

**EFFECT OF EMPLOYEE TEAMWORK PRACTICES ON ORGANIZATIONAL  
PRODUCTIVITY AMONG PRIVATE UNIVERSITIES IN KENYA: A CASE  
AFRICA NAZARENE UNIVERSITY**


**ANGE VANESSA MUNEZERO**

**A Project Research submitted in partial fulfillment of the requirements for the  
award of degree of Master of Business Administration in the school of business of  
Africa Nazarene University**

**June 2022**

## **DECLARATION**

I declare that this research project is my original work and has not been presented in any other university for academic credit

Signature: 

Date: 7<sup>TH</sup> June, 2022

Name of student: ANGE VANESSA MUNEZERO

Reg. No: 19M03EMBA020

## **SUPERVISOR'S DECLARATION**

This research project is submitted for examination with my approval as the university supervisor

Signature: 

Date: 7<sup>TH</sup> June, 2022

Name of supervisor: Dr. Lucy Kirima

**AFRICA NAZARENE UNIVERSITY**

**NAIROBI, KENYA**

## **DEDICATION**

This work is dedicated to my father Ntunungu Denis, my mother Ndayisenga Goreth, my brothers, sisters and friends. They gave me the moral support while I burned the midnight oil writing this project.

## **ACKNOWLEDGMENT**

Special thanks goes to my supervisor Dr. Lucy Kirima for the academic and moral support she gave me throughout the course of writing this project. I am also grateful to all my family members for encouragement. I would also like to acknowledge the department of business administration, Africa Nazarene University for the support rendered to me in terms of research materials and other information.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGMENT .....</b>	<b>iv</b>
<b>TABLE OF CONTENTS .....</b>	<b>v</b>
<b>ABSTRACT.....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES .....</b>	<b>x</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY .....</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Background of the study .....	1
1.2.1 Organizational productivity .....	3
1.2.2 Employee Teamwork Practices .....	4
1.2.3 Universities teamwork and organizational productivity .....	6
1.3 Statement of the problem .....	8
1.4 Objectives of the Study.....	10
1.4.1 Main Objective.....	10
1.4.2 Specific Objective .....	10
1.5 Research Hypothesis.....	10
1.6 Significance of the Study .....	11
1.7 Scope of the Study .....	11
1.8 Delimitations of the Study .....	11
1.9 Limitations of the Study.....	12
1.10 Theoretical Framework.....	12
1.10.1 Belbin’s Theory of Team Roles .....	13
1.10.2 Tuckman’s Teamwork Theory .....	14
1.11 Conceptual framework.....	15
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>18</b>
2.1 Introduction.....	18
2.2. Empirical Review.....	18

2.2.1 Team Communication and Organizational Productivity.....	18
2.2.2 Team Motivation and Organizational Productivity.....	21
2.2.3 Team Leadership and Organizational Productivity.....	24
2.2.4 Employee teamwork practices and organizational performance.....	28
2.3 Summary of Literature Review.....	30
2.4 Knowledge Gap .....	31
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>33</b>
3.1 Introduction.....	33
3.2 Research Design.....	33
3.3 Research Site.....	34
3.4 Target Population.....	34
3.5 Sample and Sampling Procedures.....	35
3.6 Data Collection Methods and Procedures.....	36
3.7 Pilot Testing of Data Collection Instruments.....	37
3.9 Validity and Reliability.....	39
3.9.1 Validity.....	39
3.9.2 Reliability.....	40
3.10 Privacy and Ethics.....	40
<b>CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....</b>	<b>41</b>
4.1 Introduction.....	41
4.1.1 Response Rate .....	41
4.1.2 Reliability Analysis .....	41
4.1.3 Validity Analysis.....	42
4.2 Demographic Information.....	42
4.2.1 Gender .....	43
4.2.2 Age bracket .....	43
4.2.3 Designation.....	44
4.2.4 Education Level.....	44
4.3 Presentation of Research Analysis, Findings, and Interpretation .....	45
4.3.1 Descriptive Analysis of Study Variables .....	45
4.3.2 Inferential statistics .....	53
4.3 Summary of the chapter .....	<b>Error! Bookmark not defined.</b>

<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION .....</b>	<b>63</b>
5.0 Introduction.....	63
5.1 Summary of Findings.....	63
5.2 Discussion of the Findings.....	66
5.2.1. Team communication and organizational productivity with a focus on Africa Nazarene University .....	66
5.2.2. Team motivation and organizational productivity with a focus on Africa Nazarene University .....	67
5.2.3. Team leadership on organizational productivity with a focus on Africa Nazarene University .....	70
5.3 Conclusion .....	71
5.4 Recommendations.....	73
<b>References.....</b>	<b>75</b>
<b>Appendix I: Questionnaire.....</b>	<b>80</b>
<b>APPENDIX II: Research permit.....</b>	<b>84</b>
<b>APPENDIX III: Research authorization letter.....</b>	<b>85</b>
<b>Appendix IV: Map of study area.....</b>	<b>86</b>

## ABSTRACT

The purpose of this study was to establish the importance of teamwork practices in organizational productivity. The study was guided by the following specific objectives: To determine the effect of team communication on organizational productivity among private universities in Kenya, to determine the effect of team motivation on organizational productivity among private universities in Kenya and to determine the effect of team leadership on organizational productivity among private universities in Kenya. The research was anchored on Belbin's Theory of Team Roles and Tuckman's Teamwork Theory. The study was conducted using descriptive research design. The target population was 173 employees of Africa Nazarene University located in Kajiado County. The sample population was established using stratified random sampling which ensures inclusion of small groups that would be omitted by other sampling methods (Mugenda, 2002). A sample size of 121 respondents was established using Yamane Formula. Data was collected using questionnaires. Descriptive statistics was used to analyze and describe the patterns in the collected data. Linear regression and correlation analysis techniques were used to identify the relationship and influence between team communication, team motivation and team leadership on the organizational productivity. Linear regression model found that a unit increase in team communication contributed to 0.546 linear change in organizational productivity among private universities in Kenya. It further showed that a unit increase in team motivation contributed to 0.497 linear change in organizational productivity among private universities in Kenya. In addition, the study found that a unit increase in team leadership contributed to 0.480 linear change in organizational productivity among private universities in Kenya. This study also recommends that organizations that for a longtime discounted teamwork practices as a major tool for enhancing organizational performance should start valuing and using it as the number one tool. This is because it helps bring benefits such as better organizational performance, higher productivity, competitive advantage and increased product and service quality. The study further recommends that comparative studies can be carried out on the same but with a focus on various views from lower team employees.



## LIST OF TABLES

Table 4. 1 Response Rate.....	41
Table 4.1.2 1 Reliability Coefficients.....	42
Table 4.2.1 1 Gender.....	43
Table 4.2.2 1 Age bracket.....	43
Table 4.2.3 1 Designation.....	44
Table 4.2.4 1 Highest Education Level.....	45
Table 4.3.1.1 1 Descriptive Statistics - Team Communication .....	48
Table 4.3.1.2 1 Descriptive Statistics - Team Motivation .....	50
Table 4.3.1.3 1 Descriptive Statistics - Team Leadership .....	53
Table 4.3.2.1.1 1 Correlation of Team Communication and Organizational Productivity.....	54
Table 4.3.2.1.2 1 Regression Analysis of Team Communication and Organizational Productivity .....	55
Table 4.3.2.1.2 2 ANOVA showing Regression Model for Team Communication and Organizational Productivity .....	55
Table 4.3.2.1.2 3 Regression Coefficients of Team Communication and Organizational Productivity.....	56
Table 4.3.2.3 1 Correlation of Team Leadership and Organizational Productivity.....	60
Table 4.3.2.3 2 Regression Analysis of Team Leadership and Organizational Productivity .....	61
Table 4.3.2.3 3 ANOVA showing Regression Model for Team Leadership and Organizational Productivity.....	61
Table 4.3.2.3 4 Regression Coefficients of Team Leadership and Organizational Productivity..	62

## LIST OF FIGURES

Figure 1.1	Figure 1.0: Conceptual Framework.....	16
------------	---------------------------------------	----

## **LIST OF ABBREVIATIONS**

ANOVA: Analysis of Variance

ANU: Africa Nazarene University

NACOSTI: National Commission for Science Technology and Innovation

SPSS: Statistical Package for Social Sciences

## DEFINITION OF TERMS

**Team communication:** In this study, communication refers to the exchange and flow of information from one employee to another with the intention of increasing organizational productivity.

