



CUSTOMER CARE STRATEGIES ON CUSTOMER SATISFACTION IN GOVERNMENT AGENCIES: A CASE STUDY OF KENYA BUREAU OF STANDARDS (KEBS)

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Abstract:

This study seeks to establish the effects of customer care strategies and programs on customer satisfaction in government agencies a case study of The Kenya Bureau of Standards. The specific objectives were to establish the effects of staff training practices, management support, and customer feedback programs on customer satisfaction. Although various studies have been carried out in this area, no study has been done to examine effects customer care strategies on customer satisfaction in public institutions. The study focused on government agencies and to be specific The Kenya Bureau of Standards. Mixed mode research design was used with questionnaires and supported from secondary documents, which formed the main data collection tools. Data analysis was through Statistical Package for Social Sciences (SPSS) where inferential statistics and linear regression models were used. Staff training was significant determinant of customer satisfaction at p-value of 0.020. Management support (p-value 0.000) and customer feedback mechanisms (at p-value 0.000) had significant influence in customer satisfaction. A unit change in staff training was associated with 0.690 times change in customer satisfaction. Similarly, a unit change in management support led to 0.241 times positive change in customer satisfaction while a unit change in customer feedback mechanisms led to a 0.642 positive change in customer satisfaction. The study concluded that there was need to improve customer satisfaction through enhancing the way management implemented and supported customer service projects. The recommendations included financing customer satisfaction strategies and making customer satisfaction the core outcome of the services offered by KEBS.

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1. Introduction

Customer Care has been defined by several scholars who have had different but related opinions on the effect to the customer. Kotler (2019) in his book on marketing management defined customer care as a service that is offered, essentially intangible which does not give ownership to the client but results in general customer satisfaction. The main focus of a customer care strategy is to change the focus and retain the customer. Customer care services in many organizations may range from priority areas to other support services that may include speed in service delivery, adherence to turn around timelines, customer attention, reliability of offered services, and efficient front desk services among others. The objective of customer strategies is to create a comfortable environment for service, making the clients to have interests with the service/product, and leaving the clients with the experience that the service/product was satisfactory.

Customer satisfaction is influenced by a wide range of factors which include both internal and external influencers (Karie, 2010). Some of the aspects likely to influence customer satisfaction include; the level at which service matches the customer needs, the level at which customers are kept informed as well as employees' knowledge level of the product as well as the business of the organization, professionalism, friendliness, expertise and also after sales service provided.

KEBS, as the Kenya Bureau of Standards is popularly known, is one of the 94 Government Agencies in Kenya. Its mandate operates under the Ministry of Industry and Trade which has 23 agencies. The agency was established in 1974 under Cap 496 of the Laws of Kenya to promote standardization in industry and commerce this was aimed at protecting consumers from substandard goods, a role it has perfected and added more functions. Until now, it has developed and coordinated over five thousand Kenya standards, and participated in ratification and development of international standards. The agency seeks to be a global leader in standards development and conformity assessment solutions that focus on customer solutions, whilst meeting and exceeding customer expectations (Kenya Bureau of Standards Journal, 2017).

The general objective of the research was to establish the effects of customer care strategies on customer satisfaction in KEBS (Kenya Bureau of Standards).

The study was narrowed down and specifically aimed at achieving the following objectives

- 1) To establish the effect of staff training practices on customer satisfaction in KEBS.
- 2) To establish the effect of management support on customer satisfaction in KEBS.
- 3) To establish the effect of customer feedback platforms on customer satisfaction in KEBS.

2. Literature Review

A survey on the success of management tools and techniques (Rigby 2010) shows that strong top-down support is important for a successful implementation of service delivery. Tao (2014) noted that management support is necessary to make an individual user adopt is dependent on the individual characteristics of the end-user. In particular, it is noted that in order to ensure that complaints are handled successfully, the service provider through effective communication is supposed to provide dissatisfied customers with a feedback platform. They must also empower frontline employees to be able to fix the problem on the spot, providing apologies and ensuring that the customer is not “*out of pocket*” (Schmitt, 2010).

