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Strategic Customer Relationship Management and Service Delivery Within the National Police Service in Kenya. A Case of Lamu West Sub-County

Charles Kyalo Maeke[1*], Samwel Oresi[2], Evans Biraori Oteki[3]
[1]Business Department, Presbyterian University of East Africa
[2]Senior Lecturer and Head of Department, Presbyterian University of East Africa
[3]Senior Lecturer, Muranga University
Corresponding Email: charmaeke@gmail.com

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Abstract

This study examined the effect of strategic customer relationship management (CRM) on service delivery within the National Police Service (NPS) in Kenya, focusing on Lamu West Sub-County. The study investigated two key components of CRM: Customer experience management and Customer satisfaction monitoring. The study is grounded on Stakeholder Theory, and the study employed a descriptive design with a target population of 400 police officers in Lamu West Sub-County, from which a sample of 200 was drawn using Slovin's formula and proportionate stratified random sampling. Data analysis involved descriptive statistics and regression analysis. The findings revealed that customer experience management ($\beta = 0.198$, $p = 0.003$) and customer satisfaction monitoring ($\beta = 0.274$, $p < 0.001$) had a positive and significant influence on service delivery at the National Police Service in Kenya. The study concludes that CRM practices significantly influence service delivery within the NPS, with complaint handling being particularly impactful. Recommendations include improving customer experience within the NPS requires a shift toward citizen-centric policing. Officers should be trained in soft skills such as courtesy, active listening, and cultural sensitivity. The NPS should adopt structured tools such as periodic surveys, Net Promoter Scores (NPS), and service rating kiosks to measure public satisfaction. Data should be disaggregated by region, service type, and demographic to identify trends and disparities. These findings contribute to both theoretical understanding and practical applications of CRM in public sector organizations, particularly law enforcement, offering insights for enhancing police-community relations and improving service quality.

Keywords: *Strategic Customer Relationship Management, customer experience management, customer satisfaction monitoring, service delivery, National Police Service in Kenya, Lamu West Sub-County*

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1. Introduction

Service delivery is a critical aspect of public administration, particularly in law enforcement agencies such as the National Police Service (Albrecht, 2021). It encompasses a range of activities and interactions through which public services are provided to citizens, including

crime prevention, law enforcement, community engagement, and public safety (Peak, 2021). Effective service delivery is crucial for maintaining social order, ensuring public safety, and fostering trust between the police and the communities they serve (Stanislas, 2021). In recent years, there has been a growing emphasis on improving service delivery in police forces worldwide, with a focus on customer-centric approaches and strategic management practices (Albrecht, 2021; Peak, 2021).

The concept of service delivery in policing has evolved significantly over the past few decades (Camlibel et al., 2021). Traditionally, police forces were primarily focused on crime prevention and law enforcement. However, there has been a paradigm shift towards a more community-oriented approach, emphasizing the importance of public satisfaction and trust in police services (Kimolo et al., 2021). This shift has led to the adoption of various strategies aimed at improving service delivery, including the implementation of customer relationship management techniques, community policing initiatives, and the use of technology to enhance police responsiveness (Ogola et al., 2021; Camlibel et al., 2021).

Police services face numerous challenges in delivering high-quality services to the public (Albrecht, 2021). These challenges include resource constraints, organizational inefficiencies, inadequate training, and difficulties in adapting to changing public expectations (Maina et al., 2021). In many cases, these issues lead to poor response times, inadequate crime prevention strategies, and a lack of community engagement, all of which negatively impact public perception of the police force (Waruiru & Rugami, 2022). Additionally, police services must balance traditional law enforcement duties with the growing demand for more responsive and customer-oriented services, which can create tensions in resource allocation and organizational priorities (Albrecht, 2021; Maina et al., 2021).