**Team motivation:** This is the ability of employers to encourage other subordinates to perform better by offering them both financial and non-financial incentives.

**Team leadership:** Leadership is basically the process of influencing the activities of an employee or employees with the aim of achieving the set goals of the organization. It is an integral part of an organization as it will determine whether or not that organization improves its productivity.

**Organizational productivity:** The capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel, etc.

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1 Introduction**

Organizations today know that no process can be kept going without the contribution of experienced individuals. It is, therefore, important to make sure that measurements are put in place to keep employees motivated in order to work towards achieving the organizations goals. One of the best ways to ensure this is through implementation of teamwork. Teamwork refers to cooperation between co-workers. It is basically the willingness of a group of people to work together with the aim of achieving a certain goal. Teamwork is very crucial for the success of any business since it helps improve efficiency, enables employees to work even better as the tasks are shared among the employees and thus get the chance to be the best in whatever tasks are required to be done. This is because a team is usually made up of people with different skills and attributes to make it more effective as the team members try to achieve the same goals and objectives (Barr, E, 2021). This chapter presents the key variables, study background, the problem statement, the study objectives, the research questions, study hypothesis, significance of the study, the scope, limitations and delimitations, assumptions of the study, theoretical and conceptual frameworks.

### **1.2 Background of the study**

Teamwork is very essential to an organization. It creates a set of people who are entirely dependent on each other and who share the responsibility for a common goal (Mayfield, Mayfield, and Walker, 2020). The basis of teamwork is to ensure that people's minds are put to task with the aim of coming up with effective ways of ensuring that the task at hand is completed in a timely and effective manner. It reduces the workload by breaking down the work into parts and allowing different people to participate in the completion of the tasks (Quintanilla, & Wahl, 2019). Teamwork is thus built from the notion that two minds work better than one (Bellomo, 2021).

Most organizations encourage teamwork at the work place because it has more advantages compared to its shortcomings. Organizations get work done through individuals but when such organizations want to maximize on profits then it should be made sure that the employees are put in different teams so that the latter can work and achieve the goals faster and with minimal human errors (Conference Board of Canada, 2017). This is to say that the foundation of a successful organization is teamwork because it improves the productivity of employees as well as that of the organization.

Teamwork enables the empowerment of individuals and this has a direct benefit to the organization. When employees get empowered, it enhances their work performance and this improves the general performance of the organization and achievement of the goals. This is because the time taken by an individual to complete a task when handling it alone is more than when it is handled in a group. Most managers tend to hire employees who have the ability to work effectively in a team as compared to someone who likes working alone (Serrat, 2017).

A good example of a company that is using teams to boost its productivity is the Coca Cola Company. It has a fun-at-work team that deals with everything that is not work related such as birthdays and holidays, and keeps employees motivated and a team that deals with health issues and wellness; the stewardship team that basically focusses on giving back to the community; the safety team that deals with safety of employees both at workplace and at home; and the learn and lead team that deals with professional development. With such teams in place, the company has managed to boost its productivity over the years as well as maintain its market share (In Zhao, 2021).

### **1.2.1 Organizational productivity**

Organizational productivity is the ability of an organization to achieve its set goals with minimum expenditure in terms of manpower, materials, time, energy and money. Productivity in an organization is brought about by factors such as motivating employees, equipping them with the right set of tools and equipment for the job, setting clear goals and providing feedback, encouraging the use of technology in the workplace, improving employee's skills through training, ensuring there is effective communication in the organization as this is key to the success of any organization among others (In Zhao, 2021).

Organizations have to put measures in place to improve productivity since it helps increase revenue for the business using the few resources in place. Increased productivity in an organization means that the expenses are low yet it manages to achieve its set goals and this leads to the continued success of the business as well as its growth. Organizations try to make sure that the productivity is increased by coming up with productive work environments since such environments have a positive effect on the level of job satisfaction of the employees who in turn are vital for the success of any business. Whenever employees are satisfied at work, the overall performance improves thus achieving the organizations objectives. Therefore, the best way for organizations to boost and ensure productivity is by setting and communicating clear goals as well as encourage feedback, setting and enforcing standards, ensuring that there is effective communication of duties and responsibilities, making sure that employees are satisfied and happy, encouraging the use of technology at the workplace, and having a good managerial team in place to oversee the daily running of the organization (In Firstenberg, & In Stawicki, 2021).

## **1.2.2 Employee Teamwork Practices**

In today's economy, most of the jobs offered involve people interacting with others who are not even in the same line of profession. This brings about the need to incorporate teamwork in order for the employees to work efficiently and for the organization to be more productive.

### **1.2.2.1 Team Motivation**

An organization can increase its productivity in various ways. One of the basic ways is by sharing the workload among employees and this can only be achieved through teamwork. Projects tend to be completed faster when employees work together or help each other when someone has a lot of tasks to handle. Sharing workload also helps employees to feel included in the organizations operations thus boosting morale. This means that teamwork helps boost employee morale, and when employees are happy, fulfilled and satisfied with the job, the performance becomes more efficient as well as increases the loyalty to the organization and this enhances productivity (Hinkson, 2018). Furthermore, teamwork enhances organizational productivity by creating healthy competition among employees with abilities and competences (Cullen, 2021).

### **1.2.2.2 Team Communication**

Effective communication is the basis of success of any organization. This is because it helps improve employee relationships at work which in turn enhances productivity. Teamwork enables employees to be put to work together towards achieving the same organizations goals thus enabling the employees to share the same vision, values, experience as well as ideas. In addition, teamwork helps boost productivity since working in teams provide an ample environment where projects benefit from various ideas, skillsets and experience. "Two heads are better than one"; this phrase means that when two people work together to solve a particular problem, the success is more guaranteed than if it was only one person doing it. The reason being that different people have



different ideas on how to handle a problem, and as they share the problem is solved (Serrat, 2017). Communication enhances the sharing of information which improves the productivity of the organization.

### **1.2.2.3 Team Leadership**

Leaders are supposed to provide guidance, offer direction, facilitate change, and encourage employees to perform better by gaining commitment. According to Redmond (2017), a strong organizational culture and strong organizational leadership are the main forces that help any organization achieve its set goals and objectives. There exists a strong connection between organizational performance and the type of leadership being exhibited in the organization. According to Bratton (2020), the success and failure of any organization is directly related to its leadership structure. Leaders should come up with a clear vision which guide other subordinates on the direction the organization is taking. By doing so, it enables employees strive to work to attain the set goals and objectives thus increasing the productivity of the organization.

In articles published by Ford Company, the latter back in 2015 chose to rebuild its F-150 pickup to have better fuel efficiency, which meant introducing economical six-cylinder EcoBoost engines and far more radical using an all-aluminum body. It was viewed as the best-selling vehicle in the country at that time and the challenge was whether or not such a change would be accepted. The F-150 team started planning one and half years before this program kicked off. It had parallel work teams that handled different aspects of the truck and the team used to meet once in a month for 18 months to make sure that all work would come together into a reliable and viable vehicle. When the truck was ready, Ford announced in October 2015 third-quarter earnings of \$1.9 billion, up \$1.1 billion, from 2014 largely on strong sales of the new F-150 (Jim Motavalli, 2016).

### **1.2.3 Universities teamwork and organizational productivity**

Teamwork is important in all organizations including learning institutions. In a university teamwork involve a group of lecturers working together purposefully and regularly with the aim of helping the students to learn. As a team, the lecturers set goals for teaching, designing syllabus, preparing lesson plans, teaching students as well as evaluating the results. Lecturers tend to share insights, debate with one another and sometimes challenge students to help in deciding the teaching approach that is better. However, this does not mean that the individual is not important since to produce the most effective teamwork, all the individual lecturers need to harmonize all contributions and work towards achieving a common objective (Sanyal & Hisam, 2018). Whenever staff members work together in an environment of trust and accountability towards a particular goal, then tough issues are usually put aside and the focus remains on the tasks to be done. When the focus is on the available resources, then it helps overcome barriers and identify new opportunities as well as building momentum for growth and development.

The prosperity of any university requires the positive impact of teamwork since it helps the staff members to empower and develop each other. It also helps employees to learn the proper strategies required to achieve the set goals. Furthermore, the positive collaboration and interaction among staff members allows for better understanding of the essence of teamwork in helping to achieve the set goals and purposes that is needed (Sanyal & Hisam, 2018). Teamwork in universities is important since it makes teaching more than just a process that is experienced by lecturers in the various lecture halls. It enables the lecturers grow professionally by allowing collaboration and the sharing of knowledge and expertise. Leadership also requires the cooperation of other staff members from the different points of views. In most institutions, teamwork focuses on the students and the university growth and as such, sustainable effort is required to achieve success. Therefore,

all staff members need to be involved and work together with the sense of common purpose of achieving the educational objectives (Kriek, 2019).

