

## The Effect of Task Culture on Service Delivery Among Employees

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**Abstract:** Service organizations rely on mainly employees to meet the needs of customers in order to generate revenue. The effectiveness of such organizations in delivering quality service can be improved by diagnosing organizational culture. The aim of this study is to expand the base of knowledge by testing the effects of task culture on service delivery among the employees of Water and Sanitation Company limited in Eldoret (ELDOWAS). The study adopted descriptive research approach to explore the effect of task culture on service delivery. In this study, primary data was collected through questionnaires from employees. Census inquiry method was adopted where all the 225 employees were involved in data collection. The sample frame in this research included departmental heads field officers and other support staff. Data was analyzed using descriptive and inferential statistic using the SPSS version 20 and presented on tables. The study found that there was a positive relationship between task culture and service delivery among the employees ( $r=.353$ ,  $n=180$ ,  $p<.01$ ). The task culture therefore significantly affects the service delivery of employees at ELDOWAS. Task culture is therefore an important ingredient in effective organizational performance. Task culture influences performance in the sense that its content can be either an asset aspect or liability aspect. In conclusion management should put a lot emphasis on task culture since it triggers employees to give more willingly to their organization. Task culture is also very important since enable employees to learn from one another and seek assistance where they are not perfect.

**Keywords:** Task culture, Service delivery

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### I. Introduction

Task culture is one the elements of organization culture in relation to Harrison, R., and stokes, H. (1992). According to Williams, Dobson, & Walters, (1993), Organizational culture can be defined as relatively stable beliefs, attitudes and values that are held in common among organizational members' shared normative beliefs and shared behavioral expectations. Organization culture according to Ashkanasy, Broadfoot, & Falkus, (2000) plays a central role in understanding organizational behavior which contributes a lot to the service deliver by employees. From this perspective, organizational culture can be seen as a means by which organizations incorporate internal processes in order to survive and compete with other organizations offering the same services. Task culture which also known as achievement orientation is a type of organisational culture that is aligns to employees with a common vision or purpose (Harrison & stokes, 1992). The task culture relies on the organization's common vision or purpose by adapting to the organisation's mission to attract and trigger employees' personal energy in the pursuit of common goals, where the organisation's mission is used to focus the personal energy of the organisation's employees (Harrison & stokes, 1992). Systems and structures are necessary in an achievement-oriented organisation, and are in place to serve the organisation's mission (Harmse, 2001). These systems and structures are more likely to be altered when alterations in the mission occur, and are therefore more flexible than the rules of law of the role orientation. This means the organization can align things in a way that enhances service delivery among the employees by coming up with organization mission that enhances common mission and vision.

The advantage of this type of culture towards service delivery is that employees give more willingly to their organisation because employees make their contributions more freely in response to their commitment to the shared purpose, and as a result, the entire organization prospers (Harrison & stokes, 1992). This implies that with this type of culture both aspects of the interaction between social and organizational cultures were taken into account Khilji, (2003). This will contribute greatly to individual behavior that will enhance employee participation, goal setting and individual growth across social cultural contexts. In the U.S., Australia, Canada, New Zealand and the U.K., employees have indicated that an organizational culture characterized by strong self-actualizing and self-determination behaviors, among employees is preferred Szumal,(2001) This means that organization with this type of culture is more likely to prosper in terms of service delivery due to commitment and shared purpose among the employees. Task orientation organisation also has advantages in the enthusiasm, high energy, and involvement of the employees of the organisation, even though these may also become disadvantages to the organisation (Harmse, 2001). The high energy and involvement of employees within this culture type is often difficult to sustain because employees may be subject to burnout and disillusionment when

results are not achieved (Harrison & Stokes, 1992). But according to Moorhead and Griffin (2001:519), culture can be sustained by reinforcing the behaviours of employees as they act out the cultural values and implement the organization's strategies. This can also be adopted by the organization by but more emphasis on task culture to enhance employee's performance which is a good remedy to service delivery. This means that if the intended results by employees is not achieved they may end up giving up or losing moral which may affect the organization negatively in terms of service delivery.

The achievement orientation also has a disadvantage in the fact that these organisations are often not well organized because employees lack the necessary time for objective planning, and they may rely on the common mission to organize their work (Harmse, 2001). When the mission takes on different forms for various parts of the organization it may lose unity of effort (Harrison & Stokes, 1992). This means that task culture is a type of organization culture that places a high priority on appropriate and constructive relationships among employees. Hence it has been shown to result in both high satisfaction and high productivity in the workplace (Cooke & Szumal, 2000, Cooke & Lafferty, 1987). This means that for the organization to deliver more effectively all employees must be forecast towards common vision and mission. Employees must identify with the organization and wants to continue actively participating in it. They must be willingness to remain with a firm in the future. Willingness to expend effort in their accomplishment, and intentions to continue working for the organization in the future. Common vision and mission is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group. According to Aswathappa, (2003) culture is created around critical incidents; where norms and beliefs arise around the way members respond to these critical incidents. This means that can be a source of unity which can be used to as a tool by the organization to enhance service delivery among employees.