One of the key challenges in police service delivery is the need to maintain public trust while effectively carrying out law enforcement duties (Camlibel et al., 2021). This challenge is particularly evident in contexts where there is a history of strained relations between the police and certain communities (Mutua, 2022). Addressing this issue requires not only improvements in operational efficiency but also efforts to enhance transparency, accountability, and community engagement (Onyango, 2021). Police services must also contend with the challenge of adapting to technological advancements, both in terms of leveraging new technologies to improve service delivery and in responding to new forms of crime enabled by technology (Camlibel et al., 2021; Mutua, 2022).

The implementation of strategic customer relationship management (CRM) in police services represents a significant shift in approach to service delivery (Kimolo et al., 2021). CRM in this context involves the use of various strategies and technologies to manage and analyze customer interactions throughout the customer lifecycle, to improve service quality and customer satisfaction (Ogola et al., 2021). In the police service, this can include mechanisms for gathering and responding to public feedback, handling complaints effectively, managing customer experiences, and monitoring overall satisfaction with police services (Sagwa, 2021). The adoption of CRM practices in policing reflects a growing recognition of the importance of public perception and satisfaction in determining the effectiveness of police services (Kimolo et al., 2021; Ogola et al., 2021).

In the United States, police service delivery has been a subject of intense scrutiny and reform efforts in recent years (Peak, 2021). American police departments have been implementing community-oriented policing strategies to enhance service delivery and build stronger relationships with the communities they serve. These strategies often involve increased foot

patrols, community outreach programs, and the establishment of community advisory boards. However, challenges persist, including issues of racial bias in policing, excessive use of force, and disparities in service delivery across different communities. The Black Lives Matter movement and high-profile cases of police misconduct have heightened public awareness of these issues and intensified calls for police reform and improved service delivery (Peak, 2021).

In South Africa, police service delivery faces significant challenges rooted in the country's historical context and ongoing social and economic inequalities (Bezuidenhout & Kempen, 2021). The South African Police Service (SAPS) has struggled to overcome the legacy of apartheid-era policing, which was characterized by racial discrimination and human rights abuses. Efforts to transform the police service have included reforms aimed at increasing diversity within the force, improving community relations, and enhancing professionalism. However, the SAPS continues to face challenges in terms of public trust, particularly in historically disadvantaged communities (Bezuidenhout & Kempen, 2021).

In Kenya, police service delivery has been a focus of reform efforts in recent years, driven by both domestic pressures and international support for police reform (Onyango, 2021). The National Police Service of Kenya has undergone significant changes since the promulgation of the 2010 Constitution, which established a new framework for policing in the country (Kimolo et al., 2021). These reforms have aimed to improve service delivery by enhancing professionalism, accountability, and community engagement within the police force (Ogola et al., 2021). However, the implementation of these reforms has faced challenges, including resource constraints, resistance to change within the police organization, and the persistence of corruption and human rights abuses (Onyango, 2021; Kimolo et al., 2021).

1.1 Problem Statement

Service delivery is of paramount importance in the National Police Service as it directly impacts public safety, trust in law enforcement, and the overall effectiveness of the police force. Effective police service delivery is crucial for maintaining social order, preventing crime, and ensuring the well-being of citizens (Albrecht, 2021; Stanislas, 2021). It forms the foundation of the relationship between the police and the communities they serve, influencing public perception, cooperation with law enforcement, and the overall stability of society. However, police forces globally, including in Kenya, face numerous challenges in delivering high-quality services to the public. These challenges include resource constraints, organizational inefficiencies, inadequate training, and difficulties in adapting to changing public expectations (Kimolo et al., 2021; Ogola et al., 2021). In many cases, these issues lead to poor response times, inadequate crime prevention strategies, and a lack of community engagement, all of which negatively impact public perception of the police force (Waruiru & Rugami, 2022). Additionally, police services must balance traditional law enforcement duties with the growing demand for more responsive and customer-oriented services, which can create tensions in resource allocation and organizational priorities.