Staff members from different faculties also have to work in teams to ensure the image of the university has been enhanced. Teamwork is dependent on trusting professional relationship with each other as well as with superiors. The reason being that administrators are supposed to hold each faculty member to the same standards to ensure there is fairness. For instance, lecturers are encouraged to go for workshops for professional development. (Sanyal & Hisam, 2018). Furthermore, departmental meetings help to build teamwork as issues are discussed. It is therefore evident that for any university to boost its image and productivity, it needs to encourage teamwork which brings together students and lecturers from the different programmes and at the same time ensuring that it maintains the same standards across the different faculties.

Successful teamwork is dependent on the collaboration that exists among all staff members which in turn creates an environment where all are willing to contribute and participate so as to nurture a positive and effective learning environment. The team members should be flexible enough in order to adapt to a cooperative working environment where goals set are achieved through cooperation and social interdependence rather than individualized competitive goals. (Hinkson, 2018).

Harvard University has employed the use of Microsoft Teams that bring instant messages, file management and online meetings into a single workspace in order to enhance productivity. With the Microsoft Teams, the university gets a common platform for communication and document management; collaboration with external colleagues through the addition of guest team members, and on-the-go teamwork with the Microsoft Teams mobile application. Microsoft Teams is available to all Harvard University faculty, staff, and students who are eligible for a Harvard Office 365 account (Harvard Medical School, 2021).

### **1.2.3.1 Universities in Kenya**

According to Anthony Owino (2019), there are over 60 universities in Kenya as of data collected in 2019; 34 being public universities and 26 being private universities. The oldest public university is the University of Nairobi which was established in 1956 but chartered in 1970. KAG East University is the oldest among the private universities and was established in 1989. There are 3 categories of private universities: chartered universities, fully accredited universities by the Commission for Higher Education; these are universities which had been offering degrees long before the establishment of the Commission for Higher Education; and universities authorized to operate with Letters of Interim Authority (LIA).

### **1.2.3.2 Africa Nazarene University**

Africa Nazarene University is a member of a worldwide family of Nazarene institutions founded on the same principles of the development of students in a strong spiritual environment. The purpose of the university is to provide spiritual atmosphere that leads students to a transforming experience with Jesus Christ (ANU, 2020). The university currently has four schools namely School of Business, School of Law, School of Computing and IT and School of Arts and Religion. The main campus is located 24 kilometers from Nairobi. ANU is a private university which started in 1994 and consists of students, staff, the administrative body, catering services and the guards. It offers undergraduates, master's degree and non-degree courses (ANU, 2020).

## **1.3 Statement of the problem**

Teamwork has become a vital aspect in the success of any business since it enhances the accomplishment of tasks faster and in a more efficient manner than when such tasks are being handled individually. Workload is reduced when people work together on various tasks since it allows for the sharing of responsibilities and ideas. Teamwork also helps reduce the work pressure

on every person allowing work to be done in a thorough way in order to complete the assigned roles. Teams tend to be more flexible and can adapt to changes easily than traditional departments that used to exist. In addition, the latter have the ability to quickly assemble, deploy, refocus, disband and are high in motivation. All these benefits that come with the implementation of teamwork has made it a priority for every organization to embrace it (Staines, 2010)

Companies continue to use work teams as a strategy to increase productivity; as a result of this, learning institutions have incorporated teamwork and team projects into the curriculum. University teams refers to groups of two or more faculty members who interact to produce the university's array of products and services. The greatest strength that staff members have is each other. Research suggests that today's staff members are more interested in collaboration than in previous generations. It was common for staff members to work independently but recently, working in teams has become more profound. Working in teams helps staff members have a positive impact on each other as well as contributes naturally to the general improvement of the university. Some of the types of staff collaboration includes sharing responsibilities, working together in teams, building trust and providing feedback (Simone, 2020).

Students learn more about how effective teamwork can help in succeeding in the classroom, socially, and in their future careers. This research tackles essential life skill in an age-appropriate and participatory way, drawing that into an era where the importance of teamwork both in school and in careers is communicated to them. Teamwork allows readers to investigate four story-centered scenarios that are related to listening, communicating, body language, and writing (Reeves, 2020).

There is limited focus on the link between teamwork practices and organizational productivity among private universities in Kenya. Therefore, this study attempts to address this gap by seeking to understand the effect of teamwork practices on productivity of an organization by using Africa Nazarene University as a case study.

#### **1.4 Objectives of the Study**

The study was directed by general objective and the specific objectives.

##### **1.4.1 Main Objective**

The main objective of this study was to examine the effect of teamwork practices on organizational productivity with a focus of Africa Nazarene University

##### **1.4.2 Specific Objective**

The specific objectives of this study were as follows:

- i. To determine the effect of team communication on organizational productivity with a focus of Africa Nazarene University
- ii. To establish the effect of team motivation on organizational productivity with a focus of Africa Nazarene University
- iii. To assess the effect of team leadership on organizational productivity with a focus of Africa Nazarene University

#### **1.5 Research Hypothesis**

This study sought to test the following hypothesis:

**H<sub>01</sub>**. There is no significant relationship between team communication and organizational productivity among private universities.

**H<sub>02</sub>**. There is no significant relationship between team motivation and organizational productivity among private universities.

**H<sub>03</sub>.** There is no significant relationship between team leadership and organizational productivity among private universities.

### **1.6 Significance of the Study**

This study will be beneficial to organizations because it will help in policy formulation in relationship to teamwork thus giving an added advantage over competitors by increasing productivity. It will also be beneficial to the public as it will give an insight on the importance of teamwork in a work environment. The findings of this study will be used by other researchers and also will add to the existing literature on the importance of teamwork.

### **1.7 Scope of the Study**

This study was conducted within Kajiado in a private learning institution with a key focus on the effect of employee teamwork practices on the productivity of an organization. Kajiado was intentionally selected for this study since the researcher has been carrying out undergraduate studies in that county. The study confined itself to the staff members of Africa Nazarene University.

### **1.8 Delimitations of the Study**

This study was delimited to private universities in Kenya. Private universities had been chosen because the population of both students and staff are less compared to public universities; this made it easier to conduct research and do analyses of the same. The study was then focused on Africa Nazarene University since it was possible to access credible information.

## **1.9 Limitations of the Study**

The researcher engaged in this research simultaneously with other academic work, and this consequently cut down on the time devoted to this research. However, the researcher came up with a suitable timetable that made sure that both the school work and the project had been allocated enough time.

The demanding schedule of respondents at work made it very difficult getting the respondents to participate in the research within the stipulated schedule of the researcher. The researcher overcame this by ensuring that the questionnaires were closed ended for ease of participation.

Some of the respondents were unwilling to participate in the study because some of the information being requested for was confidential. However, the researcher overcame this by reassuring the respondents of confidentiality. No names were included and as such the information provided could not be linked to any of the participants. Furthermore, participants were assured that the information being handed out was strictly for academic purposes only.

Due to insufficient funds the proficiency of the researcher was hampered in the search for relevant materials, literature or information and in the process of data collection. The researcher overcame this by relying on materials and articles that have already been written and at the same time by trying to work within the budget. Materials needed such as typing services, binding, paper, editing, and writing material were also costly, but the researcher overcame this by doing the work individually rather than seeking the assistance of people from the cyber.

## **1.10 Theoretical Framework**

Businesses fall in different models but the bottom line is that there is competition among them (Ball, 2013). Good businesses tend to use strategies that are aimed at enhancing productivity. One of the best ways to boost productivity is by encouraging teamwork at the work place. Research



suggests that teamwork is an integral tool aiding continuous improvement in work operations (Banker et al., 1996). The purpose of this research was to determine the effect of employee teamwork practices on organizational productivity. There are various theories that explain the effect of using teams in an organization and how such teams boost productivity. In order to explain relationships among variables of the study the following two theories were briefly reviewed: Belbin's theory of teamwork, and Tuckman's teamwork theory.

