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

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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 inform 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*

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The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). ww.strategicjournals.com

INTRODUCTION

Service level management involves setting clear expectations and standards through elements like service charters, quality policies, and service dependability (Abora, 2018). It ensures that the quality of services delivered aligns with the promises made to the customers, which fosters trust and reliability (Dafrosa, 2022). For instance, a well-defined service charter that specifies what citizens can expect sets a clear standard for performance. When these standards are met or exceeded, it leads to effective and quality service delivery, resulting in delighted and satisfied customers (Rajagopal, 2018). Therefore, service level management helps create a structured approach to delivering consistent service quality, which is essential for maintaining high levels of customer satisfaction (Kangethe, 2019).

The Malaysian government has adopted the National Blue Ocean Strategy (NBOS) as a framework for improving service quality in public administration. NBOS emphasizes inter-agency collaboration to minimize bureaucracy, streamline processes, and improve accessibility for citizens (Hassan, & Osman, 2019). Additionally, Malaysia has implemented the Government Integrated Financial Management System (GIFMS) to improve financial management within the public sector. GIFMS enhances accountability and transparency through the automation of financial processes, making the government more efficient and trustworthy. These initiatives reflect a commitment to enhancing service level by reducing wait times, improving transparency, and facilitating smoother citizen interactions, all of which contribute to higher satisfaction among Malaysian citizens (Nikmah, 2019).

In Nigeria, Strategic Service Delivery initiatives focus on creating a responsive public sector that efficiently meets citizens' needs by integrating people, processes, and technology. Nigeria's Federal Ministry of Budget and National Planning has highlighted the importance of aligning government objectives with citizens' needs, which is essential for

service level management (Zakaria, 2019). Nigeria has invested in digital transformation, such as e-governance platforms and online portals, to streamline service delivery and reduce wait times, enhancing accessibility for citizens (Kamarudin & Arshad, 2019). This approach also includes identifying citizens' needs systematically and training government personnel to meet these demands effectively, ensuring service level that aligns with customer expectations.

In Kenya, particularly in county governments, the focus of SQM is on decentralization and capacity management (Ogoma, 2019). The 2010 Constitution transferred service provision responsibilities to 47 county governments to bring governance closer to citizens. However, local governments have encountered challenges in meeting service expectations, leading to dissatisfaction (Oluwafemi & Oluwasegun, 2019). Many county governments, including Nakuru, have implemented capacity management strategies to optimize service delivery by ensuring adequate personnel and resources, especially during peak demand periods.

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 Government 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 government includes 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 government provides 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 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, the County government can identify areas for improvement, address shortcomings, and continuously improve the quality of services it provides. According to Bertot, & 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.

Statement of the Problem

With the advent of devolution in 2013, county governments were empowered to bring essential services closer to residents, fostering a system that is responsive to their unique needs and capable of enhancing public trust. A well-implemented strategic service delivery model should ensure that resources are effectively allocated, personnel are adequately trained, and service standards are met consistently to promote citizen satisfaction. However, the current situation reveals a significant gap between these expectations and the reality on the ground. Many citizens remain dissatisfied with the quality, efficiency, and reliability of services provided by county governments. A report by the World Bank (2019) further corroborates these findings, pointing to widespread issues such as frequent delays, insufficient capacity, and unmet service levels. In a survey conducted by the Kenya

Institute of Public Policy Research and Analysis (KIPPRA, 2022), over 60% of citizens expressed dissatisfaction with essential services, particularly in areas like healthcare, water provision, and administrative processes. In Nakuru County specifically, persistent issues with capacity management, availability management, and service level management have limited the county's ability to achieve high levels of customer satisfaction. Understaffing, inadequate training, and poor resource allocation often hinder the delivery of quality services, especially in healthcare, where residents report long waiting times and shortages of essential medical supplies. A 2023 Council of Governors (CoG) report indicates that 55% of Nakuru County residents are dissatisfied with healthcare services, citing delays and the unavailability of critical supplies as key concerns. These issues underscore an urgent need for a strategic service delivery framework that addresses capacity, availability, and service level management to improve customer satisfaction in the county. Without such coordinated efforts, county governments risk eroding public trust and undermining the goals of devolution therefore the study sought to assess the effect of service level management on customer satisfaction in the county government of Nakuru

LITERATURE REVIEW

Theoretical review

The study was anchored on Service Quality Model

Service Quality Model, (SERVQUAL)

Parasuraman, Zeithaml, and Berry invented the service quality model in 1988. Service Quality Model, 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.

