An Assessment on the Effects of Power Culture on Service Delivery among the Employees of Eldoret Water and Sanitation Company, Kenya

Robert Onyango[1], Benedict Otieno[2], Joan Bii[2], Joseph Otieno[2]

[1]Eldoret National Polytechnic P.O Box 4461 Eldoret
[2]Kisii University 9014-30100 Eldoret

Abstract- The aim of this study was to expand the base of knowledge and to test the relationship between the component of organizational culture that is power culture effects on service delivery. The study adopted descriptive research approach to explore the impact of power culture on service delivery. In this study, primary data was collected through questionnaires from employees. Census inquiry method was adopted involving the 225 employees. The sample in this research included departmental heads field officers and other support staff. The power culture, as a predictor significantly affect service delivery of employees at ELDOWAS. There is a significant and positive relationship between power culture and service delivery.Where r=.845**and P<0.01 .Power culture is therefore an important ingredient in effective service delivery among employees. Culture influences performance in the sense that its content can be either an asset aspect or liability aspect.The study therefore concludes that employees cannot deliver their services well in an absence of strong leadership and management in the organization.Hence the study concludes that power culture should be given a lot of emphasis this is because the person in power should poses necessary qualities that can make employees perform better.

Index Terms- Power culture,Service delivery

I. INTRODUCTION

Culture within any organization is the value system that each member of the organization believes to be important and why they believe the organization is in existence. In the past 20 years, research focus has been shifting to the organization culture paradigm with a strong belief that the service delivery is attributable, at least in part, to it (Liu, Shuibo, & Meiyung, 2006). Mahmudah,(2012) reports a significant relationship between organization culture and service delivery.Services account for more than two thirds of the Global economy accounting for 72% of the GDP of developed nations and a high GDP share in developing economies (The World Bank, 2007. Beyond their own dynamism services have a wider impact on economic growth providing support to other industries (Malhotra, Ulgado, Agarwal, Shainesh, & Wu, 2005).

Culture, in an organizational widest sense, embodies deepest beliefs about work, and guides employees decisions and actions. Creating changes in role and behavior is dependent on achieving a shift in values and attitudes, not by management edict, but by creating a culture of a shared vision for the future.(Pattison & Williamson, 2016). According to (Kandula, 2006)the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. In fine it can be inferred that a positive and strong culture can make an average individual to perform and achieve brilliantly conversely a negative and weak culture may negate the performance of an outstanding employee hence compromising on service delivery. Therefore organizational culture has an active and direct role in performance management (Ahmad, 2012).Organizational culture is correlated with job satisfaction (Anis et al. 2011; Sharma & Bajpai, 2010), job performance (Bergman et al., 2000; Samad, 2007; Ward & Davis, 1995; Yousef, 2000) and employee retention (Anis et al. 2011).It is therefore incumbent upon organizations to develop a positive organization culture as Job satisfaction,job performance and employee retention remains a hallmark of service delivery.

According toHandy, (1999) organizational cultures are classified into four Major types that is power culture, role culture , task culture and person or support culture .This study focused on power culture and its effects on service delivery. Power culture is observed as a political system in which those who have the power also have the right to manage it and even change it. Neboisa,(2012) points out that man is not a rational being but a political being willing to submit to the will of the more powerful. He further argues that power culture consists of the leader or management reaching a decision regarding the solving of a problem ,and then communicating to their followers and organization on how ,when and who will implement the change which will solve a problem which can guarantee service delivery.Handy, (1999) illustrates that power culture organizations can respond quickly to events, but they are dependent on their continued support on the abilities of the people at the Centre, succession is a critical issue .He further argues that if managers get this culture right, it can result in a happy, satisfied organization that in turn can breed quite intense commitment to corporate goals hence effective service delivery. According to Martin, (2005) Power cultures requires that much faith is put in the individual and little in committees or teamwork.(Harrison & stokes, 1992)Also pointed out that an organization that is power-oriented is based on biasness in access to resources, where a resource in this case may include anything one person controls that another person is in need of. This type of culture is rational when power holder is comprehends what is

anticipated of him and at the time he has the necessary qualities that will enable him to influence employees behavior in line with the organization objectives and expectation. This culture is appreciated for its ability to aid in fastest realization of results but has the disadvantage of destruction of motivation, loyality and increase in employee turnover thus compromising on service delivery (Neboisa, 2012).