### **1.10.1 Belbin's Theory of Team Roles**

Belbin's Theory of Team Roles was suggested by Belbin in 1981. The theory has nine different roles that every member of a team should possess. These roles are plant-innovator, specialist, completer-finisher, resource investigator, shaper, coordinator, monitor evaluator, team worker, and implementer. The theory stipulates that each team member possesses a specific pattern of behavior that is different from the other team members and thus contributes to the general progress of the team (Belbin, 2012).

The ideology behind this theory is that; different people have different skills and attributes and therefore, for employers to come up with effective teams, the managers need to make sure that the team members possess different skills. The team has a mixture of skills that enables it to come up with solutions when grouped together. A team is likely to be successful if its members have the right roles. And every team role has strengths and weaknesses which managers must understand clearly (Belbin, 2012). A leader has to know every role a team member can play.

A good leader should encourage the team members by assigning roles that are well known to them instead of trying to work on the weaknesses. By giving a team member the least favorite role, performance will diminish since the focus will be on the least liked role, and as such, the general performance of the team and the organization will be affected (Kriek, 2019).

This theory is significant in this study because it provides a clear path on the manner in which team leaders should handle other team members for the success of the organization. It gives the team leaders the opportunity to choose the right people to do the right tasks with the aim of enhancing performance. The team roles allow people to have a full comprehension of the skills possessed which in turn prompts correspondence among staff members and administrators. It also gives an opportunity to assemble extraordinary teams, while existing teams can be enhanced so that every staff member can feel the effect on the work environment, and this in turn will boost productivity.

### **1.10.2 Tuckman's Teamwork Theory**

This theory was proposed by Bruce Tuckman in 1965 who came up with four stages of development namely: Forming, storming, norming and performing. According to this theory, all teams have to go through an unproductive initial stage before becoming a reliable unit. The theory further states that there are three major issues that determine the success or failure of a team, which are process, content and feelings (King & Lawley 2013). Feelings determine how the team members relate to each other, content focuses on what the team is supposed to do and the process relates to the manner in which the team works towards its objectives.

The four stages of development

**Forming:** It is the initial stage where team members try to find purpose in the team. At this point the minds are still not together since the team members are still trying to figure out reason behind their assignment in that team

**Storming:** At this stage people tend to challenge each other as the team members try to fit in the team. The team members usually try to find out the tasks that are supposed to be handled and how to handle those tasks. This phase has misunderstandings because members try to get to know the

reason why the team was formed and the tasks that are assigned to each team member. It usually leads to loss of focus and poor performance.

Norming: At this stage, the team members come together to establish rules and processes that help in the completion the task at hand. Different roles are assigned to every team member by the team leader who then guide on how to handle them.

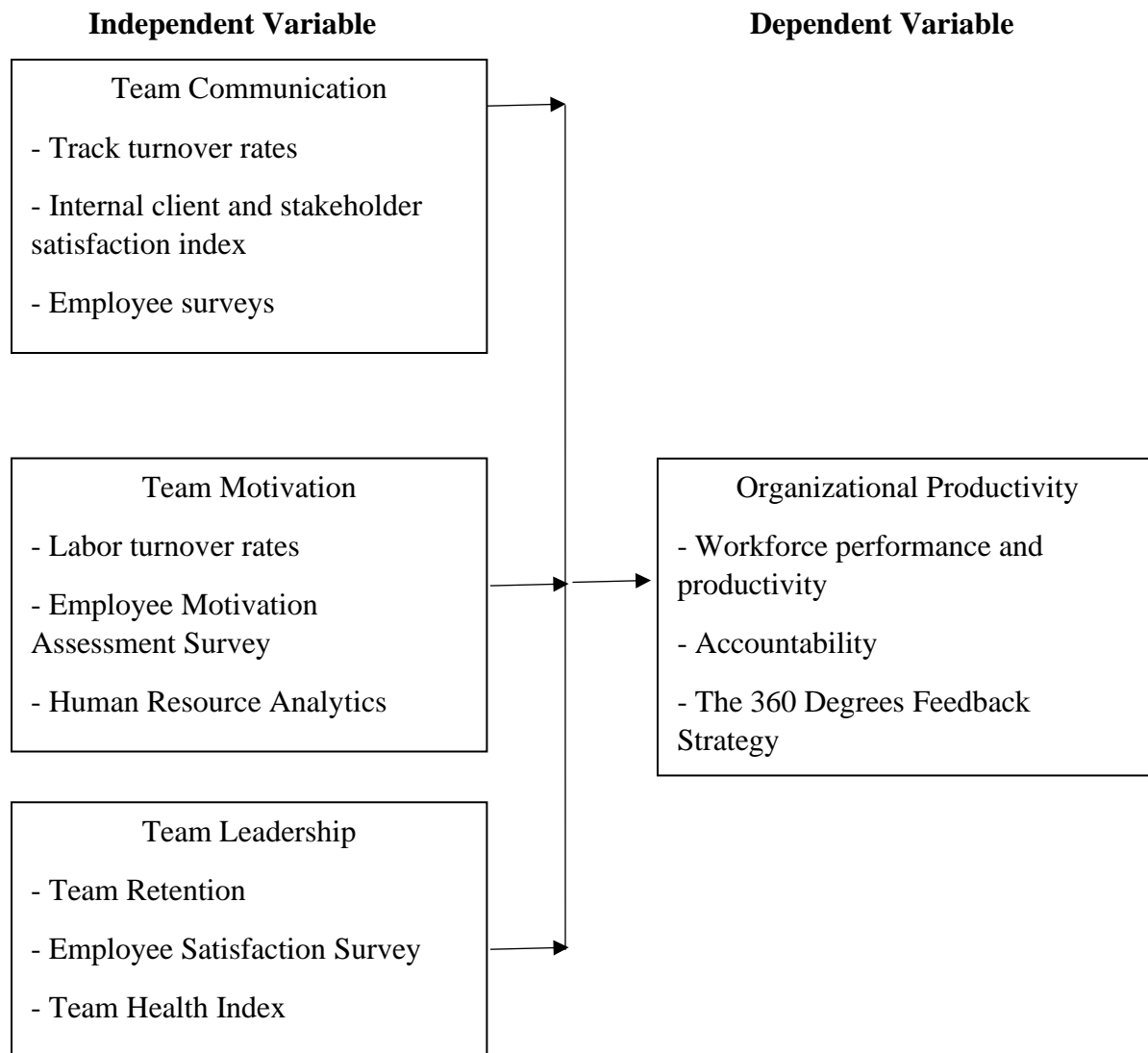
Performing: This is the last stage of development since team members are focused on the tasks at hand and on team relationships that are meant to boost morale and make working together more enjoyable.

This theory recognizes that teams have to go through clearly defined stages for development. Any team that has worked and stayed together for a long period of time always develops for the better (King & Lawley 2013).

This theory is important in this study because it shows that the success of a team is entirely dependent on the processes that it goes through. It helps understand that teams evolve and what challenges are expected at the different stages of development.

### **1.11 Conceptual framework**

Conceptual framework brings out the concept of the study including its application and usefulness in the study (Khan, 2008). The variables were categorized into dependent and independent. The independent variables in this study are team communication, team leadership, and team motivation, while the dependent variable is organizational productivity. The figure below shows the relationship between the three independent variables and the dependent variable.



**Figure 1.0: Conceptual Framework**

The variables were categorized into dependent and independent. The independent variables in this study are team communication, team motivation and team leadership, while the dependent variable is organizational productivity.

Communication is an integral part for the success of any business as it determines the working relations of employees and the employers. For a team to be able to achieve its goals, there must be good communication amongst the individuals.

Another important aspect that boosts productivity is good team leadership. Teams can either succeed or be disbanded due to the kind of leaders in charge, good leadership ensures that team members are satisfied and are happy with work, and as such leading to productivity. Furthermore, employees are regarded as the heart of any business. The rate of success is highly dependent on performance, and therefore, when there is motivation through strategies such as rewards, the employees tend to perform better thus increasing productivity. A good teamwork setting thus helps establish the effectiveness required to improve productivity in an organization (Peters, 2013).

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section provides empirical studies on the effect of team communication on organizational productivity; the effect of team motivation on organizational productivity and the effect of team leadership on organizational productivity.

### **2.2. Empirical Review**

#### **2.2.1 Team Communication and Organizational Productivity**

According to Adler (2008), communication refers to the exchange and flow of information from one person to another. Communication goes hand in hand with organizations productivity. A study conducted by Watson Wyatt (2006) found out that businesses that constantly communicated with staff members had low levels of labor turnover. This means that effective communication increases productivity of an organization. Communication is usually inter linked with time management since it helps teams to complete tasks on time. Effective communication only occurs when the receiver understands the information that is transmitted by the sender. It has a direct influence on the behavior of team members and performance. In this regard, the study will provide empirical data on the relationship between team communication and organizational productivity in private universities in Kenya but using Africa Nazarene University as the case study.