According to Karie (2010), organizations are able to measure the customer expectations by measuring their customer satisfaction with the services and products offered. Happy clients are likely to refer their friends, creating a chain of happy returnees, who increase business sales and profit margins. Government agencies, as well as private firms need to create rapport with the customers to enable good service (Karie, 2010). In most cases, customer satisfaction is experienced during the initial contact with the organization, mostly at the front desk reception, and after the service/good has been given. The outcome of the service determines whether the client will return for another service. Mostly, people prefer to focus on aspects like cost, effectiveness, impartiality, continuous improvement of the product, and responsiveness of the organization (Oliver, 2007). Organizations need to know their customers’ taste, preferences and cost implications of the services provided.

Khadka and Maharjan (2017) indicated that managing customer complaints played an important role in creating a positive brand image among the clients thus affecting customer satisfaction. The study identified a shortcoming in the way public organizations embrace complaint management with lack of follow-ups and prompt resolution of the issues raised by clients. The relationship between complaints management and customer satisfactions is not fully appreciated. Listening carefully to the customers’ demands helps in changing and tailoring the services to customers, an aspect that lacks in most of government agencies in Kenya and other developing countries (Khadka & Maharjan, 2017).

Customer satisfaction model (CSM) was taken as the anchor theory for this study as it addresses how the dependent variable (customer satisfaction) was influenced by customer care strategies. KEBS provides various services in different fields hence the necessity to understand the level of each service delivery and its ability to meet clients’ requirements whilst achieving customer satisfaction.

Kotler (2019) described customer care as a service in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. According to Pizam, Shapoval, and Ellis (2016) on their work on measurement of customer satisfaction defined customer care can be defined as any good service rendered to a customer in the process of selling a product or service. Pizam,

Shapoval, and Ellis (2016) further explains customer care as the “activities” which are offered to sale or are provided in connection with the sale of goods. According to Pizam *et al.* (2016), any service rendered to a customer is the one referred to as customer care. Indeed, so many scholars have attempted to described customer care but the gist of the whole concept of customer care from such definition above is that any one in business must not only concentrate on the product he or she is offering, but must accompany it with great service to the targeted customers. Concept of customer care is still new, and most managers are yet to embrace it.

Álvarez, López, and Perry (2014) wrote that there is need to make customers satisfied since they help business to earn. In most offices, customer care starts with the front office desk. In more recent cases customer care starts with the first contact made which could be the security personnel manning the gate. The staff at the front office should be made to appreciate the importance of customer care because this is the best chance for any business to create the first impression of good service to its customers.

Kotler (2019) observed that customer satisfaction depends on the extent to which customer’s expectations about the services are fulfilled and these expectations are not static. Kotler further noted that good customer service among other things entails keeping the promises made to customers, and not guaranteeing things that cannot be possible given the nature of the operating environment. To provide an excellent service to customers, the organization should deliver beyond the expectations of the customers. Verma *et al* (2012) in their study on customer service modelling, argues that to provide good customer services, the organization in designing must focus wholly on the customer. This brings us to who actually is the customer. A customer is an individual or organization that makes a purchase decision. Ruyter and Wetzels (2010) identify customer creation as one of the major objectives of the business. Without a customer, other components of organization will not be viable for long. Organizations therefore design customer care programs seeking to acquire new customers, provide superior customer satisfaction and build customer loyalty.

Furthermore, Schmitt (2010) postulates that fulfillment of the fundamental elements of complaint handling process will lead to cumulative satisfaction with recovery efforts that consequently will result into customer retention and loyalty in the long run. This follows the findings of Zhao, Xu and Wang (2019), they are the first scholars who while investigating favorable and unfavorable incidents within service field have proved using quantitative research method that appropriately managed service failure can turn distressed customer into a satisfied one. Similarly, Schmitt (2010) while examining service recovery as a relationship tool in retail store settings, they have proved that effective complaint handling should be considered as a mean to enhance customer satisfaction despite the incident of service defection. However, findings of this research suggest that effective problem resolution *per se* cannot be regarded as a sufficient strategy to enhance customer satisfaction and focus should be done on achieving consistency of service quality because latter one has a greater bearing in long term perspective where complaint handling is just a mean to achieve service reliability.

