

The Relationship Between Teamwork And Service Delivery In The West Kenya Union Conference Of The Seventh-Day Adventist Church

By

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Abstract

The main purpose of this article was to investigate the relationship between teamwork and service delivery in West Kenya Union conference of the Seventh Day Adventist Church. This study adopts a descriptive and correlational research design, focusing on management and office employees as the target group, with 114 respondents participating. Due to the limited number of participants, data collection was conducted through questionnaires, and findings were included in the statistical analysis. The study reveals a weak correlation between teamwork and service delivery in the West Kenya Union Conference and its associated organizations, with a correlation coefficient of 0.256 ($p < 0.05$). Despite the statistically significant relationship, the null hypothesis was accepted, indicating that while teamwork is valued, it does not consistently lead to improved service delivery. Pearson correlation analysis indicates a correlation coefficient of 0.356 ($p < 0.05$), suggesting a moderately significant relationship between continuous improvement and service delivery. The null hypothesis was rejected. The results show a significant p-value of 0.000 ($p < 0.05$) and a moderate correlation coefficient ($r= 0.518$), indicating a statistically significant, moderately positive association between employee empowerment and service delivery. The null hypothesis was rejected, confirming that moderate implementation of employee empowerment practices in the West Kenya Union Conference and its related organizations translates to moderate improvements in service delivery.

Key word: Kenya, Teamwork, service delivery, continuous improvement and employee empowerment

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Introduction

Managers must possess a teamwork mentality that enables them to work in a collective voice in balance, and in collaboration with employees to accomplish the shared objective of securing the human race's rescue. It involves cooperating as fellow citizens, seeking understanding from above as a group, talking with lawmakers and other respectable men, and discussing with them (Nyambane, O. N. 2013). There are various approaches to discuss the topic of team management. Some of the terms that are utilized are collaborative, mutually beneficial, and collaborative management. People often talk about how their colleagues and fellow workers have become more powerful. It is recommended that managers view themselves more as facilitators than directors (Mountain View, CA: Pacific Press, 2003).

Collaborative teamwork is essential for cultivating and delivering exceptional customer service, as the collective capabilities of each individual directly impact the overall customer experience. To enhance motivation, self-efficacy, and social support in the workplace, fostering a cooperative environment where individuals collaborate is imperative. This collaborative effort, commonly referred to as teamwork, is integral to achieving organizational goals and delivering high-quality service (Faraj et al., 2021). In addition to improving service delivery, learning, and accountability, teamwork is essential for creating a healthy work atmosphere. According to Oringo & Shire (2020), there is a considerable correlation between increased service delivery and the deployment of cooperation. In order to improve the organization's service, innovation, and general development, the researchers recommended implementing employee engagement.

The purpose of this study is to determine whether collaboration improves service delivery within the West Kenya Union Conference of the Seventh-Day Adventist Church. In order to provide effective and high-quality service delivery, teamwork is essential since it promotes coordination and collaboration among workers. Comprehending the relationship between teamwork and service delivery outcomes is crucial in order to maximize organizational performance and accomplish the purpose of the church. In order to close this knowledge gap and shed light on the connection between working together and efficient service delivery within the West Kenya Union Conference, this study was conducted.

Statement of The Problem

The management's noticeable failure to foster a spirit of teamwork implies that this is one of the factors behind the organization's slow development in all essential sectors. The researcher shows that the South Kenya conference's poor success has been caused by a greater number of adverse factors (Nyambane, O. N. 2013). The effectiveness of different managerial practices on service delivery is still up for debate at the West Kenya Union Conference and its affiliated organizations. The literature presents empirical evidence that suggests a limited association

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between teamwork and service delivery, despite the acknowledged significance of teamwork in organizational effectiveness. This implies that efforts to promote teamwork do not always improve service results. This gap presents a serious obstacle to management approaches meant to increase organizational effectiveness through teamwork. Empowered personnel increase service delivery for firms, according to Thomas and Velthouse's (1990) Empowerment Theory and According to the Positive Social Interdependence Theory, when there is a positive connection between people's goal attainments, people believe they can achieve their goals if other people they are cooperatively linked to also achieve their goals (Kibirango, J. and Kibirango, M.M., 2022).

