction

The overall mean score for capacity management on customer satisfaction in the County Government of Nakuru is 2.728, with a standard deviation of 0.810, indicating a generally low level of satisfaction among respondents regarding the effectiveness of capacity management. This finding resonates with the empirical study conducted by Chepkemoi (2018), which identified that inadequate capacity management significantly hinders customer satisfaction in public service sectors, underscoring the need for better resource allocation. The study indicates that there was a positive and statistically significant correlation between capacity management and customer satisfaction in the County Government of Nakuru ( $r = 0.443$ ;  $p < 0.05$ ).

Moreover, regarding hypothesis testing, the study found that the p-value was 0.003 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis ( $H_0$ ) and concluded that capacity management has a statistically significant effect on customer satisfaction in the County Government of Nakuru. The study findings are in line with the findings of Bofulo

(2018), who found that service flexibility and response time were greatly improved by shifting capacity and flexible staff. Clear pathway markings improved customer safety, variable shifts expedited clearance, subcontracting reduced complaints and ensured continuous service, and flexible workforces met service times.

### **5.2.2 Availability Management on Customer Satisfaction**

For availability management, the overall mean is 2.631, with a standard deviation of 0.661, reflecting a similar trend of inadequate satisfaction regarding service availability. This aligns with the findings from Akoi and Noori (2021), which highlighted that the lack of adequate facilities and resources directly impacts customer satisfaction levels in government services, emphasizing the necessity for the County Government to improve the availability of services to meet customer needs effectively. The study indicates that there was a positive and statistically significant correlation between availability management on customer satisfaction in the County Government of Nakuru, ( $r = 0.441$ ;  $p < 0.05$ ).

The hypothesis findings revealed that the p-value was 0.021 which was less than the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis ( $H_0$ ) and concluded that availability management has statistically significant effect on customer satisfaction in the County Government of Nakuru. The study findings agree with the findings of Ehigie and Karlay (2018), who found that responsiveness, empathy, and certainty affect consumer happiness. Customer satisfaction depends mainly on service price. Digitalizing tax services increases the possibility of taxpayers paying on time and regularly.

### **5.2.3 Service Level Management on Customer Satisfaction**

The overall mean score for service level management is 3.585, with a standard deviation of 0.777, indicating a moderate level of customer satisfaction. This suggests that while there are positive perceptions regarding service level management, significant room for improvement remains. This finding is supported by the study by Dafrosa, (2022), which concluded that timely service delivery and service dependability are critical factors that build customer trust and satisfaction in public administration.

There was a strong positive correlation between service level management on customer satisfaction in the County Government of Nakuru ( $r = 0.541$ ;  $p < 0.05$ ). From hypothesis testing it was revealed that the p-value was 0.024 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis ( $H_0$ ) and concluded that service level management has a statistically significant effect on customer satisfaction in the County Government of Nakuru. The study findings agree with the findings of Talib (2018) who revealed that service reliability improved organization performance. Customer productivity, management commitment, internal customer satisfaction, system, policy, procedure, human resource, and infrastructure were the strongest determinants of organization performance.

### **5.3 Conclusions**

The study concluded that the County Government of Nakuru does not have adequate personnel to serve customers during peak seasons, which negatively impacts overall customer satisfaction. It also concluded that the government's ability to handle a high volume of customers does not always translate into efficient service delivery. Furthermore, the study concluded that the county's ability to adjust human personnel

based on customer demand is limited, affecting the satisfaction levels of residents with the services offered.

The study also concluded that county employees do not consistently possess the necessary skills to adequately attend to customer needs, which hinders effective service delivery. It further concluded that the county government's communication system on customer service matters is not effective, leading to poor information dissemination. Additionally, the study concluded that the system for customers to pass on complaints is inadequate, affecting the county's ability to improve its services based on feedback. The study concluded that when citizens experience responsive and timely services, it enhances their confidence in the government's ability to address their needs, although this remains inconsistent.

The study concluded that the County Government of Nakuru lacks adequate facilities to provide seamless customer services, leading to inefficiencies in service delivery. It was further concluded that when facilities are adequate, customers can access government services more promptly, thereby improving overall satisfaction.

The study also concluded that the county government's service tools and equipment are not always up-to-date, which compromises the efficiency of service provision. Additionally, it concluded that the county's investment and maintenance of modern service tools and equipment are insufficient, which negatively affects customer satisfaction.

Despite these shortcomings, the study concluded that skilled and proficient employees are crucial for efficient service delivery, although the county government has not fully leveraged this to enhance customer satisfaction. It also concluded that when proficient

staff are in place, customers are more likely to receive accurate and helpful information, thereby increasing their satisfaction with government services.