2.1 Conceptualized Framework

In this study, the description of the wider dimensions that need to be considered in analyzing the effects of customer care strategies on customer satisfaction in government agencies is articulated. The study's dependent variable is customer satisfaction, while the independent variables are customer-oriented staff training programs in government agencies, top management support and customer complaint management system in government agencies. A conceptual framework explaining the correlation of variables in the study is shown in the figure below.

The study conceptual model is as below:

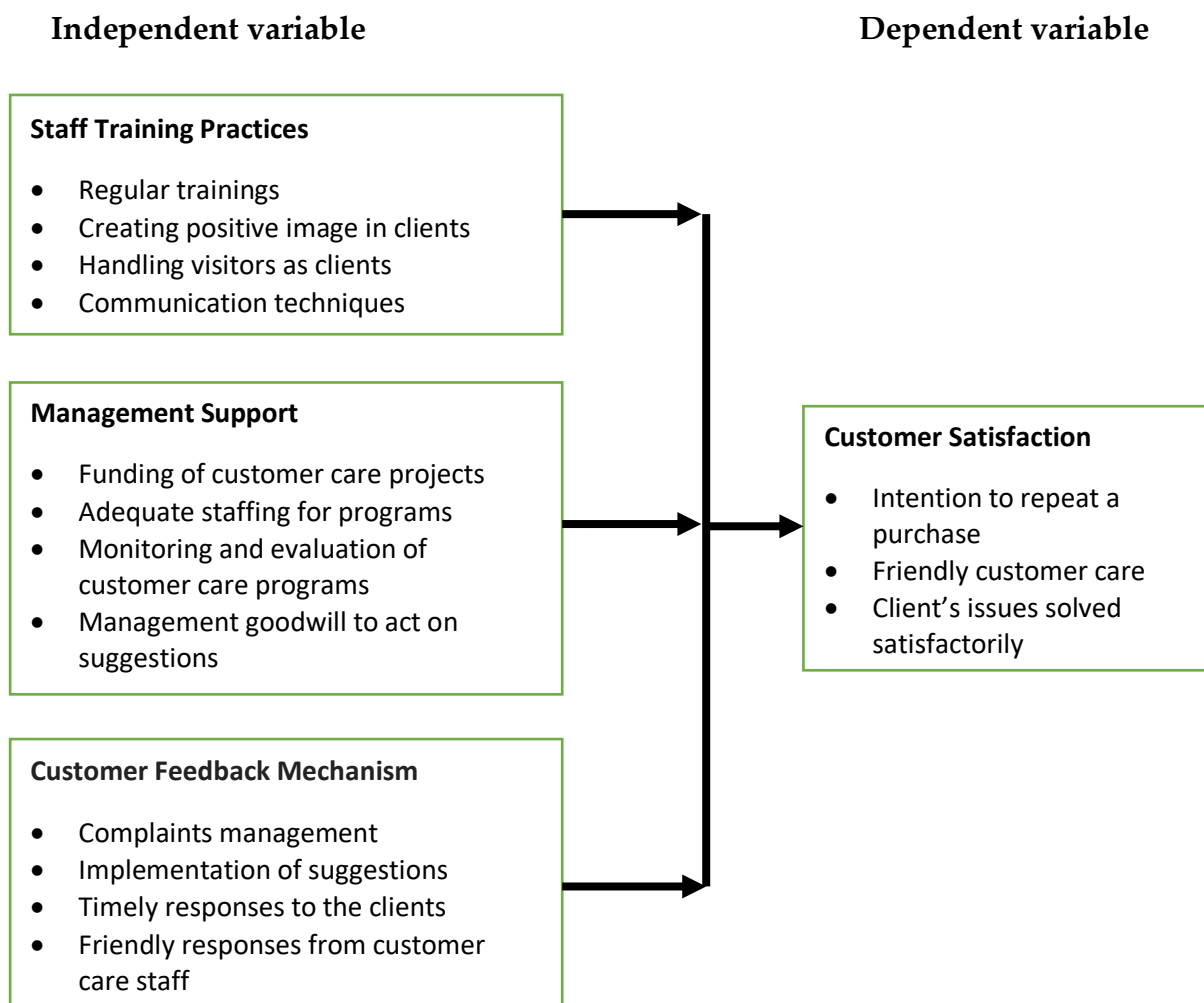


Figure 1: Conceptual Framework (Source: Author, 2020)

3. Methods

A cross-sectional descriptive study design was used. It was cross-sectional as it targeted a scope of respondents who visited the KEBS premises to seek various services. The selection of descriptive study design was based on the nature of the study which sought to describe the relationship between the three independent variables and the dependent

variable (customer satisfaction) (Mac-Naughton, 2020). Descriptive research designs offer opportunity to explain a research problem, and give detailed causal-effect relationships (McKim, 2017).

Target population represents the summation of elements from which a researcher intends to make inferences (Ellis-Barton, 2016). In this case, the focused target population were the internal customers at KEBS (staff), and the external staff members who visited the organization's headquarters for services. The customers were a mix of external stakeholders including suppliers and clients who visited KEBS for services.

Since many customers visit KEBS, and the data collection was conducted in one month, the average number of clients visiting the premises were estimated at a minimum of 2000 per month (KEBS, 2020). From the 2000 estimated clients per month, about a third (600 persons) were suppliers, while the remaining 1400 were clients seeking other related services.