Therefore, it is important to empirically examine the teamwork, employee empowerment and customer satisfaction, and brand equity innovation in the WKUC, and whether these have a significant contribution to service delivery in terms of Branding equity innovation and customer satisfaction. To bridge this gap, it is essential to examine the teamwork practices followed by Seventh-day Adventist entities in the West Kenya Union Conference of the Seventh-Day Adventist Church, along with a few affiliated organizations. This analysis can identify potential problem areas and remedies, as well as measure the extent to which helpful practices influence service delivery. The dependent variable, service delivery, comprises customer satisfaction, and brand equity innovation. The independent variables under teamwork include employee empowerment and continuous improvement.

Objective

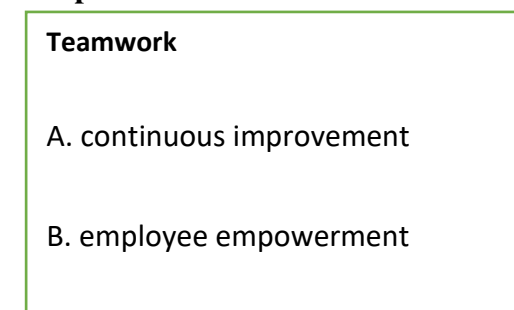
The purpose of this study is to determine if improved teamwork within the West Kenya Union Conference and its associated organizations has enhanced the effectiveness of service delivery, thereby meeting the needs of church members and employees.

Null Hypothesis

Ho1: There is no significant relationship between teamwork and service delivery.

Conceptual Framework

Independent Variable



Dependent Variable

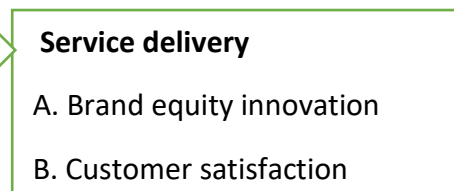


Figure 1: Conceptual Framework

Source: Field Data 2024

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Review of Related Literature

Teamwork and Service Delivery performance

According to Forman et al. (2015), a sizable segment of church ministries prioritizes individual activities over collaborative efforts (teamwork). They contend that it's easy to get unduly caught up in the routine duties of ministry, thus missing the important component of helping people grow. They contend that the growth of individuals should be the church's first priority, and that this is even more important than completing tasks.

Teamwork is essential for an organization's efficient service delivery, according to Kibirango, J. and Kibirango, M.M., (2022) As a result of technological advancements making most organizational tasks more complicated, many firms have turned their attention to cooperation. According to the findings of one study, teamwork is essential for all kinds of organizations, even nonprofit ones.

Teamwork, according to Gale, K. (2023) is "a collective of people collaborating to accomplish shared targets and aims." Due to the focus on people, teamwork does succeed. Gale believed that team building has finally reached a position of complete acceptance and good utility as a result of the numerous stages it has undergone. There have been four stages of team growth over time. Forming: The team's exploration phase. Storming: The team's competitors' ages, Norming: The era of productive team relationships, Performing: The era of wise decision-making. Team notions are now properly useful due to the level of education, enlightenment, and globalization of various human information exposures. Teams do significantly aid in decision-making by offering sensible alternatives. In the church, groupings that contain fellowships are referred to as teams rather than cells, committees, or specially branded groups (Li, Y. 2023).

Listed five justifications for why quality management requires teamwork. The justifications also apply to working together in the church 1. Problem-solving abilities beyond those of a single person 2. Diverse problem-solving knowledge, abilities, and experience. 3. Boosting team members' spirits 4. It is simple to deal with cross-functional boundaries. 5. Team endorsements are handled more quickly than those from entities (Reynolds, A., & Lewis, D. 2017).

Continuous Improvement

The West Kenya Union Conference of the Seventh-Day Adventist Church and a few related organizations are held accountable for continuously improving their services and bringing in new features and perspectives for their departments. The long-term goal of continuous improvement is to help the organization survive and flourish by achieving performance levels that are significantly greater than existing levels. This procedure involves eliminating variances, slack, and errors. The continuous improvement method ought to be included into learning and training procedures. considered that management actions toward continuous improvement may help create a learning organization (Talib, F., & Rahman, Z. 2010).