According to Snavelly (2001), it is estimated that managers spend approximately eighty percent of the time communicating with staff members. This is because most of the process of management such as planning, leading, controlling and organizing cannot be performed without effective communication. His research however did not cover the importance of motivation and leadership in enhancing the effectiveness of teamwork in an organization. Communication is seen as a basic

element in the structure and functioning of any organization. It helps achieve integration and coordination of the activities of various specialized units at different levels in the organization.

It is important to note that communication in an organization can be horizontal, downward and upward. Horizontal communication tries to link related tasks, work units and divisions in the organization. It is basically communication among people working at parallel or same level, position or rank in the organization (Hinkson, 2018). Downward communication basically provides information from the higher levels of management to the lower levels; it normally follows the chain of command since it's a superior-subordinate communication (Hinkson, 2018). Upward communication on the other hand serves as a control system for the organization. Organizations productivity and success depends on the flow of communication among employees. Upward communication serves as a control system for the organization.

Communication helps get things done since it provides clear instructions, gives proper explanations on tasks and enhances message delivery. It provides feedback regarding work performance; provides vital information regarding the goals and activities of the organization; gives employees the opportunity to participate in the processes of the organization such as decision making; appraisal of organizational products and services; opportunity to establish as well as maintain interpersonal relationships for task coordination and human interaction (Arthur, 2013). Such communication allows for better decision making across the organization through the optimal use of resources as well as considering all possible alternatives, increased social integration of the workers and the likelihood of the creation of organizational interventions.

According to Arthur (2013), effective communication helps control the various management functions in any organization. Managers who have good communication skills are able to convey ideas clearly so that the subordinates can understand what is expected thus contributing towards

achieving the goals of the organization. Poor communication on the other hand has a negative effect on productivity since the team members might not receive adequate information needed to complete a task, it can also result to employee frustration, absenteeism and increased employee turnover rate that in turn results to low productivity. This study did not use descriptive research design which was used in this research. Furthermore, it used theories that focused on teamwork in general rather than the ones focusing specifically on communication.

Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organization performance in Kenya's horticultural sector. The study was carried out in various flower farms in Kenya. The population of this study was fourteen flower farms in Kenya which were registered in the KFC directory (2013) and based in Naivasha. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found out that communication facilitates exchange of information and opinion with the organization. That communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. The study recommended that organizations should develop effective communication strategies since it will facilitate the passing of information both within and outside the organization thus improving performance. The study used correlation and regression analysis while this research used descriptive research design. It also focused on employee communication within Kenya horticultural sector while this study focused on teamwork in learning institutions but more specifically in universities.

Kibe (2014) investigated the effects of communication strategies on organizational performance. The study used descriptive research design. 132 questionnaires were distributed to various



employees. The findings concluded that for any organization to perform well, an open communication environment had to be encouraged since once the employees feel free to share feedback, ideas and criticism, then the level of performance will also increase.

According to research conducted by Weimann, Hinz, Scott and Pollock (2010) on a German manufacturer in regard to communication, it was found out that the communication culture and tools used by the teams were neither perfect nor complete as a result of the communication behaviors used by those teams. The findings indicated that face-to-face meetings, phone conversations and emails played a key role in team communication. The conclusion was that team member satisfaction and the success of a team can only be accomplished if the communication culture in the organization puts into consideration the current technologies being used in communication. If this can be achieved, then the performance of the organization will improve. This research was done in Kenya and specifically in Kajiado County unlike theirs that was done in Germany. However, there was similarities in the findings as both agreed on the fact that without communication, an organization is bound to fail.

### **2.2.2 Team Motivation and Organizational Productivity**

The heart of any organization is its employees. Employers must thus strive to ensure that employees are satisfied with the job. Productivity of the organization depends entirely on the performance of the employees, therefore, for an organization to be able to achieve its objectives, it should have strategies that are aimed at motivating employees. Employees can be motivated using both financial and non-financial incentives (Aremu, 2017).

Lather and Jain, (2017) define motivation as the interior drive that causes a person to decide to take action. A motivated employee according to Kalimullah (2010) usually has goals aligned with those of the organization. Therefore, all the energy and skills are directed towards achieving the

goals. Organizations implement effective reward systems that help in retaining employees, and reducing employee turnover in the organization (Aremu, 2017). A good reward system focuses on increasing salaries, giving out promotions, bonuses and other types of rewards. Organizations that have reward systems in place for motivating the employees have an added advantage over their competitors. This is because it also helps build a good rapport between employers and employees, and when employees are motivated, the latter tend to find better ways of improving work and as a result, thus boost the performance of the organization.

Shortages are an indication of poor motivation, poor management and inadequate or lack of organizational support (Peters et al, 2019). Low job motivation arises from heavy workload which is a forerunner of job stress as well as burnout. Employee motivation can be defined within its extrinsic and intrinsic values (Azash et al, 2017). The Intrinsic values are recognition, status, personal and professional development opportunities while the extrinsic factors include salaries, bonuses and benefits. According to Roos, Van Eeden (2019), some of the reasons for employee demotivation include poor relations with management, poor benefits, low salaries, emotional exhaustion, lack of recognition, lack of job security and lack of inclusion in decision making.

A study conducted by Shield and Ward (2001) in the United States indicated that nurses who were demotivated were 65% more likely to leave their workplace as compared to motivated employees. The level of employee motivation is directly linked to how employees are able to provide output in the work. Employees who are motivated exhibit a higher work and life satisfaction which has a positive impact on organizational performance.

Peters and Zelewski (2007) noted that personal preferences play a major role in employee motivation. Employees have personal preferences that is perceived as motivating when it comes

to work. In addition, the motivation to complete the set of tasks assigned will increase if whatever is to be handled is aligned to their interests and abilities.

According to Ollukkarn and Gunaseelan (2012), one of the best ways of ensuring that employees remain motivated is by creating a work environment that is enticing and inspiring to work. The reason being that, the quality of workplace environment directly affects the level of employee motivation which in turn affects performance. A good work environment helps to reduce absenteeism thus increasing employee's performance (Solanki, 2018). On the other hand, employees working under unfriendly conditions usually end up with low performance due to high levels of absenteeism and turnover rates.

In a McKinsey Quarterly survey of 1,047 executives, managers and employees from various sectors in the United Kingdom, attested to the role of non-financial incentives in motivating employees to high productivity. The respondents viewed three non-financial motivators which were praise from immediate managers, leadership attention and a chance to lead projects or task forces as no less or even more effective motivators than the three highest-rated financial incentives that include cash bonuses, increased base pay, and stock or stock options. The study also found out that non-financial motivators play a vital role in making employees feel valued by the company (Vrancic, 2015).

A study conducted by Sajuyigbe, et al. (2013) collected information from 100 employees of selected manufacturing companies in Ibadan, Nigeria and concluded that pay, performance bonus, recognition and praise were significantly related to organizational performance, supporting Herzberg's motivation hygiene theory.

In Pakistan, Tausif (2012) conducted a survey among public school teachers and found that non-financial rewards were essential in developing employee job satisfaction and motivation. Barton

(2006) found out employee recognition to be one of the most important factors among non-financial incentives in enhancing job satisfaction.

A study conducted by Aibievi (2014) where data was collected from 100 non-academic staff of the University of Benin, Nigeria to test the impact of training and development on employee motivation; it was found that there was a significant positive relationship between training and motivation. That trained staff were found to be more dedicated to duty compared to those who did not receive training and also that training lead to increased productivity. This study focused more on financial and non-financial incentives as the mode of motivating employees and it found out that when employees are motivated, the performance increases and it also employee turnover reduces.

### **2.2.3 Team Leadership and Organizational Productivity**

Leadership is an integral part of an organization as it determines whether or not that organization improves its productivity. According to Yuki (2013), leadership is all about an influencing process, but more specifically a process whereby intentional influence is exercised over other people to guide, structure and facilitate activities in groups or organizations. Leadership implies values, creativity, intellectual drive and knowledge, self-confidence, ethics, courage and charisma among others Yuki (2013).