Most studies have examined the impact of culture on service delivery in terms of general western/eastern background (Mok & Armstrong, 1998).In a study of Hong Kong and Australian managers, Lok & Crawford, (2004)found a positive effect of organization culture on employee performance.(Abdul Rashid, Sambasivan, & Johari, 2003)based on a study of Malaysian companies that organization culture contributes to superior performance. However, (Aluko, 2003) found evidence on the effect of OC on the performance of textile firms.In Kenya (Njugi & Agusioma, 2014)in their study on Effect of Organisation Culture on Employee Performance in Non-Governmental Organizationsfound organization culture has a great influence on performance as it dictates how things are done.However non of these studies looked at the effects of power culture on service delivery leaving a gap in literature.Besides Mahmudah, (2012)reports a significant relationship between organization culture and service delivery. However (Lahiry, 1994) indicated a weak association between organization culture and performance.These points to mixed results hence the issue of examining the interactions between power culture and service delivery remains of considerable importance for both the academia and practice. It's in in this premise that the study was designed to fill in the existing gap in literature by assessing the effects of power culture on service delivery.

Statement of the problem

The reason for existence of organizations is service delivery to customers which is an index of organization performance. According to Kandula, (2006) the key to good performance is a strong culture.A strong organization culture is therefore a driving force to achieve superior service delivery as it engenders confidence, commitment and adherence to ethical behaviors amongst employees while reducing stress .But According to Njugi & Agusioma, (2014)most organizations pay high premiums to the reward systems at the expense of cultural activities. Organizational practitioners continue to be bedeviled by a lot of management problems that have their roots in organizations cultures that impedes service delivery (Aluko, 2003).However most studies have examined the impact of organization culture on service delivery in terms of general western/eastern background (Mok & Armstrong, 1998). The prevailing view is that the developing countries cultural context is different from developed countries with the western culture such that western-derived and tested arguments cannot be used to explain and understand organizational problems in developing African countries (Blunt & Jones, 1992). Kandula, (2006)further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. Presently there is considerable body of knowledge on the relationship between organization culture and service delivery while non on the effects of power culture on service delivery

.These altogether has motivated the design of the current study to assess the effects of power culture on service delivery amongst ELDOWAS employees.

Objective

To determine the effect of power culture on service delivery among the employees at ELDOWAS.

Hypothesis

Ho_1: Power culture does not significantly affect service delivery among employees.

II. LITERATURE REVIEW

Power Culture in Relation to Service Delivery

Power culture will normally determine the relationship between the organization and customers in the process of service delivery and how the adoption of a particular leadership styles by managers can enhance service delivery. Although employees are considered predominantly responsible for customers' perceptions of the service encountered during service delivery process the leaders' plays a big role in this case (Lytle, Hom, & Mokwa, 1998). Leaders are nevertheless able to influence employees' attitudes and behaviors to enhance service delivery(Zeithaml & Bitner, 1996).Therefore employee's attitude is very important since it will determine how they will deliver service to the organization and the impact of their services on the recipients. Customers' perceptions of service are normally made up of elements such as assurance, empathy, and responsiveness and this may be difficult to achieve if power is not well exercised by the organization.

Power culture adopted by the organization has been argued to influence the effectiveness of the service delivery, (Zeithaml & Bitner, 1996). Power culture (Bass *et al,* 1997) therefore influence employees' service attitudes and behaviours, as well as the interrelationships between these constructs and managerial service delivery inputs e.g., feedback to employees (Jaworski & Kohli, 1991). When people in power use their position in an effective way for example giving feedback to their juniors and providing assistance where necessary it create a good relationship between the senior managers and employees hence it motivate employees to seek assistance when they are facing problem.