Employee Empowerment

The West Kenya Union Conference of the Seventh-Day Adventist Church and a few affiliated organizations oversee the transfer of power and accountability from upper management to lower-level employees within the organizational structure, particularly with regard to decision-

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making, and this serves as the basis for measuring employee empowerment. People make better use of their strengths, knowledge, and skills. Allowing people to make decisions at work using their own discretion is the process of empowerment (Adnan, Samia Zarrar, Kamran Zafar 2021).

Service Delivery

Bettering In terms of organizational performance, unique talents, and creative abilities, service delivery is measured as a dependent variable. While distinctive competencies are assessed in terms of the union's standing, the unique skills of its employees, and the way those employees deliver services, organizational performance is measured in terms of the unique attributes and services that a union offers to clients. However, the measures that are utilized to evaluate innovative skills are those related to product development and service delivery. A company's ability to outperform its rivals in the market is referred to as service delivery. A persistent effectiveness advantage results in higher average efficiency (V.A.R. Baro et al., 2022). In the twenty-first century, innovation and brand equity are crucial and significant. Both of these metrics are crucial for today's organizations, with innovation serving as a key factor in determining brand equity in particular. According to Janošková et al. (2019), brand equity and innovations are two crucial strategic assets that are crucial to the growth and success of a firm.

Innovation And Brand Equity

Innovation and brand equity are important and vital in the twenty-first century. For today's firms, both of these measures are essential, with innovation playing a major role in defining brand equity in particular. Brand equity and innovations are two critical strategic assets that are essential to a company's growth and success, according to Janošková et al. (2019).

Customer Satisfaction

Customer satisfaction describes how a person feels about a good or bad product or service. The degree of delight or dissatisfaction is compared to the purchase price. Quality for resources is a requirement for customer satisfaction since it is the result of the value of the choices that occur when using funds to satisfy a consumer's demands (Aruan, 2019).

Methodology

Research Design

A descriptive and correlational research design was used for the investigation. The fact that occurrences are documented, explained, examined, and understood makes this approach appropriate for the research. According to Keinan and Karugu (2018), the design typically establishes a subject by profiling a group through data collection and frequency tabulation on study variables or their interaction. Through the use of questionnaires, data from members of a specific population was collected for the design. The conceptual framework and the researcher's comprehension of the variables served as the foundation for the development of the research instrument. To foster teamwork and improve the effectiveness of service delivery in WKUC and related organizations, management, staff, and ward office workers.

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Target Population and Sampling Techniques

The management and office employees were the target group. 114 people are the study's intended respondents. Because there were only a few respondents, the study used a questionnaire procedure. All of the intentional samples as the entities they function from were included in the statistics.

Summary of Presentation of the Results and Discussion of the Statistics

Table 1: Gender

Valid	Frequency	Percent
Male	68	64.8
Female	37	35.2
Total	105	100.0

Source: Field Data 2024

According to statistics, out of all responses, 37 were women and 64.8% were men (68). This indicates that men make up the majority of managers and employees in the West Kenya Union Conference and its parent organizations.

Table 2: Age

Valid	Frequency	Percent
25 – 34 years	45	42.9
35 – 44 years	30	28.6
45 – 54 years	26	24.8
55 – 64 years	4	3.8
Total	105	100.0

Source: Field Data 2024

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Based on Table 2 revealed 42.9% of all responses came from the 25–34 age group, followed by 28.6% from the 35–44 age group, 24.8% from the 45–54 age group, and 3.8% from the 55–64 age group. Individuals aged 25–34 comprise the largest proportion of the sample, accounting for 42.9% of all respondents. 35–44 (28.6%), 45–54 (24.8%), and 55–64 (3.8%) years old are the next older groups. Within the West Kenya Union Conference and its linked organizations, younger members and employees appear to be more engaged, as seen by this distribution, which points to a youthful demographic dominance. Still, there seems to be a downturn in older age groups' participation, which may indicate that specific tactics are needed to get them more actively involved in service delivery programs