The study adopted random sampling procedure to achieve the calculated sample. Clients visiting the KEBS premises were randomly selected until the number expected was achieved. The number of internal staff was also randomly selected, with the respondents being issued with the questionnaires. Gravetter and Forzano (2018) indicated that having a random selected sample led to improved quality of data as bias is minimized. The random sampling design was used as the population sample was heterogeneous. A sample of 126 respondents was attained. Questionnaires were the only instruments used for data collection in the study. The quantitative data collected was collated with secondary information from other previous studies done on the area of customer satisfaction.

Two types of analyses were conducted, including descriptive analysis (inferential statistics), and linear regression. Inferential statistics were used including mean, standard deviations, percentages, frequencies (Boechat & Venturini, 2016). Linear regression was used to explain the nature of relationship/association between the dependent and the independent variables.

4. Findings

The study focused on sampling 126 respondents where a total of 125 respondents were able to fill in the questionnaire, representing a 99.2% response rate. The reliability outcome for the three independent variables were good as their Cronbach Alpha value was above 0.7.

From the sampled respondents, it was found that majority of them were male who contributed about 63% of the respondents (customers at KEBS) while females contributed about 37% of the total sampled. majority of the respondents aged 31-40 years contributed 47% of the customers while those above 41 years made 23% of the total sampled persons. The least age group was those below twenty (20) years as they contributed about 9% of the total sampled respondents. It was observed that majority of the respondents at 35% had diploma education as their highest level of education while those with secondary

education formed 13.3%. Respondents with bachelor degree and masters and other post-graduate level as their highest education were 28.3% and 23.3% respectively. About 50% were customers visiting the KEBS premises while about 33.0% and 17.0% were parastatal staffs and suppliers/contractors respectively.

4.1 Staff Training Practices

Variables under staff training included effective customer service training strategy, creation of good KEBS ambassadors, and complaints handling. Other variables that were measured included having the customers' attention through recognizing them, having regular trainings, creating positive image among the clients, appreciation of clients and communication techniques.