Several studies have examined various aspects of service delivery in the National Police Service of Kenya, highlighting both progress and persistent challenges. Ogola et al. (2021) investigated the relationship between public trust and service delivery, revealing a strong correlation between public trust and perceived service quality, but also identifying a gap in trust-building mechanisms. Kimolo et al. (2021) analyzed the influence of policy formulation on service delivery, emphasizing the importance of evidence-based policy-making while noting a disconnect between policy formulation and implementation. Maina et al. (2021) explored the impact of employee involvement on service delivery, suggesting benefits of participatory

approaches but identifying challenges in implementation within the hierarchical police structure. Waruiru and Rugami (2022) examined the influence of police reforms on service delivery, finding uneven impacts across different areas. These studies reveal gaps in strategies to enhance public trust, translate policies into practice, foster employee involvement, and ensure consistent reform implementation across diverse policing environments.

Despite these valuable contributions, there remains a significant gap in our understanding of how strategic customer relationship management (CRM) practices can improve service delivery in the police force, particularly in specific local contexts such as Lamu West Sub-County. While previous studies have examined various aspects of police service delivery in Kenya, there is a lack of comprehensive research on the impact of CRM practices on service delivery in specific sub-counties. This gap in knowledge limits our understanding of how CRM strategies can be effectively implemented to address local challenges and improve police services in specific communities. Therefore, this study aims to address these gaps by examining the effect of strategic customer relationship management on service delivery within the National Police Service in Kenya. A Case of Lamu West Sub-County.

1.2 Research Objectives

i. To examine the influence of customer experience management on service delivery at the National Police Service in Kenya.
ii. To examine the influence of customer satisfaction monitoring on service delivery at the National Police Service in Kenya.

2. Literature Review

2.1 Theoretical review

Stakeholder Theory posits that organizations should consider the interests and influence of all parties affected by their operations—not just shareholders. Developed by R. Edward Freeman in the 1980s, the theory challenges the traditional profit-centric view of corporate governance by emphasizing ethical responsibility, long-term value creation, and inclusive decision-making. Stakeholders include employees, customers, suppliers, communities, regulators, and investors, each with varying degrees of power and legitimacy in shaping organizational outcomes.

In contemporary practice, Stakeholder Theory has gained prominence in strategic management, sustainability, and corporate social responsibility (CSR). Recent studies highlight its relevance in public institutions and universities, where balancing diverse stakeholder expectations—such as students, faculty, government, and donors—is critical for legitimacy and performance (Harrison et al., 2023). In Kenya, stakeholder engagement is increasingly vital in sectors like education, healthcare, and infrastructure, where participatory governance enhances transparency, accountability, and service delivery. The theory encourages organizations to build trust-based relationships and align strategic goals with societal needs.

2.2 Empirical review

2.2.1 Customer Experience Management and Service Delivery

Sari et al. (2023) conducted a comprehensive study in the banking sector, examining the impact of customer experience management practices on service delivery outcomes. The study focused on 201 customers of Bank Kalbar Syariah in Indonesia, using a purposive sampling technique. Data was collected through a questionnaire utilizing a 5-point Likert scale. The researchers employed Structural Equation Modeling (SEM) using AMOS 26 software for data analysis. The results revealed that effective customer experience management, particularly in terms of

complaint handling, had a significant positive impact on service delivery outcomes, as measured by customer loyalty ($\beta = 0.116$, t-value = 3.002, $p < 0.01$). This finding suggests that banks can enhance their service delivery and customer loyalty by implementing robust CEM strategies, especially in complaint handling processes.

Aboalganam et al. (2024) explored the relationship between CEM practices, service quality, and customer retention in the Jordanian healthcare sector. The study utilized a convenience sampling method to gather data from 417 respondents through online questionnaires. Employing Partial Least Squares Structural Equation Modeling (PLS-SEM), the researchers found that customer experience management, particularly in terms of complaint handling, played a significant moderating role in the relationship between service quality and customer retention ($\beta = 0.044$, t-value = 2.002, $p < 0.05$). This result underscores the importance of integrating CEM practices into service delivery processes to enhance overall service quality and customer retention in healthcare settings.