Power culture often is seen as a key factor in coordinating and aligning organizational processes (Lewis and Mitchell 1999). As with any aspect of organizational functioning, it should focus on organizational performance and the most important, the effectiveness in achieving desired outcomes. On the other hand Power culture can, to a large extent, affect management capacity through proper design of organizational systems. People in power must assess contingency factors in the environment in tough situation, considering staff characteristics and using leaders to shape organizational climate and service delivery. Those in power can impact program capacity through the use of evidence-based practice in program design.

Power culture can affect trust and satisfaction of employees the organization and organizational citizenship behavior, further enhance the relationship between leadership style and organizational commitment directly (Podsakoff, MacKenzie, & Fetter, 1990). Smith, (1998)explained that leadership behavior of

directors is significantly positively related to productivity, work satisfaction and organizational commitment of staff. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Power may affect the organizational effectiveness or performance, (Nahavandi, 2002).The effectiveness of power culture is dependent on the organizational situation, (Omolayo, 2004). Smith,(1998) concluded that if the task is highly structured and those in power have good relationship with the employees, effectiveness will be high among the employees.

III.   RESEARCH METHODOLOGY

Research design refers to the overall strategy that one may choose to integrate the different components of the study in a coherent and logical way. This is done in order to ensure that one effectively address the research problem (Kothari, 2004). This study adopted descriptive research design because it is used to describe characteristics of a particular individual, group, or association. The purpose of descriptive design is to collect information that describes an existing phenomenon. This study through its researchfindings aimed at finding out the role of Power culture on service delivery at Water and Sanitation Company limited in Eldoret.

According to Cooper & Emory, (1995), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being taken and is the unit of study. The target population was 225 employees of Eldoret Water and Sanitation Company limited.

Target Population

Strata	Number of participants
Heads of departments	5
Field workers	100
Other support staff	120
Total	**225**

Source: HRM office: (2014)

When all items in any field of inquiry constitute a population a complete enumeration is recommended. A complete enumeration of all items in the population is known as a census inquiry (Kothari , 2006). It is presumed that in such an inquiry, where all items are covered, no element of chance is left and the highest accuracy is obtained. Since ELDOWAS has 225 employees in total, a census inquiry was adopted. The results of an inquiry in census are exact and accurate because information is collected from each and every unit without ignoring anyone. Also census makes it easy to make an extensive and detailed study of the unit is made possible, Kombo & Tromp, (2006). This study adopted census because the size of target population in the area of study was small.

Data was collected from both primary and secondary sources. The main research instrument that was used in this research was the questionnaires. Likert scale format was adopted in formulating the questionnaire.

Validity is the extent to which research findings accurately represent what is really happening in a situation that is being researched, and therefore a test is valid if it measures what the researcher claims it does (Collis & Hussey, 2003).Validity therefore, has to do with how accurately the data obtained in the study represents the variables of the study. The instrument was rated in terms of how effectively it sampled significant aspects of the purpose of the study. The content validity of the instrument was determined by the researcher who discussed the items in the instrument with the experts. Reliability is a measure of the degree to which a research instrument yields results after repeated trials, (Newman, Powell, Christensen, Lerberg, & Anderson, 2000).Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate among them in the same instrument.

Data was analyzed using descriptive and inferential statistics Data was presented in 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. Multiple regression analysis was employed to test the hypotheses. All the above statistical tests were analyzed using the Statistical Package for Social Sciences (SPSS), version 20. All tests were two-tailed. Significant levels will be measured at $p < 0.01$

IV.   ANALYSIS AND FINDINGS

Descriptive statistics

The objective of the study was to determine how power culture affects quality service delivery among the employees. This was obtained from the respondents views on how power culture affects service delivery as shown in the Table 4.2. From the study the most respondents with a mean score of 4.65 (sd=0.48) strongly agree that a leader should be strong, decisive and firm in order to influence the service delivery. However, the leader should be impersonal and avoiding the exercise of his authority for his own advantage with a mean score of 3.4 (sd=1.57). Most of the respondents agreed that a leader should be capable of being influenced in matters concerning the task only with a mean score of 3.65 (sd=0.97). From the study respondents with a mean score of 4.6 (sd=0.49) agreed that a leader should be concerned with and responsive to the personal needs and values of others. Respondents who strongly agree that a leader should demands from subordinates only that which is required by the formal system had a mean of 4.15 (sd=1.16). From the results the respondents who strongly agree that a leader should use their authority to obtain the resources needed to complete the job had a mean of 4.10 (sd=1.09). In a study carried out by(Smith, 1998)if the task is highly structured and those in power have good relationship with the employees, effectiveness will be high among the employees. Those in power nevertheless are also able to influence employees' attitudes and behaviours which is a good remedy to service delivered, (Zeithaml & Bitner, 1996).