The study concluded that the County Government of Nakuru does not consistently deliver services within the promised timeframes, which negatively impacts customer satisfaction. It was also concluded that timely service delivery by the county government is crucial in meeting customer expectations, thereby enhancing satisfaction.

The study concluded that service dependability within the county government builds customer trust and confidence, which plays a significant role in improving overall customer satisfaction. Conversely, it was concluded that the county government struggles with offering services without disruption or breakdowns, which further undermines customer satisfaction.

Nevertheless, the study concluded that the quality of services provided by the county government is a key factor in determining customer satisfaction, emphasizing that attention to detail and accuracy in service delivery significantly shape customer experiences and perceptions.

## **5.4 Recommendations**

### **5.4.1 Recommendations for Practices**

The study recommends that the County Government of Nakuru should implement strategies to recruit or deploy temporary staff during peak seasons. This can help manage the high volume of customers and reduce wait times, thereby enhancing customer satisfaction. Additionally, training programs should be developed to ensure all staff members are equipped with the necessary skills to provide efficient service, even during high-demand periods.

The study also recommends that practitioners should invest in a robust communication system to streamline the exchange of information between the county government and residents. This system should include mechanisms for handling customer complaints, providing feedback, and disseminating timely information about services. This can enhance transparency and responsiveness, thereby building trust and improving satisfaction levels.

The study recommends that regularly upgrading and maintaining service tools and facilities is crucial for improving service delivery. The County Government of Nakuru should allocate resources to invest in modern equipment and technology, which will help reduce service disruptions and inefficiencies. Furthermore, ensuring that employees are proficient in using these tools will lead to smoother and faster service provision.

#### **5.4.2 Recommendations for Policy**

The study recommends that policymakers should develop and enforce policies that require local governments to regularly assess their capacity to deliver services effectively. This should include strategic workforce planning, ensuring adequate staffing during peak periods, and continuous skill development for public service employees. By establishing benchmarks for service delivery, the county can enhance its ability to meet customer needs effectively.

The study further recommends that there is a need for policies that prioritize investment in infrastructure, tools, and equipment that support seamless service delivery. This includes funding for the acquisition and maintenance of modern service delivery tools. Policy frameworks should also encourage the use of technology to

automate and streamline service provision, improving the overall customer experience.

The study further recommends that policymakers should mandate the establishment of comprehensive feedback mechanisms within county governments. Policies should ensure that customer complaints and suggestions are systematically collected, analyzed, and used to improve service delivery. Regular feedback sessions can help align services with residents' evolving needs, leading to higher satisfaction rates.

#### **5.4.3 Recommendations for Theory Development**

The findings suggest that the traditional service quality models could be further developed by incorporating capacity management as a critical component. Future theoretical frameworks should examine how workforce flexibility, communication systems, and strategic capacity planning influence service quality and customer satisfaction, especially in public service settings.

A new model that integrates availability and service level management with traditional service quality dimensions could offer a more comprehensive understanding of public service efficiency. This model would help local governments better plan and optimize their service delivery processes.

The integration of digital tools for managing service capacity and availability can be further explored in theory development. Future research can focus on how technology can bridge gaps in resource allocation, communication, and service scheduling, providing insights into modern public administration practices.

#### **5.4.4 Recommendations for Further Research**

Further research should explore how capacity management practices vary across different counties in Kenya. By conducting comparative studies, researchers can identify best practices and common challenges, which can then inform policy decisions at the national level.

Future research should investigate the role of digital platforms in enhancing service availability and customer satisfaction in county governments. Studies can focus on how digital solutions can help counties manage peak demand, improve communication, and facilitate seamless service delivery.

Another area for future research is to examine the skill gaps among public sector employees and how these gaps affect service delivery. Studies could identify specific skills that need enhancement and suggest training programs that can address these deficiencies.

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## **APPENDICES**

### **Appendix I: Letter of Introduction**

Dear Respondents,

I am a student at Kabarak University, Nakuru Branch, pursuing a degree of Masters in business administration (Strategic Management), carrying out a research on strategic service delivery on customer satisfaction in county government, Kenya. A case study of Ccounty Government of Nakuru. I request you to help me in filling the questionnaires. All this information is clearly demanded for academic purposes and not otherwise hence feel free when you fill the questionnaire and the information that you provide will be treated as confidential.