Adzhigalieva et al. (2021) conducted a systematic literature review to synthesize existing research on CEM and its impact on service delivery outcomes. While specific methodological details were not provided, their findings offer valuable insights into the broader landscape of CEM and service delivery. The researchers concluded that effective customer experience management practices, including complaint handling, have a positive relationship with service delivery outcomes such as customer loyalty. Importantly, they noted that this relationship is often mediated by customer satisfaction. This synthesis highlights the complex interplay between CEM practices, service delivery quality, customer satisfaction, and loyalty.

In the e-commerce sector, Rohmayati and Hidayat (2022) examined the impact of CEM practices on service delivery outcomes for Lazada, a prominent online marketplace. Their study involved 130 Lazada customers and employed Structural Equation Modeling using PLS Wrap for data analysis. The findings revealed a statistically significant positive relationship between CEM practices, particularly complaint handling, and customer satisfaction with service delivery (Path coefficient = 0.23, $p < 0.01$). This result emphasizes the critical role of effective customer experience management in enhancing service delivery and customer satisfaction in the rapidly growing e-commerce industry. Collectively, these studies provide robust evidence for the positive impact of customer experience management practices on service delivery outcomes across different sectors. The consistency of findings across diverse methodologies - from large-scale surveys analyzed with advanced statistical techniques to comprehensive literature reviews - strengthens the validity of this relationship. The studies demonstrate that effective CEM practices can enhance service delivery quality, increase customer satisfaction, and improve customer loyalty and retention rates.

The research also highlights the multifaceted nature of CEM and its impact on service delivery. Factors such as complaint handling, service quality, and customer satisfaction emerge as key components in the relationship between CEM and service delivery outcomes. This suggests that organizations should adopt a holistic approach to CEM, integrating various practices into their overall service delivery strategy.

In conclusion, the empirical evidence strongly supports the notion that investing in comprehensive customer experience management practices can yield significant benefits in terms of improved service delivery and customer outcomes. Organizations across various sectors would benefit from prioritizing the development and implementation of robust CEM strategies as an integral part of their service delivery processes.

2.2.2 Customer Satisfaction Monitoring and Service Delivery

Mogire, Kilbourn and Luke (2023) conducted a comprehensive study on customer satisfaction with last-mile delivery in Kenya, focusing on the online customer perspective. Their methodological approach was quantitative, utilizing an online survey to collect data from 467 online customers in Nairobi. The researchers employed both descriptive statistics and mixed model ANOVA for data analysis, providing a robust statistical foundation for their findings. The study's statistical findings offered valuable insights into customer satisfaction levels across different aspects of service delivery. Users of online services were found to be most satisfied with delivery options, with a mean satisfaction score of 3.5545 on a 5-point scale. In contrast, non-users expressed highest satisfaction with delivery fees, scoring a mean of 3.2389. Interestingly, both users and non-users reported lowest satisfaction with returns, with mean scores of 2.8731 and 2.6056, respectively. A key finding of the study was the statistically significant difference in satisfaction with delivery options between users and non-users ($p=0.009$). This suggests that experience with the service significantly influences customer satisfaction levels, particularly regarding delivery options.

Kimilu et al. (2020) explored the influence of customer care systems on service delivery in county governments in Kenya. Their research employed a mixed methods design, combining qualitative and quantitative approaches to provide a comprehensive understanding of the topic. The study sample comprised 431 respondents from various county governments, ensuring a broad representation of perspectives. For data analysis, the researchers utilized a combination of descriptive statistics, correlation analysis, and chi-square tests. This multi-faceted analytical approach allowed for a nuanced examination of the relationship between customer care systems and service delivery. The statistical findings of this study were particularly striking. A strong positive correlation was found between customer care systems and service delivery ($r=0.584$, $p<0.001$), indicating that improvements in customer care systems were associated with enhanced service delivery. Furthermore, a chi-square test revealed a significant relationship between these variables ($\chi2=129.78$, $p<0.001$), further reinforcing the importance of customer care systems in service delivery.