Table 1: Summary of findings on customer service training

Statements on staff training	Strongly agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly disagree (%)
KEBS has an effective Customer Service training program	28.9	57.0	1.7	10.7	1.7
The KEBS staff embrace becoming good brand ambassadors	21.6	56.0	0.8	12.8	8.8
KEBS trains its staff on complaints Handling	38.7	32.3	2.4	21.8	4.8
KEBS staff at the reception are well training and informed on all services	22.4	49.6	3.2	20.0	4.8
KEBS conducts regular staff trainings to improve customer satisfaction	20.0	53.6	4.8	17.6	4.0
There is a positive image among the clients on how KEBS provides services	25.2	39.8	4.9	26.8	3.3
When visitors arrive at the reception, they are welcomed and feel appreciated	36.4	41.3	2.1	19.4	0.8
The staff are trained on communication techniques	24.2	53.2	2.4	18.4	1.8

From the data collected, it was found that KEBS had an effective customer service training strategy since about 86% of the respondents agreed to the statement. It was also observed that about 12.4% of the respondents disagreed on whether KEBS had an effective customer service training strategy. In having an effective customer service strategy, the staff are able to point out the areas that need emphasis and further training. The strategy also enhances responsiveness of the management to the issues raised by KEBS clients and thus placing them on strategic places where clients can see them, and request or demand quality service based on the provisions made by KEBS. A study by Ahmad and Kamal, (2009) on organizations using their strategic policy documents to influence customer satisfaction held that having customer service charters, and other policy documents enhanced customer satisfaction. Another study by Pena et al (2013) noted that customer satisfaction was likely to increase following capacity building of the staff. The study

further pinned that informed customers were able to demand service as per the displayed policy documents thus improving the responsiveness of the organization.

The study found out that about 73.6% of the respondents were satisfied and agreed that KEBS conducted regular trainings to improve customer relations. The findings were also strengthened by the study by Cary and Maureen (2009) who indicated that satisfactory corporate was akin to frequent staff training. Another aspect brought to the study was handling the visitors when they arrive at the reception desk. It was found out that 77.7% of the respondents were of the opinion that visitors are handled appropriately by the reception staff at KEBS. Training on reception of clients and proper handling and direction also boosts clients' satisfaction. There were about 20.2% of the staff who felt that there was no adequate and satisfactory reception at the entrance and main reception of KEBS, necessitating the need to suggest approaches like staff training on proper customer handling. A study by Olson and Dover (2009) indicated that customer satisfaction starts at the entry point of an organization and spreads across the staff and the image projected outside on media. Training of the persons receiving clients at the entrance to an organization, and other staff interacting with the clients on other platforms like social media improves capacity to handle clients satisfactorily.

4.2 Management Support

Management support was measured by components like collaboration between the top management and the customer care department, support of the implementation of the customer retention/satisfaction measures, provision of adequate resources to implement customer satisfaction strategies, and measuring whether the organization embraces and prioritizes customer satisfaction.

The study sought to establish how the respondents rated the sub-variables/items connected to management support. Respondents were asked to rate the statements based on their perception and experience with KEBS. The information is shown on table 2 as shown;

Table 2: Components of Management Support towards customer satisfaction

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
The top management and the customer care department work hand in hand	25.8	51.9	2.4	13.4	6.5
Our top management strongly supports the implementation of our customer retention/satisfaction measures	33.9	49.6	1.7	12.4	2.5
Our top management provided adequate resources for the enhancement of customer satisfaction-oriented measures	18.6	59.8	1.2	15.9	4.5
Customer satisfaction is regarded as high priority by our top management	14.5	65.1	3.6	13.6	3.2
Our top management was willing to take responsibility for the implementation of the Customer retention measure	12.4	61.0	3.1	19.2	4.3

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The management has provided adequate financing of customer care projects	16.8	59.2	4.5	16.8	2.7
The management has provided adequate staff to facilitate customer service delivery	28.7	47.1	3.4	16.7	4.1
There is management goodwill to act on suggestions towards improving customer satisfaction	33.9	40.3	7.4	13.5	4.9
There is periodical monitoring and evaluation of customer care programs to improve satisfaction	27.3	52.7	3.4	12.3	4.3

Source: Author, 2020.