Table 4.2 Roles of Power Culture on Service Delivery

Response	Mean	Std. Dev.	Skewness	Kurtosis Statistic	Std. Error
A leader should be strong, decisive and firm	4.65	0.48	-0.63	-1.62	0.36
Impersonal and correct, avoiding the exercise of his authority for his own advantage	3.40	1.57	-0.45	-1.40	0.36
Capable of being influenced in matters concerning the task	3.65	0.97	-1.28	1.21	0.36
Concerned with and responsive to the personal needs and values of others	4.60	0.49	-0.41	-1.85	0.36
He / She demands from subordinates only that which is required by the formal system	4.15	1.16	-1.29	0.77	0.36
He / she uses his /her authority to obtain the resources needed to complete the job.	4.10	1.09	-1.37	1.33	0.36

4.2.1 Influence of Power Culture on Service Delivery among the Employees

Pearson Product Moment Correlation Coefficient was used to establish the influence of power culture on service delivery among the employees. It was used to measure the degree of relationship between the two variables. There was a positive relationship between power culture and service delivery among the employees ($r=.845$, $n=180$, $p<.01$), this indicated that an increase in power culture improves service delivery among the employees. In a study carried out by (Lewis & Mitchell, 1999)power culture often is seen as a key factor in coordinating and aligning organizational processes which will determine how services are delivered by the organization.

Table 4.3 Influence of Power Culture on Service Delivery among the Employees

		Service delivery	Power
Service delivery	Pearson Correlation	1	.845**
	Sig. (2-tailed)		.000
Power	Pearson Correlation	.845**	1
	Sig. (2-tailed)	.000	

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

b. List wise N=180

There was a positive relationship between power culture and service delivery among the employees. This indicated that an increase in power leads to an improvement in service delivery among the employees. This culture type is usually found in small organisations, where everything revolves around the person in charge (Martin, 2005). Although employees are considered predominantly responsible for customers' perceptions of service encounter since they represent the organization to customers during the course of service

4.6 Effects of power culture onservice delivery

Multiple regression analysis was used to test the formulated hypotheses. First, the model summary was analyzed to establish the strength of power culture in predicting service delivery. Results presented in Table 4.10 reveal that power culture 71.2% of the variation in service delivery (Adjusted R Square = .712).Therefore, the remaining 28.8% is explained by other factors not considered in the study.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845a	.714	.712	.228	1.460

a. Predictors: (Constant) Power culture

b. Dependent Variable: service delivery

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 4.11 reveal that the F-statistic was highly significant (F= 443.871 p<0.05), this shows that the model was valid.

Table 4.2: ANOVA[b]

Sum of Squares	df	Mean Square	F	Sig.
23.121	1	42.686	443.871	.000[a]
9.272	178	23.121		
32.392	179			

a. Predictors: (Constant), Power culture

b. Dependent Variable: service delivery

The model significantly improved the ability to predict service delivery. Thus, the model was significant leading to rejection of the null hypotheses.

Multiple regression results

Results of the regression coefficients presented shows that the estimates of β values and give an individual contribution of the predictor to the model. The β value tells us about the relationship between service delivery with each predictor. The positive β values indicate the positive relationship between the predictor and the outcome. The β value for power culture (.845 which was positive. The positive β values indicate the direction of relationship between predictors and outcome. From the results the model was then specified as:-

$$y = \beta_1 x_1 + \varepsilon \dots$$

Service Delivery = .845 power culture

. Results reveal standardized regression coefficient for power culture (β=0.845), implies that an increase of 1 standard deviation in power culture is likely to result in a 0.845 standard deviations increase in service delivery.