Thank you for your assistance

Kelvin Kamau Njuguna

## Appendix II: Research Questionnaire

This questionnaire aims at collection of information for the study concerning strategic service delivery on customer satisfaction the County Government of Nakuru. The outcome of this research will be an alert to the organizations management to appropriately design the strategic service delivery on customer satisfaction in County Governments, Kenya. I kindly request you to fill the questionnaire to the best of your knowledge. It shall only be used for research purposes and confidentiality is guaranteed. Answer by filling the provided spaces or by simply ticking where necessary.

### Section A: Capacity Management on Customer Satisfaction

Kindly, indicate to what extend the following indicators relate to effect of capacity management on customer satisfaction in the County Government of Nakuru. Tick the ( ) the box appropriately with number provided for in the scale below that best fits your response.

Where 5=strongly agree 4=agree 3=not sure 2=disagree 1 strongly disagree.

Statement on the Capacity Management	1	2	3	4	5
The county government has adequate personnel to serve customer during peak season					
The ability of the county government to handle high volume of customers provide services more efficiently.					
The ability to adjust human personnel with customer demand ensure customers are satisfied with services offered					
County employees have adequate skills to attend to customer needs					
The county government of Nakuru has an effective communication system on matters regarding customer service					
The county government has an effective system for customers to pass on their complaints					
When citizens experience responsive and timely services, it enhances their confidence in the government's ability to address their needs					

The county government of Nakuru has clear understanding of the demand for public services which help in developing strategic plans that align with the evolving needs of its residents,					
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**Section B: Availability Management on Customer Satisfaction**

Kindly, indicate to what extent the following indicators relate to effect of availability management on customer satisfaction in the County Government of Nakuru. Tick the ( ) the box appropriately with number provided for in the scale below that best fits your response.

Where 5=strongly agree 4=agree 3=not sure 2=disagree 1 strongly disagree.

<b>Statement on the Availability Management</b>	1	2	3	4	5
The county government has adequate facilities to seamless customer services.					
Adequate facilities ensure that customers access government services on a timely manner.					
The County government has up-to-date service tools and equipment to provide efficient services to customers.					
The county Government invests and maintains modern service tools and equipment which enhances customer satisfaction					
The County Government has skilled and proficient employees for efficient customer services.					
The proficient staffs ensure that customers receive accurate and helpful information enhancing their satisfaction.					

### Section C: Service Level Management on Customer Satisfaction

Kindly, indicate to what extent the following indicators relate to effect of service level management on customer satisfaction in the County Government of Nakuru. Tick the ( ) the box appropriately with number provided for in the scale below that best fits your response.

Where 5=strongly agree 4=agree 3=not sure 2=disagree 1 strongly disagree.

<b>Statement on the Service Level Management</b>	1	2	3	4	5
The County Government of Nakuru consistently delivers services within the promised timeframes which enhances customer satisfaction.					
Timely service delivery by the County government helps in meeting customer expectations.					
Service dependability within the county government builds customers trust and confidence which improves customer satisfaction.					
The County government offers services to customers without disruption or breakdown which enhances customer satisfaction.					
The quality of services provided by the County Government of Nakuru plays a significant role in determining customer satisfaction.					
Service quality, including attention to detail and accuracy shapes customers satisfaction.					