Leadership skills are very crucial for both professional and personal development. It is therefore the duty of the team leader to make sure that responsibilities are delegated as per the skills and attributes of the team members without having to force any of the team members to do a task that are not well conversant because this decreases productivity (Tietjen and Myers, 2021). An organization that is well managed is able to maximize on efficiency and productivity in achieving its goals.

Top managers have full discretion to influence the performance of an organization. Leaders usually have a significant impact on the performance of an organization by shaping its structure, strategy and culture (Kakkos et al, 2018) through sharing knowledge, insights and responsibilities. Leadership is very significant to the performance of employees as well as to corporate excellence. This is why most organizations spend a lot of money in search for good and effective leadership (Fred C. Lunenburg, 2017).

The most successful leaders possess skills and attributes such as self-awareness, empathy, emotional intelligence, relationship management, and self-regulation. These skills cannot be used at once but the leaders are usually flexible enough to switch between the different styles depending on the situation at hand. According to Barth-Farkas (2014), managers are able to produce comprehensive changes in the organizations by embracing their personality, intelligent inspiration and personalized consideration. Good leadership plays an important role in the productivity of teams and the overall performance of the organization.

According to Michael Germano (2010), leadership has a direct impact on organizational performance. The main responsibilities of leaders is to shape institutional strategies, determine work values, work cultures and encourage employee motivation. Leaders have to come up with ways that help influence employees in order to reap maximum benefit. An organizations' success depends on the influence of leaders and their effectiveness in making sure that employees are aligned to a shared vision (Herman et al, 2018). On the contrary, organizations tend to fail due to lack of good leadership. When leadership is ineffective, then the employees are not well organized, controlled or even coordinated and this has a direct negative effect on the performance of the employees and the organization in general. This is usually a result of ineffective leadership that

causes low productivity, increases operating costs and from the uncooperative attitude of the workers.

According to Scouller (2011), team leadership creates favorable conditions that tend to increase the chances for the team to develop into an effective performing unit. A good team leader therefore ensures that the strategic plans assigned to the team are successfully implemented. Team leaders initiate actions, create confidence, build up morale, enhance communication and coordination, motivate employees, provide guidance, and build a good work environment which helps an organization to perform better. The Core success of any business is the employees, thus, when the employees are not contented with the leadership then the organization experiences challenges like strikes with employees that impact productivity (Scouller, 2011).

According to Bass (1985), transformational leadership is one of the best methods used to enhance both an individual and group's performance. This is because transformational leaders tend to motivate employees to exert and explore existing as well as new prospects. In relation to this leadership style, a study conducted by Zhu, Chew and Spanger (2005) on the relationship between transformational leadership and organizational performance, within 170 companies from Singapore identified that there is a positive relationship between transformational leadership and organizational performance. However, the research did not focus on how motivation and communication influence the style of leadership, a gap that this research sought to fill.

Ibrahim and Cross Ogohi (2019) examined the impact of leadership on the organizational performance of Coca Cola Company in Abuja, Nigeria. The study found out that the style of leadership a manager adopts has a direct effect on the performance of the organization. The study also discovered that participatory of leadership and delegation of duties enhanced employee performance and attainment of corporate goals and objectives. The study therefore concluded that

achievement of organizational goal and objective depended on the leadership style an organization adopted. It therefore recommended that, since leadership is one of the basic means used in attainment of organizational goals, every organization should ensure that the right leader takes charge of the organization in order to achieve the set goals.

A study conducted on transformational leadership practices in Russian companies, Elenkow (2002) examined the former impact on organizational performance using a Multifactor Leadership Questionnaire where he analyzed leadership behavior of 253 leaders. He found out that there is a strong correlation between transformational leadership and organizational performance. These examples are a clear indication that indeed leadership affects organizational performance.

Kieu (2010) conducted a study on the relation between transformational leadership and its effect on the performance of organizations. The study was based on 151 companies from IT industries. It used a multifactor leadership questionnaire and managed to expose that transformational leadership is a strong analyst for the performance, satisfaction and commitment within organizations. This is because it helps build commitment, empowerment and demand a higher degree of respect and trust for the leaders. The study therefore emphasized that transformational leadership relates positively to organizational performance. In as much as the correlation was positive, the research only focused on one type of leadership style whereas this study focused on the general aspects of leadership regardless of which leadership style an organization has ventured into.

Koech and Namusonge (2012) investigated the main effects of leadership styles on organizational performance at state-owned corporations in Kenya. A descriptive survey research based on the perceptions of middle and senior managers in thirty state owned corporations based in Mombasa, Kenya was undertaken. A structured self-completed research questionnaire was distributed and

collected after one week. To discover the leadership styles that influence organizational performance, correlation analysis was employed. Correlations between the transformational-leadership factors and organizational performance ratings were high, whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low. The results showed laissez-faire leadership style was not significantly correlated to organizational performance. Based on the findings, it was recommended that managers should discard laissez-faire leadership style by becoming more involved in guiding the subordinates; public managers should formulate and implement effective reward and recognition systems.

#### **2.2.4 Employee teamwork practices and organizational performance**

An individual's growth and success is determined by the ability to perform as an individual and also as a member of a team. An organization can achieve its goals even without working in teams but when teamwork is employed then it ends up achieving its set goals faster thus beating its timelines (Ledbetter, 2017). This means that teamwork is vital in accomplishing the overall objectives of an organization.

According to Quigley & Hambrick (2015), leaders play a vital role in deciding the success or failure of any organization. This is illustrated through strategic choices and behaviors. Leaders who adhere strictly to core company values have a positive effect in the output of the employees (Jones, 2015). This is because such leaders stimulate employees towards achieving the organizations goals and objectives. A study conducted by Jones (2015), on company norms, standards and values indicated that most employee's morale gets boosted when managers adhere strictly to the company's' values and norms. Teamwork tends to fail without good leadership in place, therefore, in as much as a company might invest in teamwork, without good management,



the company performs poorly. This means that a company that has invested in good leadership has an added advantage in the market.

Communication also plays a vital role in the success or failure of any organization. Teams are groups of individuals who come together to work towards the accomplishment of a common goal (Beattie and Ellis, 2017). The effectiveness of a team is entirely dependent on effective communication. If information is shared well across team members, then work is done at a faster rate than when people are working without full details. Working together needs team members to be able to understand each other and communicate information well. This helps to increase accountability of team members, reduce workload issues, improve quality of work, reduce misunderstandings, ensure better collaboration and teamwork, and improves employee satisfaction. Good communication thus improves understanding between team members and this boosts productivity and efficiency in the organization. Kakkad (2011) cited in his survey that an organization would perform better only if group members have the ability to communicate effectively.

Employee motivation is a process where personal needs are fulfilled. In most cases personal needs such as safety, survival needs, social, esteem and self-actualization lead to a better performance in work. A motivated employee is usually familiar with particular goals that must be accomplished in a particular manner (Dina Maria LUT, 2018). For any organization to prosper, the management must invest in strategies aimed at ensuring that its employees are motivated and satisfied. Employee motivation is directly linked to positive organizational performance.

Hewlett-Packard indicated that through teamwork it strengthened its spirit of reinvention as well as encourage innovations by inspiring its employees to perform better, to connect with whatever motivates employees to work, and to collaborate with the aim of solving challenges and managing

changes. Employees work as a team in order to come up with the best products for various clients. Its collaborative innovation it triggered by its diversity of experience and different perspectives by embracing different cultural backgrounds and locations that helped in becoming market leaders. This inspires employees to keep working hard to improve market strategies and recognize each other to boost productivity (HP).

### **2.3 Summary of Literature Review**

Research conducted by Adler (2008) indicated that there are factors that affect the way team works and thus determined if the teams will succeed or fail. These factors shaped the relationship team members have as well as the effectiveness of the team processes and its effect on productivity. This study explored the links between teamwork and productivity.

Various studies have been carried out on ~~the~~ impact of teamwork on productivity of an organization. This research has thus focused on the factors that boost the performance of a team which in turn boosts productivity of the organization. Therefore, research has been done on the impact of communication on organizational productivity, the outcome that leadership has on performance of teams and how it affects productivity, and how employee motivation is integral in boosting the productivity of an organization. In terms of communication Wyatt (2006) pointed out that indeed an organization performs better when there is effective communication within and outside the organization. He is of the opinion that businesses that encourage communication with staff members perform better and have low levels of turnover. The literature reviewed on employee motivation and indicated that an organization that invests in motivating its employees has better productivity since employees are the heart of the success of any organization. According to Kalimullah (2010) when employees are satisfied and feel safe at work, the latter always strive to perform better and this increases the productivity of the company. According to Germano (2010),

leadership has a direct impact on organizational performance. The literature as well points out that leadership is a key determinant on the success or failure of any organization. Organizations that have good leadership tend to perform better than the ones that are being poorly managed.