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	β	T	Sig.	Tolerance	VIF
(Constant)	0.720	.051		14.013	.000		
Power culture	.535	.025	.845	21.068	.000	1.000	1.000

a. **Dependent Variable: Service Delivery**

V.   DISCUSSION OF THE FINDINGS

From the study findings power culture has been found to have a positive and significant correlation with service delivery and contributes 71.2 % to service delivery .This is because this type of culture has the capacity to improve on employee dedication, social behavior role clarity and satisfaction. This is pegged on strong leadership, responsiveness to personnel needs and values and only demanding from employees what is required by the formal system which also have the capacity to influence employee satisfaction .This is underpinned by the arguments of Podsakoff, MacKenzie, & Fetter, (1990) that Power culture can affect trust and satisfaction of employees, organizational citizenship behavior, further enhance the relationship between with the leadership and organizational commitment directly.All these remain predictors of service delivery .Power culture if adopted by an organisation has been argued to influence the effectiveness of the service delivery process, resulting in greater levels of service delivery being provided to organizational customers(Zeithaml & Bitner, 1996). Power is often seen as a key factor in coordinating and aligning organizational processes

(Lewis & Mitchell, 1999).Good coordination will always keep employees on track in whatever they are doing and also be in a position to consult in areas where they experience difficulty in the process of service delivery.The other strength of power culture is that decisions can be made very quickly hence efficient and effective service delivery. The thesis of this research is therefore that organizations need to adopt power culture inorder to achieve high levels of service delivery. But the caveat is that the success of power culture is largely dependent upon the abilities of the person in power, or people at the centre of power.

5.3 Conclusions and Recommendation

From the findings this study makes a number of conclusions. It was also noted that a leader who is concerned with and responsive to the employees needs and values his employees enhances service delivery as the employees feels that they are more important to the organization. It is also important to note that while enhancingservice delivery among the employees power culture should be given a lot of emphasis this is because the person in power should poses necessary qualities that can make employees perform better. The organization should therefore have somebody in power that is capable to influence employee's deliver.

REFERENCES

[1] Abdul Rashid, M., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of management development*, Vol 22(8), 708-728.

[2] Ahmad, S. M. (2012). Impact of Organizational Culture on performance Management Practices in Pakistan. *Business Intelligence Journal*, vol 5 (1).

[3] Aluko, M. (2003). The Impact of Culture on Organizational Performance in Selected Textile Firms in Nigeria. . *Nordic Journal of African Studies*, Vol 12(2), 164–179.

[4] Blunt, P., & Jones, M. L. (1992). *Managing Organizations in Africa.* Berlin : deGruyter.

[5] Collis, J., & Hussey, R. (2003). Business research: A practical guide for undergraduate and postgraduate students (2nd ed). . London: Palgrave Macmilla.

[6] Cooper, D., & Emory, C. (1995). *Business research Methods. (5th Ed)* . Chicago: Irwin, R.G. Inc.

[7] Handy, C. (1999). *Models of Organisational Culture*. Retrieved from http://www.tutor2u.net/business/reference/models-of-organisational-culture-handy

[8] Harrison, R., & stokes, H. (1992). *Diagnosing organizational culture.* . New York: Pfeiffer and company.

[9] Jaworski, B. J., & Kohli, A. A. (1991). "Supervisory Feedback: Alternative Types and Their Impact on Salespeople's Performance and Satisfaction. *Journal of Marketing Research* , Vol. 28,pp. 190-201.

[10] Kandula, S. R. (2006). *Performance Management.* New Delhi: Prentice Hall of India private limited.

[11] Kombo, D., & Tromp, D. (2006). *Proposal and Thesis Writing- An Introduction.* Nairobi : Paulines Publications.

[12] Kothari, C. (2004). *Research methodology and technique (2nd ed).* . New Delhi: New Age International limited.

[13] Kothari, C. (2006). *Research Methodology;Methods and techniques.* New Delhi: Wiley Eastern.

