



ORGANISATIONAL CULTURE AND SERVICE DELIVERY

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Scope



- Understanding Organizational Culture
- Service Delivery Standards
- Relationship between Organizational Culture and Service Delivery
- Factors that influence Organizational culture
- Positive and negative cultural traits in service delivery
- Ways of Promoting Positive organizational culture

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Understanding Culture



- Refers to the values, beliefs & assumptions of a society
- These values, assumptions & beliefs drive behavior
- The collective behavior determines results
- In other words *“culture is central to what we see, how we make sense of what we see, and how we express ourselves”*

Organisational Culture



- Refers to ways of doing things in an organization
- Can be positive (asset) or negative (liability) to an organization
- Determines the organizational work ethics and service delivery standards
- Work ethics relates to the attitude and values towards work and answers the questions such as:
 - How do I work?
 - How do I undertake my work?
 - How do I handle institutional assets?
 - How do I relate with others?

Service Delivery Standards



▶ Is a constitutional requirement

▶ The standards are:

- Service with integrity, professionalism, transparency and accountability
- High Standards of professional ethics
- Prudent use of resources
- Promptness in service delivery – Use of the Service Delivery Charter
- Effective service delivery
- Impartial and equitable service delivery
- Simplification of procedures and formalities
- Leverage on ICT in service delivery
- Public participation, including M&E mechanisms



Nexus between Organisational Culture and Service Delivery



- Direct nature of relationship:
 - Can lead to the growth or failure of an organisation
 - Determines the productivity, reputation and survival of an organisation
 - Influences the way work is done and relationships in an organisation

- Examples of organisations/institutions (public & private) identifiable by their cultures? (Participants)

- List some of the cultural traits in the institution. How do they compare with other institutions offering similar services? (Participants)



Factors Influencing Organisational Culture



- Leadership – Values of the top Management
- Institutional Governance – Manuals & Enforcement
- Corporate Culture – Staff Attitude
- Vision, Mission and Core Values of an Organisation
- Institutional Socialization – Orientation, Induction e.t.c.



Positive Organisational Culture



- Conveys a sense of identity for members and unity of purpose. Includes:
 - Punctuality
 - Respect and Courtesy
 - Integrity
 - Transparency
 - Accountability
 - Selflessness
- Other more positive Organisational cultural traits?
(Participants)



Negative Organisational Culture



- Lateness to Work or Absenteeism
- Tribalism, Nepotism and Cronyism
- Gossip – Idleness
- Discourtesy
- Whining
- Leakage of Confidential Information
- Bureaucracy – Complex administrative procedures
- Other negative organizational cultural traits?
(Participants)



Negative Organisational Culture



▶ Can be in the form of verbal artifacts especially in Public Institutions

- ▶ When you go to Rome, do as the Romans
- ▶ Man eateth where he worketh
- ▶ Panya wa kanisa hula kanisani
- ▶ Mali ya Umma
- ▶ Urefu ni wa Mungu, upana ni wa kujitafutia
- ▶ Ameingia kwa kishindo, atachoka
- ▶ You can report anywhere. Nothing will happen to me



Complaints Handling: Negative Cultural Traits



- ▶ Indifference to Complaints
- ▶ Lack of proper structures and procedures for handling complaints
- ▶ Unresponsiveness
- ▶ Leakage of Confidential Information
- ▶ Discourtesy and Intimidation of complainants
- ▶ Disappearance of Complaints
- ▶ Half-Baked investigations
- ▶ Unlawful & Unauthorized Destruction of Records
- ▶ Inordinate and unreasonable delay in addressing complaints
- ▶ Withholding information from complainants
- ▶ Failure to take action against culpable officers & Impartiality
- ▶ Witch-hunting



Why mainstream Complaints Handling Culture in Organizational Culture?



- ▶ Seeks to create a culture that encourages and values customer service and complaints handling
- ▶ Helps in transforming customer experience
- ▶ Good complaints handling culture is 'customer focused' – Customer Service Strategy.
- ▶ Four mainstreaming steps analysis:
 1. Where are we now?
 2. Where do we want to be?
 3. Which gaps exist?
 4. Making the change (Change Management)



Mainstreaming Complaints Handling Culture in Organisational Culture



- ▶ Does your organization value complaints?
- ▶ What are the complaints handling stories at your organization?
- ▶ Who are the complaints handling heroes?
- ▶ What is the attitude of Senior Management towards complaints handling?
- ▶ How much resources (time & money) goes into complaints handling?



Mainstreaming Complaints Handling Culture in Organisational Culture



▶ Positive organizational complaints handling culture should achieve the following outcomes:

1. Listening, capturing and responding to all complaints
2. Recording all complaints
3. Focus on continuous improvement of products and services based on feedback from complaints system
4. Employees should view complaints as a gift, an opportunity for improvement
5. Design of training programmes on customer service and complaints handling
6. Regular and quality review of complaints
7. Commitment to customer service excellence



Promoting Positive Organisational Culture



- Setting the Tone at the Top - Role Modeling
- Effective & Servant Leadership
- Institutional Socialization/Orientation Process
- Sanctions and Rewards
- Good Corporate Governance
- Inclusivity and Participation in Governance
- Defining and internalization of Vision, Mission and Core Values
- Development & Maintenance of Effective Complaints Handling Infrastructure and Process



Organisational Culture and Service Delivery



- ▶ ‘When things go wrong in an organisation, managers look to the culture as both the source of problems and the basis for solutions.’
- ▶ ‘Why do some nations do better than others? The overriding significance of culture is the paramount lesson.’
- ▶ ‘If we learn anything from the history of economic development, it is culture that makes almost all the difference.’
- ▶ ‘Culture is the single most important factor accounting for the success or failure in organisations. If real change is to occur in organisations..., it has to happen at the cultural level.’



End