Collaboration between and among departments is associated with improved performance of employees and the whole organization. Respondents were asked to agree or disagree whether the top management and the customer care department worked hand-in-hand to ensure efficiency and improvement of service delivery. About 25.8% and 51.9% of the respondents strongly agreed and agreed respectively that there was strong collaboration between the top management and the customer care department. There was about 13.4% and 6.5% of the respondents who opined that there were no adequate collaborative efforts between the two departments. A study by Pizam, Shapoval, and Ellis (2016) showed that there was strong links between top management efforts and the PR (public relations) or Customer Care Department highlighting the need for departments to strengthen each other in service delivery.

Customers usually give their views and opinions through channels like “suggestion boxes” or through the social media platforms. The giving of opinions and suggestions forms part of improvement by the organization but without implementation, then it becomes hard to realize the suggested opinions. It was noted that about 83.5% of the respondents felt that the top management strongly supported the implementation of customer satisfaction measures. About 14.9% of the respondents felt that there was no goodwill from the management to support implementation of the customer retention measures. Ruyter, and Wetzels (2010), indicated that when an organization resists change, especially those drawn from the customers, it is bound to fail and dissatisfy customers. The feeling by the customers that the organization does not implement customer suggestions can cause failure leading to dissatisfied clients.

Resources are key to realizing organizational goals and when the top management does not allocate adequate resources, then malfunctioning and shortcomings influence the performance of the organization. A number of respondents at 78.4% felt that KEBS provided adequate resources to influence the performance of the customer care desk. The other 20.3% were of the contrary opinion where they observed that KEBS was not allocating adequate resources to enhance service delivery and ultimately customer satisfaction. When the KEBS management prioritize customer satisfaction in their service delivery, then there is likelihood of resources being pumped in to improve service delivery. Management should factor in prioritizing customer satisfaction as about 16.8% felt that KEBS was not prioritizing customer satisfaction.

Adequate financing goes alongside resources where financing facilitates the desired changes. In many incidents, customer care departments are understaffed with the least resource and financial allocation, an aspect that cripples customer service in many organizations. KEBS was found to support and finance customer care projects with 76% of the respondents agreeing while 19.5% of the clients not agreeing whether or not there was adequate financing in the customer care department.

4.3 Customer Feedback Mechanisms

Customer feedback mechanisms are geared towards realizing the need to tailor services and goods to the needs of the customers. Through meeting customer needs, then the organization can improve service delivery. The study sought to establish whether the respondents had any complaint to KEBS, sought to know how it was solved, and whether the clients were satisfied with the way the complaints were handled.

Table 3: Components of Customer Feedback

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
KEBS has a strong customer feedback mechanism	34.4	43.7	1.2	12.5	8.2
KEBS assigns adequate time to respond to complaints	13.7	36.3	11.3	29.8	8.9
KEBS doesn't respond to complaints made	34.4	36.5	12.5	9.4	7.2
KEBS apologizes whenever a complaint is made	64.4	11.6	6.7	11.5	5.8
KEBS makes me feel valued	58.6	14.8	8.6	11.0	7.0
KEBS provides information about handling of complaints	45.6	51.2	0.0	3.2	0.0
KEBS employees are friendly and helpful	36.3	56.5	2.4	4.8	0.0

Source: Author, 2020.

About 78.1% of the respondents felt that KEBS has a strong customer feedback mechanism while 21.7% felt that the organization had no strong feedback mechanisms. A platform that encourages customers to interact with it presents an opportunity for improving customer satisfaction. A study by Casas-Arce et al (2017) found that organizations that had strong mechanisms for feedbacks were likely to have a significant influence on customer satisfaction. KEBS was also appreciated for dedicating adequate time to handle complaints. About half (50%) of the respondents felt that KEBS gave adequate time to handle their complaints while a good number of them at 38.7% felt that the organization did not set enough time to handle their complaints. The feeling by customers that the organization was not responding to their concerns is a significant reason to influence negative perception.