Mohamoud & Mash (2020) evaluated the quality-of-service delivery in private sector primary care clinics in Kenya through a descriptive patient survey. Their methodological approach involved a descriptive cross-sectional survey design, with data collected from a sample of 378 patients across 13 primary care clinics. The researchers utilized the General Practice Assessment Questionnaire (GPAQ), a validated tool for assessing patient satisfaction and experience. Data analysis in this study involved both descriptive and inferential statistics, providing a comprehensive view of patient satisfaction levels and their correlates. The statistical findings were overwhelmingly positive, with 98.6% of patients reporting satisfaction with their overall experience, and 83% indicating they were likely to recommend the practice to others. A particularly interesting finding emerged when examining satisfaction levels across different demographic groups. Employed patients were found to be significantly more satisfied than unemployed individuals, students, or retirees ($p<0.001$). This suggests that employment status may be an important factor in patient satisfaction with primary care services.

Wesonga & van der Westhuizen (2023) investigated the effect of performance contracting on public service delivery among employees in Huduma Centres in Western Kenya. The study employed a correlational survey design, collecting data from a sample of 250 employees across various Huduma Centres. Data collection was carried out using questionnaires, and the analysis primarily involved regression analysis. The statistical findings of this study provided strong evidence for the positive impact of performance contracting on service delivery. The regression

analysis revealed that performance contracting explained 60.1% of the variance in service delivery (R2=0.601), indicating a substantial effect. Moreover, a significant positive relationship was found between performance contracting and service delivery ($p<0.05$), further supporting the importance of performance contracting in enhancing service delivery.

These empirical studies collectively provide robust evidence for the importance of customer satisfaction monitoring and various organizational practices in enhancing service delivery across different sectors in Kenya. The diverse methodological approaches and consistent findings across studies lend credibility to the conclusion that customer-focused practices, including satisfaction monitoring, customer care systems, and performance contracting, play a crucial role in improving service delivery outcomes.

3. Methodology

The study adopted a mixed research design. Mixed Research design refers to a methodological approach that integrates both qualitative and quantitative research techniques within a single study to provide a more comprehensive understanding of a research problem. The target population comprised 400 police officers working within the National Police Service in Kenya. A Case of Lamu West Sub-County. This target population was ideal for the study because they are directly involved in implementing CRM practices, have first-hand experience of service delivery processes, and represent various ranks within the police service, providing a comprehensive view. The study used Slovin's formula to compute a sample size of 200, which was selected using proportionate stratified random sampling. Primary data was collected using semi-structured questionnaires. Data analysis involved descriptive statistics and regression analysis.

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics for Customer Experience Management

This subsection evaluated officers' perceptions of customer experience management within the National Police Service (NPS) in Lamu West Sub-County, Kenya, through five indicators: creating positive interactions at every customer touchpoint, providing officers with training in communication and conflict resolution skills, tailoring customer experience strategies to various cultural contexts, implementing clear guidelines for excellent customer service, and leveraging technology to enhance experiences across multiple channels. These indicators assessed how well the NPS fostered positive police-public interactions, a key aspect of CRM aimed at improving service delivery. As shown in Table 4.7, the means, standard deviations, and distribution patterns for each indicator were presented to provide a comprehensive view of these perceptions.

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Table 1: Descriptive statistics for customer experience management

Statements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean	Std. Dev
Positive interactions at touchpoints	13 8%	27 16%	57 34%	50 30%	20 12%	3.22	1.058
Training in communication skills	10 6%	25 15%	60 36%	52 31%	20 12%	3.28	1.015
Customer experience strategies tailored	12 7%	28 17%	55 33%	50 30%	22 13%	3.25	1.067
Clear guidelines for customer service	11 7%	26 16%	59 35%	51 31%	20 12%	3.27	1.034
Technology enhances customer experiences	9 5%	23 14%	62 37%	53 32%	20 12%	3.31	0.998
Average						**3.27**	**1.034**