Table 3 The most advanced level of education

Valid	Frequenc y	Percent
Bachelor's education	61	58.1
Master's education	25	23.8
PHD	19	18.1
Total	105	100.0

Source: Field Data 2024

A person's performance and success at work are often significantly influenced by their level of schooling. Based on the available data, the majority of employees (58.1%) have a bachelor's degree, followed by a master's degree (23.8%) and a PhD (18.1%). The workforce appears to be well-educated, based on the thorough representation of all levels of academic qualification. This could result in the workforce carrying out its responsibilities effectively and efficiently and providing high-quality services.

Table 4: Department or the unit you work in

Valid	Frequency	Percent
Education Department	8	7.6
Health Ministries Department	28	26.7
Youth Ministries Department	8	7.6
Stewardship Department	4	3.8
Women's Ministries	2	1.9
Sabbath School Department	4	3.8
Communication Department	11	10.5
Family Ministries Department	4	3.8
For any Other please specify	36	34.3
Total	105	100.0

Source: Field Data 2024

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The Education Department, Stewardship Department, Women's Ministries, Youth Ministries Department, Sabbath School Department, Family Ministries Department, and any other department specified, particularly the Education Department and Youth Ministries Department, boast 7.6% representation. This indicates a balanced commitment to educational and youth-focused initiatives, nurturing both intellectual and spiritual growth among members. Notably, 34.3% of respondents identified departments not listed, showcasing a diverse array of roles and responsibilities within the organization beyond those explicitly mentioned.

Table 5: Number of years served in SDA Church

Valid	Frequency	Percent
Less than 1 year	3	2.9
2 – 4 years	22	21.0
5 -7 years	22	21.0
8 – 10 years	9	8.6
Over 10 years	49	46.7
Total	105	100.0

Source: Field Data 2024

According to Table 5 Finding out how long each respondent had been worked by the current workplace was the aim of the survey. Results showed that 46.7% of the staff has worked there for more than ten years. The results of the study also showed that experience levels were positively correlated with the expectation of efficient service delivery inside the organization. These findings offer insightful information about the stability and durability of the workforce, showing a sizeable percentage of both recent hires and long-term employees. These results can help organizations with staff retention initiatives, mentorship programs, and leadership succession planning.

Table 6: The number of employees in your department

Valid	Frequency	Percent
1 to 5	40	38.1
6 to 10	30	28.6
11 to 15	10	9.5
Above 15	24	22.9
5	1	1.0
Total	105	100.0

Source: Field Data 2024

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Based on Table 6 From the report, 38.1% of departments employ one to five people, followed by 28.6% that employ six to ten people and 22.9% that employ fifteen or more. This implies a desire for smaller teams, which encourage cooperation and responsibility sharing. These kinds of insights are essential for organizational planning, workload distribution, and resource allocation, since they guarantee departmental production and efficiency. This also highlights how crucial collaboration and group growth are to accomplishing organizational objectives.

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Table 7: Descriptive Statistics based on factors of dependent variables

	N	Minimum	Maximum	Mean	Std. Deviation
Enhancing Service Delivery					
Please evaluate the timeliness of the service delivery	105	2	5	3.94	.830
Please rate your satisfaction with the performance of the service.	105	2	5	4.02	.707
management demonstrates effective listening and acts upon feedback.	105	1	5	4.09	.889
Employees are well prepared to follow and implement departmental policies.	105	1	5	4.07	.912
The services rendered are up to the standard.	105	2	5	4.30	.784
Brand Equity innovation					
The department introduces new services more frequently than rivals.	105	1	5	3.84	.982
The department uses brand-new electronic administrative tools.	105	1	5	3.77	1.085
The business created new technology to service clients better	105	1	5	3.87	.931
Our organization has a strong reputation in the industry.	105	1	5	4.25	.886
Customer Satisfaction					