### **1.2 Statement of the problem**

Many researches (Danison 1990: Johns and Saks 2005 Dasanayake and Makalanda 2008) suggest that there is no agreement on the precise nature of there relationship between organizational culture and service delivery. To them there is no causal relationship between organization culture and service delivery. But according to Kandula, (2006) a key to service delivery is a strong organizational culture. (Magee, 2002) also contend that without considering the role of task culture on service delivery employee's performance could be counterproductive because the two are interdependent. Because of these contradictory results between task culture and service delivery further research is required to fill in the existing gap by providing literature in the related field which would be useful to Eldoret Water and Sanitation Company Limited and other organizations.

### **1.3 Research objective**

The aim of this study is to analyze the effect of task culture in quality service delivery.

### **1.4 Hypothesis**

**Ho<sub>1</sub>:** The task culture does not significantly affect service delivery among the employees.

## **II. Methodology**

This study adopted descriptive research design which was used to describe the effects of task culture on service delivery. The main research instrument that was used in this research was the questionnaires. The targeted population was 255 and the sampling design adopted was census where all employees were given chance to participate in this research. Data was collected by use of open and closed ended questionnaires. Data from questionnaires was summarized, edited, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Data was analyzed using descriptive and inferential statistics using Statistical Package for Social Sciences (SPSS) version 20. Data was presented in charts, graphs and tables. According to Creswell (2003) this is a technique for making inferences by systematically and objectively identifying specific characteristics of messages and using the same approach to relate trends.

## **III. Findings on Tasks Culture on Service Delivery**

The objective of the study was to establish the influence of task culture on service delivery among the employees. In establishing the relationship of the two variables the researcher intended to find out the role of task culture on service delivery and the results were presented in the Table below. Majority of the respondents strongly agreed that role of tasks culture on service delivery encourages common vision at workplace by employees with a mean of 4.60 (SD=0.49). A mean of 4.15 (SD=0.73) agreed that tasks culture encourages employees to give more willingly to their organization. Since task culture relies on the organization's common vision or purpose employees' will give more willingly without much pressure (Harrison & Stokes, 1992). Majority of the respondents strongly agreed that tasks culture encourages teamwork with a mean score of 4.65 (SD=0.57). From the study most respondents strongly agreed that role culture plays a very import role in meeting goals set by the organization by the employees this response had a mean score of 4.5 (SD=0.59).

**Table 1: Role of Tasks Culture on Service Delivery**

Response	Mean	Std. Dev.	Skewnes	Kurtosis Statistic	Std. Error
It encourages common vision at workplace by employees	4.60	0.49	-0.41	-1.85	0.36
Employees give more willingly to their organization.	4.15	0.73	-1.03	1.80	0.36
It encourages teamwork.	4.65	0.57	-1.42	1.03	0.36
Meeting goals set by the organization by the employees.	4.50	0.59	-0.73	-0.43	0.36

**Pearson Product Moment Correlation Coefficient**

Pearson Product Moment Correlation Coefficient was used to establish the influence of task culture on service delivery among the employees. There was a positive relationship between task culture and service delivery among the employees ( $r=.353, n=180, p<.01$ ), this indicated that an increase in task culture improves service delivery among the employees. Kotter & Rathgeber, (2005) asserted that employees who establish meaningful effort feel a sense urgency to achieve the goals and objectives of the organization. Kotter & Rathgeber, (2005) also noted that when employees are encouraged to participate in collaborative, interactive discussion forums in harmony with the organizational vision, they will be motivated to apply the organizational vision to their tasks.

**Table 2: Influence of Task Culture on Service Delivery among the Employees**

		Task	Service delivery
Task	Pearson Correlation	1	.353**
	Sig. (2-tailed)		.000
Service delivery	Pearson Correlation	.353**	1
	Sig. (2-tailed)	.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

b. List wise N=180

**IV. Discussion**

From the findings it was established that tasks culture encourages common vision at workplace and encourages employees to give more willingly to their organization. The tasks culture encourages teamwork and plays a very important role in meeting goals set by the organization by the employees. There was a positive relationship between task culture and service delivery among the employees ( $r=.353, n=180, p<.05$ ), this indicated that an increase in task culture improves service delivery among the employees. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

**V. Conclusion**

Responses from the participants in the study pointed out that task culture encourages common vision at work place which enhances service delivery by all the employees. With same vision in the organization all the employees are ready to give more willingly and sacrifice for the organisation which will enhance achievement of the set goal. This also encourages teamwork amongst the employees which may result to more benefit to the organization in terms of service delivery.

**VI. Recommendation**

Management should encourage common vision among the employees it triggers employees to give more willingly to their organization. Teamwork is also very important since employees will be in a position to learn from one another and seek assistance where they are not perfect.

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