## **2.4 Knowledge Gap**

There is limited research studies that has been carried out touching numerous aspects of the impact of teamwork practices on organizational productivity among private universities in Kenya. Most research focused on public entities such as businesses and governmental organizations but none is discussed on private universities in Kenya.

According to Arthur (2013), there exist gaps in the implementation of teamwork at workplaces as far as communication, leadership and motivation are concerned. Teams might have the best environment to work in but still fail to utilize it to its advantage thus failing to achieve the set goals. Poor communication affects productivity in a negative manner since employees might not be in a position to receive adequate information needed to complete their tasks and this in turn leads to employee frustration, absenteeism, and increased employee turnover rate that leads to low productivity.

According to Zurn et al (2005) labor shortages are a clear indication of poor motivation, poor management and inadequate or lack of organizational support. Heavy workload leads to low job motivation since employees end up being stressed. Poor leadership according to Yuki (2013) is directly related to poor performance. Germano (2010) indicated that the success of an organization depends on the influence of leaders their effectiveness in making sure that employees share the same vision. Therefore, leaders with poor skills are not capable of making sure that an organization performs well.

The literature reviewed indicates that factors such as team communication, team motivation and team leadership influence how productive a company might be either positively or negatively. Hence this study sought to examine the effect of employee teamwork practices on productivity of an organization but focusing on Africa Nazarene University located in Kajiado County in Kenya.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

According to Kombo and Tromp (2009), research methodology deals with the description of all the methods that were applied in conducting the research study. Dawson (2009) on the other hand views it as the philosophy or general principles that guide the research. Therefore, this chapter provides an overview of the methods that were used to structure the research process in collecting and analyzing data to address the objectives of this study. Areas covered include research design, sampling design, data collection methods and procedure, data analysis methods, target population as well as the research site.

### **3.2 Research Design**

Research design according to Upagade and Shende (2012) is a general strategy used to conduct research with the aim of examining specific testable questions of interest. It is the blueprint used to collect, measure and analyze data in research. According to Coopers and Schindler (2008), it is a plan that is conceived so as to obtain answers to research questions. It is concerned in addressing ‘who, what, where, how, when and which’ questions

Descriptive study was used this study. A descriptive research design according to Orodho (2003) is a method of data collection that uses questionnaires or interviews when collecting information from people regarding opinions, attitudes, habits and any other social issues. It also provides further insight into the research problem by describing the characteristics of the variables under investigation (Sekaran & Bougie, 2011). According to Sekaran and Bougie (2011), descriptive research design has advantages such as assisting in the systematic thinking of given aspects in a given situation, and also helps the researcher to understand the characteristics of a particular group in a given situation.

A descriptive research design was therefore appropriate for this study as it aided in understanding the effect of employee teamwork practices on organizational productivity among private universities in Kenya, but specifically, Africa Nazarene University, by answering the ‘what’ question of the study.

### 3.3 Research Site

This research was carried out at Africa Nazarene University which is located within Kajiado County in Kenya. The main campus is located 24 kilometers from Nairobi town. The study involved all workers of ANU; both teaching and non-teaching staff.

### 3.4 Target Population

According to Sekaran and Bougie (2011), population refers to group of people, things or events that the researcher wants to investigate. Mugenda (2003) on the other hand says that population is a group of individuals, objects or events that have common observable characteristics. In this study, the population of study included all employees of ANU in main campus located in Kajiado. This target population was chosen because these employees made a complete set of people, events or objects to which the researcher generalized the outcome. ANU main campus had 173 employees according to the university’s human resource records of December 2020. Table 3.0 showed the research’s target population.

**Table3. 1 Target Population Table**

The table is a list of all the employees of ANU in main campus.

Category	Target Population
Teaching/ Faculty	55
Non-Teaching staff	118
Total	173

### 3.5 Sample and Sampling Procedures

According to Orodho and Kombo (2002), a sample is a finite and representative number of individuals or objects in a population to be studied. Kombo and Tromp (2009) also defines a sample as a finite part of a statistical population whose properties are studied to gain information about the whole or universe. Sekaran and Bougie, (2011) on the other hand defines sampling design as the physical representation of all the elements in the population from which the sample is drawn. This definition also incorporates the purpose of sampling design, which is to provide a means for choosing the particular members of the target population that make the respondents of the study. Sekaran and Bougie, (2011) are of the view that by studying a sample, one can be able that enables to draw conclusions that are generalizable to the population of study (Sekaran and Bougie, 2011).

This study therefore used stratified random sampling to select a sample that represented the entire population. Stratified sampling is a probability sampling design that first divided the population into meaningful non-overlapping subsets, and then randomly choose the subjects from each subset (Sekaran & Bougie, 2011). This method ensures the inclusion of small groups that would otherwise have been be omitted by other sampling methods (Mugenda, 2002). The sample for the study is drawn from the sampling frame which includes employees of ANU. Within each study unit (ANU), two strata are created, one being that of employees of ANU that are part of the teaching staff, and the other for employees who are part of the non-teaching staff. Within ANU members' stratum, random sampling was used to identify individual respondents. This study used Yamane's formula to calculate the sample size

$$n = \frac{N}{1 + Ne^2}$$

Where:

n is the desired size

N is the total population

e is the degree of accuracy given at 0.05 testing at 5% confidence level

$$n = \frac{173}{1 + 173 * 0.05 * 0.05} = 121 \text{ respondents}$$

**Table3. 2 Sampling Design Table**

Category	Target Population	Sample Size
Teaching/ Faculty staff	55	38
Non-Teaching staff	118	83
Total	173	121

### **3.6 Data Collection Methods and Procedures**

Primary data was collected using questionnaires. A questionnaire is a written set of questions that is administered to the target population with the aim of collecting data from the respondents (Mugenda, 2003). In addition to this, the research conversed with various heads of departments in order to get a glimpse of the activities carried out in each department. Secondary data on the other hand was collected from the ANU Human Resource Office. In addition, Likert scale measures were used. The Likert scale measures the level of agreement or disagreement and is an interval scale that uses five anchors of strongly disagree, disagree, neutral, agree and strongly agree (Mugenda, 2003). Close ended questions were used. The close ended questions gave the respondents a fixed choice of response. The administration of the questionnaires was done by the researcher. The researcher came up with a set of questions which were taken to the respondents in each department. After that, the researcher collected the questionnaires at the agreed time. In some instances, the researcher assisted some respondents who were not able to fill the questionnaires by themselves (Cooper, 2016).



### **3.7 Pilot Testing of Data Collection Instruments**

A researcher is supposed to test tools before using them to ensure the validity, reliability and practicality (Creswell, 2012). Piloting was therefore conducted to establish how credible the tools were. While undertaking this procedure, the researcher tested the clarity of language, the amount of time taken to respond, the procedure for administering, the length and the layout of the tools. According to Fraenkel, Wallen & Hyun (2012), the number of people who should be involved in piloting should be about 10 % of the sampled number. The pilot study used 3 teaching staff and 3 non-teaching staff from Catholic University of Eastern Africa. This group did not participate in the actual study but had similar characteristics with those who participated in the actual study. The participants were encouraged to comment and make suggestions which were used to improve various items. The main aim of the pilot study was to enhance validity and reliability of the data collection instruments.

### **3.8 Data Analysis Methods**

Data analysis refers to the application of reasoning that enables one to understand the data that has been collected with the aim of determining consistent patterns and summarizing the relevant details revealed in the examination (Zikmund, Babin, Carr & Griffin, 2010). Data gathered through the use of questionnaires was systematized, organized for content analysis and presentation. The data was analyzed using Statistical package for social sciences (SPSS) in order to help the researcher, generate descriptive statistics in terms of means and percentage and standard deviations.

Descriptive statistics was involved in the qualitative analysis of data that was collected where frequencies, percentages mean, and standard deviations were used as statistical tools to show the relations between the variables under study. The findings were presented in tables, charts and bar graphs for clarity.