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Customer grievances and complaints are used to enhance the quality of products and services provided.	105	2	5	4.02	.951
The department service representatives are knowledgeable, helpful, and responsive.	105	2	5	4.20	.813
The department resolves issues or complaints in a timely and satisfactory manner.	105	2	5	4.02	.951
The department has a successful procedure for handling consumer complaints.	105	2	5	4.17	.879
Valid N (list wise)	105	1.5	5	4.07	0.868

Source: Field Data 2024

Service delivery, Brand Equity innovation and Customer Satisfaction

The report calls attention to areas where West Kenya Union Conference and its affiliated organizations need to increase their brand equity and innovation, while also highlighting their strengths in service delivery and customer satisfaction. The execution of brand equity innovation projects is noticeably out of alignment in those areas, as evidenced by the mean rating, which is below the weighted mean of 4.07. This suggests a lack of connection between the goals of the organization and industry norms. To strengthen the establishment's strong position inside the company, it is important to improve implementation or add new innovations.

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Results from Field Reports Data 2024

All study instruments were legitimate because all questionnaires received a complete answer and there were no missing data points.

Table 8

Correlation Analysis

		Teamwork		Continuous Improvement	Employee Empowerment	Service Delivery
Teamwork	Pearson Correlation	1		.418**	.279**	.256**
	Sig. (2-tailed)			.000	.004	.008
	N	105		105	105	105
Continuous Improvement	Pearson Correlation	.418**		1	.472**	.356**
	Sig. (2-tailed)	.000			.000	.000
	N	105		105	105	105
Employee Empowerment	Pearson Correlation	.279**	.262**	.472**	1	.518**
	Sig. (2-tailed)	.004	.007	.000		.000
	N	105	105	105	105	105

Source: Field Data 2024

Conclusion

Teamwork

Table 8 above illustrates the weak association between teamwork and service delivery in the West Kenya Union Conference and its related organizations. Teamwork and value have a statistically significant relationship as their correlation is less than 0.05 at the significance threshold (.256, $p < 0.05$). The null hypothesis was accepted. (0.256, $p < 0.05$). As a result, it suggests that while teamwork is important, it does not constantly correspond to improved service delivery. The null hypothesis was accepted.

Continuous improvement

Continuous improvement and service delivery were the subjects of this study, which produced a correlation coefficient of 0.356 and a p-value less than 0.05 ($0.000 < 0.05$). This suggests that continuous improvement and service delivery have a moderately significant statistical association that falls between (0.3 and 0.7). The null hypothesis regarding the link between this independent variable and dependent variable is thus rejected based on the

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interpretation of the statistical output in accordance with the correlation and significance scales, which demonstrate the existence of an alternative hypothesis (H1) in place of the null hypothesis. As a result, the West Kenya Union Conference and its connected organizations employ relatively continuous improvement in their overall quality management practice, which also represents a modest improvement in service delivery.

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Employee Empowerment

The results of the Pearson correlation from the statistical table indicated a significant p-value of 0.000, which is less than 0.05 ($p < 0.05$), and a moderate correlation coefficient of 0.518, which is within the scale range of (0.3 to 0.7), in the case of a significant relationship between employee empowerment and service delivery. This implies that there is a statistically significant, modestly positive association between employee empowerment and service delivery. Taking every detail into account with respect to the null hypothesis, the result rejects it because the correlation is moderate (0.518) and the p-value is less than 0.05. Consequently, employee empowerment is practiced moderately by the West Kenya Union Conference and its connected organizations through excellent management techniques, which also translates into moderate service delivery.

Recommendations

The report highlights areas where the West Kenya Union Conference and its affiliated organizations need to enhance their brand equity and innovation while acknowledging their strengths in service delivery and customer satisfaction. The execution of brand equity innovation projects is notably misaligned in these areas, as indicated by a mean rating below the weighted mean of 4.07. This suggests a disconnect between the organization's goals and industry norms. To reinforce the establishment's strong internal position, it is crucial to improve implementation or introduce new innovations. The study's outcomes report suggests that WKUC and its affiliated organizations prioritize teamwork and proper manners. In addition, the study suggests that all staff members should receive teamwork training and constant encouragement to meet the demands and expectations of the church member customers while supporting their growth as individuals and professionals. The study found an inadequate correlation between teamwork and service delivery.

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