As shown in Table 1, the indicator "Positive interactions at every customer touchpoint" recorded a mean of 3.22 (M = 3.22, SD = 1.058), with a distribution of 8% strongly disagreeing, 16% disagreeing, 34% neutral, 30% agreeing, and 12% strongly agreeing. South et al. (2022) categorized means between 2.51 and 3.50 as neutral, and Brown (2011) classified standard deviations from 0.76 to 1.25 as moderate agreement. The mean of 3.22 fell within the neutral range, with 42% of respondents (agree + strongly agree) viewing interactions positively, compared to 24% dissenting (disagree + strongly disagree), indicating a balanced perception with a slight favorable lean. The SD of 1.058 reflected moderate agreement, suggesting a reasonable level of consensus among officers, though some variability existed in their views. This perception aligned with Service-Dominant Logic, which emphasizes co-creation between service providers and the public to enhance value (Vargo & Lusch, 2004). Albrecht (2021) noted that positive interactions at touchpoints were critical for building trust in policing, a finding this study supported, while Kimolo et al. (2021) linked such efforts to improved service quality in Kenya. Maina et al. (2021) suggested that gaps in officer engagement, possibly due to hierarchical constraints or inconsistent training, could explain the moderate variability observed in the SD. This study's results supported Sari et al. (2023), where effective customer experience management significantly boosted loyalty in banking contexts, though the policing environment here introduced operational nuances that tempered the strength of agreement, reflecting a focus on duty over purely customer-centric outcomes.

4.1.2 Descriptive Statistics for Customer Satisfaction Monitoring

This subsection evaluated officers' perceptions of customer satisfaction monitoring within the NPS, focusing on five indicators: customer satisfaction levels being regularly measured and analyzed, satisfaction data being used to set improvement targets, robust methodologies existing for collecting satisfaction data, satisfaction monitoring identifying specific areas of strength and weakness, and technology being used to collect and analyze satisfaction data in real-time. These indicators assessed efforts to track and enhance public satisfaction with police

services. As shown in Table 2, the means, standard deviations, and distribution patterns were detailed to provide a thorough analysis.

Table 2: Descriptive statistics for customer satisfaction monitoring

Statements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean	Std. Dev
Customer satisfaction levels are regularly measured	10 6%	24 14%	58 35%	55 33%	20 12%	3.30	1.020
Satisfaction data is used to set improvement targets	12 7%	26 16%	60 36%	50 30%	19 11%	3.23	1.035
Robust methodologies for collecting satisfaction data	11 7%	25 15%	57 34%	52 31%	22 13%	3.29	1.048
Satisfaction monitoring identifies strengths/weaknesses	9 5%	23 14%	61 37%	54 32%	20 12%	3.32	1.010
Technology used for real-time satisfaction data	13 8%	27 16%	56 34%	51 31%	20 12%	3.22	1.055
Average						**3.27**	**1.034**

As indicated in **Error! Reference source not found.**, "Customer satisfaction levels are regularly measured and analyzed" recorded a mean of 3.30 (M = 3.30, SD = 1.020), with 6% strongly disagreeing, 14% disagreeing, 35% neutral, 33% agreeing, and 12% strongly agreeing. South et al. (2022) categorized this mean as neutral, with 45% positive responses (agree + strongly agree) versus 20% negative (disagree + strongly disagree), suggesting a perception leaning toward agreement. The SD of 1.020 indicated moderate agreement (Brown, 2011), reflecting a reasonable consensus with some variation among officers. This perception aligned with Expectancy-Disconfirmation Theory, which emphasizes monitoring to align services with public expectations (Oliver, 1980). Peak (2021) linked regular measurement to trust-building in policing, a view that this supported, while Kimolo et al. (2021) noted its role in assessing service quality in Kenyan contexts. Onyango (2021) highlighted gaps in consistent monitoring due to resource constraints, explaining the moderate variability in the SD. This finding supported Mogire et al. (2023), where satisfaction monitoring tied to delivery options showed significant effects, though the policing context here moderated the strength, reflecting operational priorities over comprehensive satisfaction tracking as of February 28, 2025.