[14] Lahiry, S. (1994). Building commitment through organizational culture. *Training and Development*, Vol 3, 50-52.

[15] Lewis, B., & Mitchell, V. (1999). Defining and measuring the quality of customer service . *Marketing Intelligence & Planning*, Vol. 8, No. 6, pp. 11-17.

[16] Liu, A., Shuibo, Z., & Meiyung, L. (2006). A framework for assessing organisational culture of Chinese construction enterprises. *Engineering, Construction and Architectural Management*, Vol 13(4), 327-342.

[17] Lok, P., & Crawford, J. (2004). . The effects of organizational culture and leadership style on job satisfaction and organizational commitment. *Journal of Management Development*, Vol 23(4), 321-338.

[18] Lytle, R., Hom, P., & Mokwa, M. P. (1998). "SERV*OR: A Managerial Measure of Organizational Service-Orientation. *Journal of Retailing*, Vol. 74, No. 4, pp. 455-489.

[19] Mahmudah, E. W. (2012). Effects of organizational culture and ability on organizational commitment and performance in Ibnu Sina hospital, Gresik. *Academic Research International,* , Vol 2(1), 349-355.

[20] Malhotra, N. K., Ulgado, F. M., Agarwal, J., Shainesh, G., & Wu, L. (2005). "Dimensions of service quality in developed and developing economies: multi-country cross-cultural comparisons. *International Marketing Review*, Vol 22(3):256-278.

[21] Martin, J. (2005). .Organisational behavior and management (3rd ed). London: Thompson learning.

[22] Mok, C., & Armstrong, R. W. (1998). Expectations for hotel service quality: Do they differ from culture to culture? *Journal of Vacation Marketing*, Vol 4(4):381-391.

[23] Nahavandi, A. (2002). *The art and science of leadership. (3rded).* . Upper Saddle River, nj: : PrenticeHall.

[24] Neboisa, j. (2012). The influence of organizational culture on organizational prefferences towards the choice of organizational change strategy.

[25] Newman, M. C., Powell, D. C., Christensen, T. R., Lerberg, S. B., & Anderson, B. (2000). Applying species-sensitivity distributions in ecological risk assessment: assumptions of distribution type and sufficient number.

[26] Njugi, A. W., & Agusioma, N. L. (2014). Effect of Organisation Culture on Employee Performance in Non Govermental Organizations. *International Journal of Scientific and Research Publications*, Volume 4 (11) ISSN 2250-3153 .

[27] Omolayo, B. (2004). Influence of job variables on workers' commitment and satisfaction in four selected Nigerian manufacturing industries. . *Unpublished thesis, University of Ado-Ekiti.*

[28] Pattison, L., & Williamson, V. (2016, Nov 10). *organizational culture, structures and styles: the impact of new technologies* . Retrieved from http://web.simmons.edu/~chen/nit/NIT'92/295-pat.htm

[29] Podsakoff, S. B., MacKenzie, R. H., & Fetter, R. (1990). "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors". Leadership Quarterly, .

[30] Smith, B. (1998). Leadership: Psychology, science and understanding. Ca: Addison- . Wesley,686-687.

[31] The World Bank, D. D. G.;. (2007). *World Development Indicators Online.* Retrieved from http://go.worldbank.org/3JU2HA60D0) (On-line).

[32] Zeithaml, V. A. (1996). "Consumer Perceptions of Price, Quality, and Value: A Means- End Model and Synthesis of Evidence,". *Journal of Marketing,* , Vol. 52 pp. 2-22.

[33] Zeithaml, V., & Bitner, M. (1996). *Services Marketing* . New York.: McGraw-Hill.

AUTHORS

First Author – Robert Onyango (robertonyango29@gmail.com), Eldoret National Polytechnic P.O Box 4461 Eldoret
Second Author – Benedict Otieno (benedictotieno39@yahoo.com), Kisii University 9014-30100 Eldoret
Third Author – Joan Bii (joanmasai@yahoo.com) , Kisii University 9014-30100 Eldoret
Fourth Author – Joseph Otieno ((oluoch_J@yahoo.com) , Kisii University 9014-30100 Eldoret