### Section D: Customer Satisfaction

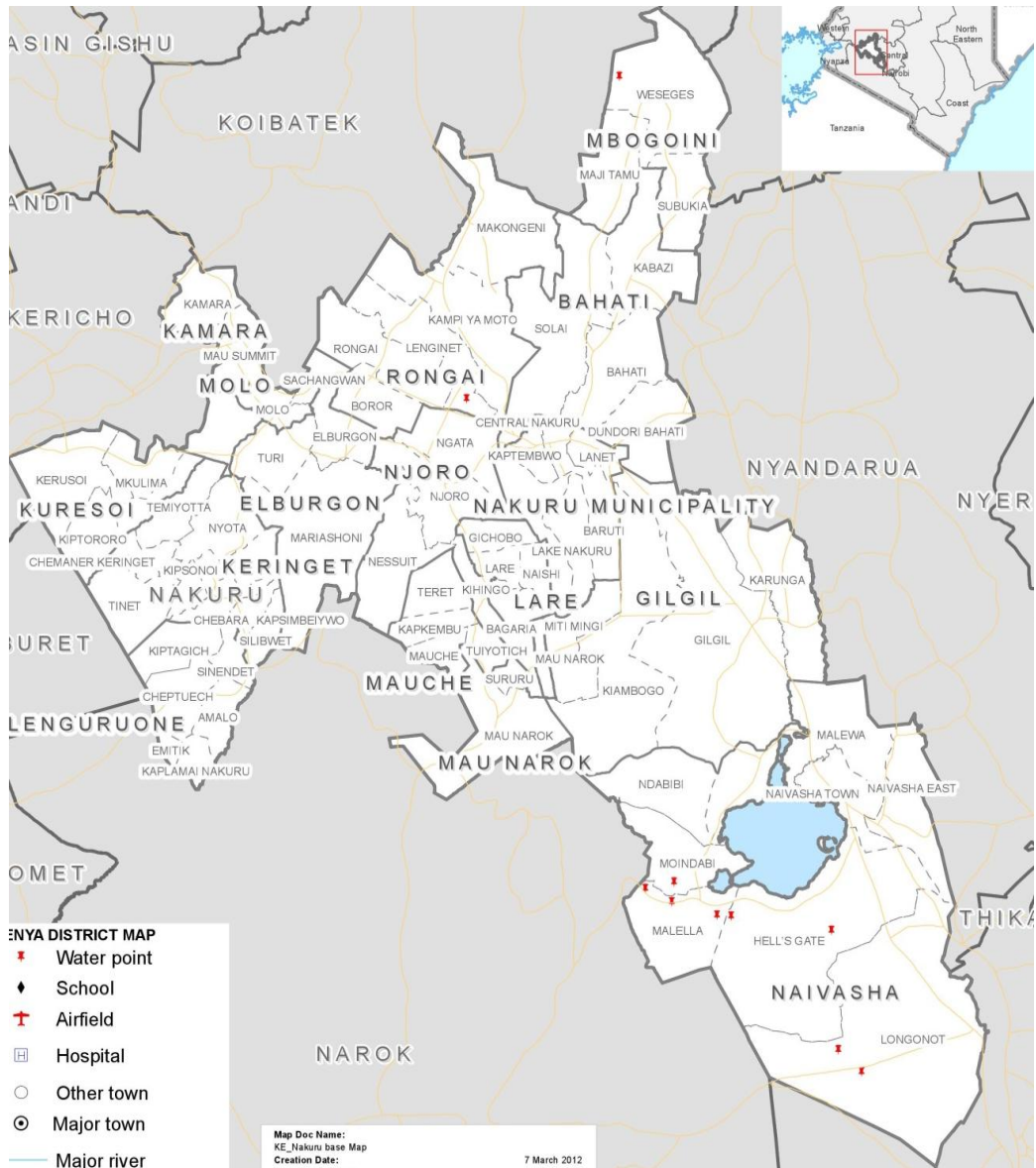
Kindly, indicate to what extent the following indicators relate to customer satisfaction in the County Government of Nakuru. . Tick the ( ) the box appropriately with number provided for in the scale below that best fits your response.

Where 5=strongly agree 4=agree 3=not sure 2=disagree 1 strongly disagree.

<b>Statement on the Customer Satisfaction</b>	1	2	3	4	5
Customers are satisfied with the time the county Government takes to deliver services.					
The County Government is committed to efficient service delivery which enhances customer satisfaction					
The County Government effectively addresses and resolves customer complaints					
The county government meets customer expectations which leads to customer loyalty.					
The County Government is committed to retain customers through quality services which enhances customer satisfaction.					

*Thank you for your Participation*

### Appendix III: Map of Nakuru County Government



## Appendix IV: KUREC Approval Letter



### KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

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OUR REF: KABU01/KUREC/001//09/04/24

Date: 25<sup>th</sup> April 2024

KELVIN KAMAU NJUGUNA  
GMB/NE/2541/09/19

Dear Kelvin,

**RE: EFFECT OF STRATEGIC SERVICE DELIVERY ON CUSTOMER SATISFACTION IN COUNTY GOVERNMENT, KENYA: A CASE STUDY OF COUNTY GOVERNMENT OF NAKURU.**

This is to inform you that *KUREC* has reviewed and approved your above research proposal. Your application approval number is *KUREC-090424*. The approval period is 25/04/2024 – 26/04/ 2025.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to *KUREC*.
- iii. Only approved documents including (informed consents, study instruments, MTA (Material Transfer Agreement) will be used.
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by *KUREC*.
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to *KUREC* within 72 hours of notification.
- vi. Any changes anticipated or otherwise that may increase the risk(s) or affect safety or welfare of study participants and others or affect the integrity of the research must be reported to *KUREC* within 72 hours.
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to *KUREC*.
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- ix. Submission of an executive summary report within 90 days upon completion of the study to *KUREC*