There was a perception that KEBS did not notice complaints made by the customers as 70.9% of the respondents were of the opinion that the organization did not care for the opinions and suggestions of customers. About 16.6% of the sampled

respondents felt that KEBS noticed filed complaints. A key concern by the customers (mostly external) felt that there was need by the customer care desk at KEBS and the concerned parties to offer an apology when a complaint is made. About 76% of the respondents were of the opinion that KEBS took responsibility and apologized for any mistake done. Over 17% of the respondents felt that KEBS does not apologize for any error or mistake done. Close to 73.4% of the respondents felt that KEBS made their customers feel valued. Close to 45.6% of the respondents strongly agreed that complaints were handled appropriately as compared to 3.2% who felt that complaints were not satisfactorily handled. KEBS employees are friendly and helpful as 36.3% and 56.5% strongly agreed and agreed respectively, making it 92.8% of respondents agreeing to the statement. A study by Zhu, Sun and Chang (2016) on the importance of caring for the customers indicated that service organizations were best placed when they focused on sharing information with their clients, as well as making the customer needs the priority, an observation that was also observed in this study.

4.4 Customer Satisfaction

Customer satisfaction was the dependent variable that the study intended to measure, against the other three independent variables. The dependent variable was measured by a number of items (sub-variables) that included overall customer satisfaction, having a repeat business with KEBS, satisfaction with the after sales services and satisfaction with the available opportunities for engaging the KEBS management.

Table 4: Rating of components of customer satisfaction

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
From the description and the attention, I have been given at KEBS, I am satisfied with customer service	37.7	58.2	1.6	2.5	0.0
The customer service at KEBS is good and thus, I can refer someone to KEBS	40.7	55.3	2.4	1.6	0.0
According to your description of a good customer care service, KEBS has good and friendly customer care.	15.7	82.2	0.0	2.1	0.0
I am satisfied with the way follow up is done at KEBS	21.2	71.8	1.7	5.3	0.0
I am satisfied with the available avenues for customer complaints	19.5	61.3	2.7	11.6	4.9
I am satisfied with the customer service strategies available at KEBS like security checks, front desk service and timely service	3.3	73.9	11.2	7.8	3.8
I am satisfied with customer service strategies and thus I have an intention of repeat business	26.7	52.7	3.8	11.6	5.2

Source: Author, 2020.

The overall satisfaction of the respondents was measured by how the respondents rated the statement on the overall satisfaction. About 95.9% of the respondents felt that they were satisfied with KEBS as an organization and that there was only 4.1% (2.5% disagreeing and 1.6% not sure) were not satisfied with the way KEBS was handling its customer satisfaction components. On the aspect of whether the respondent could refer another person to the services of KEBS, it was observed that 96% of the respondents could recommend the services of KEBS to their colleagues.

It was also observed that 98% of the respondents agreed that KEBS had good and friendly customer care. This translates to increased customer satisfaction when customer care is satisfactory and perceived good. Another component measured was satisfaction with the after-sale services that were given at KEBS, where 93% of the respondents agreed that they were satisfied. About 5.3% of the respondents felt that they were not satisfied with the after-sale services offered by KEBS.

In terms of the available opportunities for customer complaints, the study observed that there was a strategic suggestion box placed to receive written opinions and suggestions of clients. The study also sought to establish whether the respondents were satisfied with the customer service strategies offered by KEBS. About 77.2% of the respondents felt that they were satisfied with the customer service strategies in place while 11.6% were not satisfied with the available customer service strategies. In terms of having an intention to have a repeat purchase, over 79.4% of the respondents felt that they could have a repeat purchase, underlying the need to embrace customer satisfaction modalities for KEBS. The study by Rigby (2010) pointed that customer satisfaction was influenced by their intention to have a successful repeat engagement and having a positive perception of the organization.