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4.1.3 Descriptive Statistics for Service Delivery

This subsection evaluated officers' perceptions of service delivery within the NPS, using six indicators: demonstrating high levels of responsiveness to public needs, ensuring consistent delivery of high-quality services, improving public trust in police services, implementing effective crime prevention strategies, adapting well to changing public expectations, and supporting effective service delivery through resource allocation. These assessed overall service effectiveness. Results are presented in Table 3.

Table 3: Descriptive Statistics for Service Delivery

Statements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean	Std. Dev
High levels of responsiveness to public needs	11 7%	25 15%	58 35%	53 32%	20 12%	3.28	1.032
Consistent delivery of high-quality services	13 8%	27 16%	56 34%	51 31%	20 12%	3.22	1.058
Public trust in police services has improved	15 9%	30 18%	55 33%	47 28%	20 12%	3.16	1.070
Effective crime prevention strategies in place	10 6%	24 14%	60 36%	53 32%	20 12%	3.29	1.020
Adapts well to changing public expectations	12 7%	26 16%	57 34%	52 31%	20 12%	3.25	1.045
Resource allocation supports service delivery	14 8%	28 17 %	54 32%	50 30%	21 13%	3.22	1.060
Average						**3.24**	**1.048**

Table indicates that "High levels of responsiveness to public needs" had a mean of 3.28 (M = 3.28, SD = 1.032), with 7% strongly disagreeing, 15% disagreeing, 35% neutral, 32% agreeing, and 12% strongly agreeing. South et al. (2022) classified this as neutral, with 44% positive versus 22% negative, leaning toward agreement. The SD of 1.032 indicated moderate agreement (Brown, 2011). This aligned with Albrecht (2021) on responsiveness enhancing trust, and Ogola et al. (2021) on its role in Kenyan policing. Maina et al. (2021) noted operational gaps, supporting Kimilu et al. (2020).

4.2 Regression Analysis

Regression results indicated $\beta = 0.198$, $t(162) = 3.046$, $p = 0.003$, rejecting the null hypothesis and confirming a significant positive effect on service delivery perceptions. Further, regression analysis showed $\beta = 0.274$, $t(162) = 3.971$, $p < 0.001$, rejecting the null hypothesis and confirming a significant positive influence on service delivery perceptions.

5. Conclusion

For customer experience management, statistical significance was confirmed ($\beta = 0.198$, $p = 0.003$), though it exerted the smallest influence. This indicates that while positive interactions matter, their effect is less pronounced, possibly due to operational focus over customer-centricity. The neutral perceptions and moderate variability suggest acceptance but inconsistent application, implying that cultural tailoring and training need refinement to maximize impact. This finding suggests a foundational role in service delivery, with potential for greater effect through enhanced consistency and resources, shaping trust incrementally rather than dramatically.

The objective of customer satisfaction monitoring's effect showed strong significance ($\beta = 0.274$, $p < 0.001$), affirming its substantial influence. This reflects a perception that tracking satisfaction improves service alignment with public needs, supported by moderate agreement in data use. Variability suggests resource or methodological constraints, indicating untapped potential for real-time insights. This has implications for proactive service adjustments, enhancing trust and quality, though its effect, while strong, is secondary to complaint handling, suggesting a complementary rather than dominant role in policing improvements.

6. Recommendations

Improving customer experience within the NPS requires a shift toward citizen-centric policing. Officers should be trained in soft skills such as courtesy, active listening, and cultural sensitivity. Service touch points—such as reporting desks, patrol interactions, and community forums—should be redesigned to reduce bureaucracy and enhance dignity. Regular experience audits, including mystery citizen visits and satisfaction surveys, can help identify pain points and guide continuous improvement.

The NPS should adopt structured tools such as periodic surveys, Net Promoter Scores (NPS), and service rating kiosks to measure public satisfaction. Data should be disaggregated by region, service type, and demographic to identify trends and disparities. Results must be shared transparently with stakeholders and used to set performance targets for stations and officers. Integrating satisfaction metrics into annual performance reviews will institutionalize accountability and foster a culture of service excellence.

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