Sincerely,

**Prof. Jackson Kitetu PhD.**  
KUREC-Chairman

Cc Vice Chancellor  
DVC-Academic & Research  
Registrar-Academic & Research  
Director-Research Innovation & Outreach  
Institute of Post Graduate Studies


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*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.  
(1 Peter 3: 15)*



Kabarak University is ISO 9001:2015 Certified

**Appendix V: NACOSTI Research Permit**

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
<b>Ref No: 335250</b>	<b>Date of Issue: 28/May/2024</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr. Kelvin Kaman Njuguna of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: EFFECT OF STRATEGIC SERVICE DELIVERY ON CUSTOMER SATISFACTION IN COUNTY GOVERNMENT, KENYA: A CASE STUDY OF COUNTY GOVERNMENT OF NAKURU for the period ending : 28/May/2025.</b>	
	<b>License No: NACOSTIP/24/36024</b>
<b>335250</b>	
<b>Applicant Identification Number</b>	<b>Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	<b>Verification QR Code</b>
	
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<b>See overleaf for conditions</b>	

**Appendix VI: Evidence of Conference Participation**



**KABARAK UNIVERSITY**

**Certificate of Participation**

**Awarded to**

*Kelvin Kamau Njuguna*

for successfully participating in the 14<sup>th</sup> Annual Kabarak University International Research Conference held from 02<sup>nd</sup> and 04<sup>th</sup> July 2024 and presented a paper entitled *“The Effect of Availability Management on customer satisfaction in county government of Nakuru.”*

**Conference Theme**

Empowering Innovation: Nurturing Futures through Business Incubation

**Dr. Patrick Kibati**  
Dean, School of Business and Economics

**Dr. Moses Thiga**  
Director - Research, Innovation and Outreach

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**Kabarak University Moral Code**

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.

(1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

## Appendix VII: List of Publication



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### EFFECT OF SERVICE LEVEL MANAGEMENT ON CUSTOMER SATISFACTION IN THE COUNTY GOVERNMENT OF NAKURU

Kelvin Kamau Njuguna <sup>1</sup>, Prof. Mongare Omare, PhD <sup>2</sup> & Dr. Jeptepkeny C. Bowen, PhD <sup>3</sup>

<sup>1</sup>Post Graduate Student, Kabarak University, Kenya

<sup>2,3</sup>Lecturer, Kabarak University, Kenya

Accepted: November 4, 2024

DOI: <http://dx.doi.org/10.61426/sjbcv.v11i4.3149>

#### ABSTRACT

According to world bank report customer satisfaction remains a significant challenge for county governments in Kenya, with many citizens expressing dissatisfaction over the quality, efficiency, and reliability of services provided. The problem of customer dissatisfaction in county governments is linked to issues with strategic service delivery. The study sought to assess the effects of service level on customer satisfaction in the County Government of Nakuru. The study was posited on Service Quality Model, (SERVQUAL). The study adopted a cross-sectional research design. The study targeted customers seeking services at the Nakuru County Government Headquarters in Nakuru City. According to human resource records the County headquarters serves an average of 986 customers per day. Nassiuma's formulae were used to determine a sample of 135 customers. The study further adopted stratified random sampling from which the sample for customers was allocated to various ministries according to their relative sizes. Content validity was assessed in the study. Cronbach's Alpha value. The study collected quantitative data. Quantitative data was analyzed by use of Statistical Package for Social Sciences. Data collected from the structured questions was analyzed using both descriptive and inferential statistics. Descriptive statistics was presented in form of percentages and frequency tables. Inferential statistics involved the correlation and regression analyses. Correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of  $p < 0.05$ . The findings revealed that there was a positive and statistically significant correlation between service level management ( $r = 0.441$ ;  $p < 0.05$ ) on customer satisfaction in the County Government of Nakuru. From the findings the study concluded that there was a positive relationship between service level management on customer satisfaction in the County Government of Nakuru. The study recommended that regularly upgrading and maintaining service tools and facilities is crucial for improving service delivery. The County Government of Nakuru should allocate resources to invest in modern equipment and technology, which will help reduce service disruptions and inefficiencies.

**Key Words:** Service Level Management, Customer Satisfaction, County Government of Nakuru

**CITATION:** Njuguna, K. K., Omare, M. & Bowen, J. C. (2024) Effect of service level management on customer satisfaction in the County Government of Nakuru. *The Strategic Journal of Business & Change Management*, 11 (4), 1201 – 1213. <http://dx.doi.org/10.61426/sjbcv.v11i4.3149>