Empirical Review

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 has 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 sated 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.
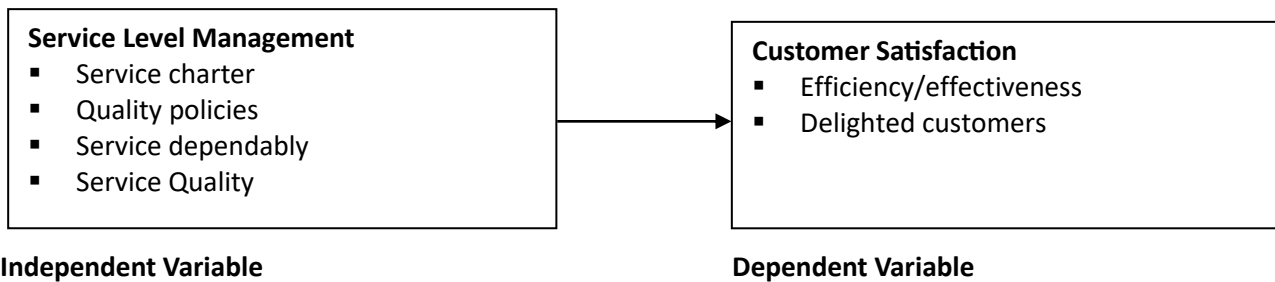
Conceptual Framework

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┌─────────────────────────────────┐          ┌─────────────────────────────────┐
│ Service Level Management        │          │ Customer Satisfaction           │
│  ▪ Service charter              │          │  ▪ Efficiency/effectiveness     │
│  ▪ Quality policies             │  ──────► │  ▪ Delighted customers          │
│  ▪ Service dependably           │          │                                 │
│  ▪ Service Quality              │          │                                 │
└─────────────────────────────────┘          └─────────────────────────────────┘
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Independent Variable   Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

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. The sample size of customers was determined using Nassiuma's formulae. 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. Primary data was collected using structured questionnaire from the customers. The study ensured content validity and criterion validity. Reliability was assured using Cronbach's Alpha to measure internal consistency. The study conducted a pilot study in Kericho County whereby 14 questionnaires were issued to customers. 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

RESULTS

Response

The study issued 135 questionnaires to respondents out of which 95 responses were represented this represented 70% response rate.

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.

$Y = \beta_0 + \beta_1 X_1 + \mathcal{E}$

Where:

Y= Customer Satisfaction in the County Government of Nakuru

$\beta 0$ = Constant

βi = Coefficient

X_1 = Service Level Management

$\mathcal{E}$ = Error Term

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. Table 1.

Table 1: Service Level Management on Customer Satisfaction

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
Overall Mean and STD						**3.585**	**0.777**

Source: Research Data (2024)

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 conquers 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.

Customer Satisfaction

The respondents were asked to indicate their level of agreement on the customer satisfaction in the County government of Nakuru. The findings are presented in Table 2.

Table 2: Customer Satisfaction

Customer Satisfaction	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard Deviation
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**

Source: Research Data (2024)

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.

Correlation Analysis

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 3.

Table 3: Service Level Management on Customer Satisfaction

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

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

The study as shown in Table 3 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.

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 4

Table 4: Model Summary on Service Level Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441[a]	.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 argue 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 5

Table 5: Anova on Service Level Management

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.654	1	8.654	22.385	.000[b]
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 5, 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 6

Table 6 : 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 6 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 $Y= 2.026+ 0.241X_3$

DISCUSSIONS

The finding revealed that there is 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_{03})** 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.

CONCLUSIONS AND RECOMMENDATIONS

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.

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. Furthermore, ensuring that employees are proficient in using these tools will lead to smoother and faster service provision. 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.

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The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). ww.strategicjournals.com