The four variables were tested using the linear regression model to establish the nature of interaction or relation. The correlation and regression coefficients were used to explain the nature of relationship between the independent variables and the dependent variable.

4.5 Regression Analysis

The three variables of staff training, management support and customer feedback mechanisms contributed to about 62.9% of the variation of customer satisfaction in KEBS. This indicated that if the three variables could be catered for and improved, then KEBS would probably achieve an increase of about 63% in customer satisfaction. The other percentage (37%) points to other components that could interfere with customer satisfaction at the organization.

Table 5: Model Summary of Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802a	0.644	0.629	0.50877

a Predictors: (Constant), Staff Training, Management Support, and Customer Feedback Mechanisms

Source: Author, 2020.

The analysis of variance (ANOVA) is presented on table 6 that points to the identification of whether the model was significant.

Table 6: ANOVA Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.766	3	10.922	42.195	.002b
Residual	18.119	70	0.259		
Total	50.885	73			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Staff Training, Management Support, and Customer Feedback Mechanisms

Source: Author, 2020.

The information presented on the ANOVA table pointed out that the three independent variables had a significant influence on customer satisfaction since the significance at 0.05 CI was 0.002, below the required 0.05.

The regression coefficients on table 7 were used to show the relationship between the independent variables and the dependent variable.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.241	.518		-2.391	.020
Staff Training (X ₁)	.872	.098	.690	9.033	.000
Management Support (X ₂)	.385	.131	.241	2.753	.008
Customer Feedback Mechanism (X ₃)	.757	.094	.642	7.597	.000

a. Dependent Variable: Customer Satisfaction

As observed, the three variables had significant influence on customer satisfaction as their significant p values were below 0.05. Deriving the coefficients, the following linear relationship was established;

$$\text{Customer Satisfaction at KEBS} = \text{constant} + \text{Staff Training} + \text{Management Support} + \text{Customer Feedback Mechanism} + \text{Error term}$$

$$\text{Customer Satisfaction at KEBS} = -1.241 + 0.872X_1 + 0.385X_2 + 0.757 X_3$$

The constant was (-1.241) while the other three coefficients described X₁ staff training, X₂ (management support), and X₃ showed customer feedback mechanism.

5. Conclusion

The main objective of this study was set out to identify the effects of customer care strategies on customer satisfaction in government agencies. The researcher has found out

in this report that the level of customer care programs and strategies at KEBS is poor and that the level of customer care services offered is relatively poor. It was however found out that the few customer care services offered at KEBS are stable and reliable. The findings of the study further indicated that majority of KEBS customers are satisfied with KEBS Security and Front desk services. However, customers are not satisfied with KEBS parking space, service delivery time and institution guide. From the regression analysis, it was found that the three variables of staff training, customer feedback and management support contribute to 62.9% of the variation of customer satisfaction in KEBS. The model was significant as represented by ANOVA summary at alpha levels of 0.002. Staff training (sig. 0.00), management support (sig. 0.008) and customer feedback mechanism (0.00) was associated with significant changes in customer satisfaction.

5.1 Recommendations

This study addressed only three major customer strategies influencing customer satisfaction. The dependent variable, customer satisfaction, is a wide concept that is influenced by many other variables, such as customer service charters, pricing of services and products, turnaround time for service delivery, and proactive disclosure of information through stakeholder engagement forums and other channels. Therefore, a study on the other probable factors influencing customer satisfaction can be done.

On policy, KEBS and other government agencies need to have policies that focus on designing, implementing and evaluating customer satisfaction strategies. The agencies should also be made to have policies that allow staff to look into customer satisfaction gaps, and independently come up with solutions. Improving customer satisfaction should form part of the annual performance contracting targets.

Conflict of Interest

The authors certify that they have NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

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