Regression was used to establish relationships between the variables. Linear regression model is as follows: Linear regression model with dependent variable (Y) – Organizational productivity, independent variables X1 (Team communication), X2 (Team motivation), X3 (Team leadership),  $\varepsilon$  is the error term denoting there may be a non-linear relationship between the independent and dependent variables. The regression model equation is illustrated as follows:

For specific objective one:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where Y= Organizational productivity

B0= Constant and  $\varepsilon$ = error value

B1= Coefficient for team communication

X1= Team Communication

For specific objective two:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where Y= Organizational productivity

B0= Constant and  $\varepsilon$ = error value

B1= Coefficient for team motivation

X1= Team motivation

For specific objective three:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where Y= Organizational productivity

B0= Constant and  $\varepsilon$ = error value

B1= Coefficient for team leadership

X1= Team leadership

### **3.8.1 Testing of Study Hypotheses**

The study tested a total of four hypotheses (H01, H02 and H03) stated in null form and tested at  $p < 0.05$  using regression analysis. This was to allow running linear and multiple regression analysis. Therefore, in testing hypotheses the following procedure was adopted:

(Null Hypothesis) H01: There is no significant influence between team communication and organizational productivity in private universities in Kenya.

(Alternative Hypothesis) HA1: There is a significant influence between team communication and organizational productivity in private universities in Kenya.

Then the test statistic results were set at  $p < 0.05$  significance level.

So, if for instance, the results indicate  $p = 0.04$ , then this is significant at  $p < 0.05$ .

Verdict: reject the null hypothesis (H01) and accept the alternative hypothesis (HA1) that team communication significantly influences organizational productivity in private universities in Kenya and vice versa.

Therefore, this hypothesis testing procedure was applied procedurally in testing all the null hypotheses of the study (H01, H02 and H03).

## **3.9 Validity and Reliability**

### **3.9.1 Validity**

Validity refers to the extent to which the information collected by the researcher reflects what is being studied. According to Kothari and Gang (2014), validity measures the accuracy of the instruments being used in obtaining the anticipated data which can meet the objectives of the study. Mugenda and Mugenda (2009) says that validity is a measure of the degree to which results that have been obtained from the analysis of data, actually represent the phenomena under study; that is the extent to which the research tool collects the data or information it is supposed to collect.

The instruments that were used were checked and thoroughly discussed to ensure the validity of the information given. The work of validating the questionnaires was done prior to the data collection exercise. The researcher therefore sought the opinion of the university research supervisors in ascertaining both content and construct validity of the data collection instruments. In addition, a Content Validity Index was computed to ensure validity of the instruments. A content validity index of 0.742 was obtained.

### **3.9.2 Reliability**

According to Mugenda and Mugenda (2009) reliability refers to the consistency of two measures of the same kind, which is to what extent the two measures produce results which have no measurement error. Reliability of the research instrument was tested using Cronbach's Coefficient Alpha (a test of internal consistency). From results of the pilot testing, a Cronbach's alpha of 0.902 was obtained that confirmed the research instrument met the reliability test (Cronbach, 1951).

### **3.10 Privacy and Ethics**

The researcher ensured that all ethics were adhered to by making sure that the rights of the respondents were observed. Furthermore, the names of the respondents remained anonymous and as such, privacy was respected.

## CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

### 4.1 Introduction

This chapter presents the response rate, general and demographic information, descriptive analysis of the study variables and inferential statistics of the study

#### 4.1.1 Response Rate

This study targeted 121 respondents grouped into two categories, namely; teaching and non-teaching staff. The findings in table 4.1 shows that out of the 121 administered questionnaires, those who responded were 103 (85.12%) while those who did not respond were 18 (14.88%). Mugenda and Mugenda (2003) says that for a response rate to be statistically significant for data analysis it should not be less than 50%. The response rate indicates that the study had adequate data for data analysis.

**Table 4. 1 Response Rate**

<b>Response Rate</b>	<b>Sample Size</b>	<b>Percentage (%)</b>
Returned Questionnaire	103	85.12
Unreturned Questionnaire	18	14.88
<b>Total</b>	<b>121</b>	<b>100</b>

**Source: Field Data (2022)**

#### 4.1.2 Reliability Analysis

Reliability of the questionnaire was carried out through Cronbach's Alpha which draws measurement for the internal consistency. Cronbach's alpha was carried out by utilization of SPSS for the purpose of reliability analysis. The alpha coefficient value ranges between 0-1 may be utilized in describing the reliability of variables extracted from multi-point or dichotomous formatted scales or questionnaires. A greater value indicates a more reliable scale generated. Cooper & Schindler (2003) noted that 0.7 to be reliable and acceptable coefficient. Table 4.1.2.1 below indicates that team leadership had the greatest reliability ( $\alpha=0.881$ ) followed by team

motivation ( $\alpha=0.844$ ), and finally team communication ( $\alpha=0.783$ ). This shows that all the three scales were reliable as values of reliability exceeded the 0.7 recommended thresholds.

**Table 4.1.2 1 Reliability Coefficients**

Variable	Cronbach's Alpha	Number of items
Team communication	0.783	5
Team motivation	0.844	5
Team leadership	0.881	5
Organizational productivity	0.901	5
<b>Overall</b>	0.902	20

#### 4.1.3 Validity Analysis

Babbie and Mouton (2006) says that validity refers to the degree to which the instrument of research correctly measures what it basically ought to measure. Validity is associated with the findings, Ogula (2005) noted that content validity should be basically established prior to any testing of a theory.

Variable	No of items	Number of items
Team communication	0.761	5
Team motivation	0.801	5
Team leadership	0.749	5
Organizational productivity	0.781	5
<b>Overall</b>	0.742	20

#### 4.2 Demographic Information

The study sought to determine the characteristics of the respondents who participated in the study. The demographic information sought was the gender of respondents, age bracket of respondents, designation and level of education. The findings on demographics are presented in sub-sections 4.2.1 to 4.2.4.

### 4.2.1 Gender

The study was interested in understanding the gender of the respondents. Table 4.2.1.1 represents the findings on gender. The study noted that 57 (55.3%) of the respondents were male while female respondents were presented by 46(44.7%).

**Table 4.2.1 1 Gender**

	Frequency	Percent	Cumulative Percent
Male	57	55.3	55.3
Female	46	44.7	100.0
Total	103	100.0	

### 4.2.2 Age bracket

This study sought to determine the response of the respondents based on age and how this could inform the respondents understanding and interaction with the effect of teamwork practices on organizational productivity. The findings of the study show that majority of the respondents 52.4% were aged between 31-40 years, 32% were aged between 21-30 years, 15.5% were aged between 41-50 years. The response rate indicates that a significant percentage of the workers Africa Nazarene University are aged between 31 – 40 years. The findings are summarized in Table 4.2.2.1

**Table 4.2.2 1 Age bracket**

	Frequency	Percent	Cumulative Percent
21-30 years	33	32.0	32.0
31-40 years	54	52.4	84.5
41-50 years	16	15.5	100.0
Above 50 years	0	0.0	100.0
Total	103	100.0	

### 4.2.3 Designation

This study sought to determine the respondent position within the institution and how it informed the response levels as shown in Table 4.2.3.1. The study noted that most of the respondents 72.8% were non-teaching staff and 27.2% were teaching staff.

**Table 4.2.3 1 Designation**

	Frequency	Percent	Cumulative Percent
Teaching Staff	28	27.2	27.2
Non-Teaching Staff	75	72.8	100.0
Total	103	100.0	

### 4.2.4 Education Level

The findings in Table 4.2.4.1 indicate the education level of the respondents in the study. According to the findings of the study, a significant percentage of the respondents 63.1% had Postgraduate level of education, 19.4% were bachelor's degree holders, 4% were Diploma holders, 9.7% had other qualification papers and 2.9% had O level education. This response rate indicates that most of the respondents were knowledgeable. The level of education also implies that most of the respondents understood research ethics and were able to give informative and honest responses which played a paramount role in ensuring the credibility of the findings of the study.



**Table 4.2.4 1 Highest Education Level**

	Frequency	Percent	Cumulative Percent
O level	3	2.9	2.9
Diploma	5	4.9	7.8
Bachelor's Degree	20	19.4	27.2
Postgraduate	65	63.1	90.3
Others	10	9.7	100.0
Total	103	100.0	

### **4.3 Presentation of Research Analysis, Findings, and Interpretation**

This study sought to examine the effect of employee teamwork practices on organizational productivity with a focus of Africa Nazarene University. The specific objectives of this study were to determine the effect of team communication on organizational productivity, effect of team motivation on organizational productivity and effect of team leadership on organizational productivity in Africa Nazarene University. The study had five-point Likert Scale type questions. The findings of the study are presented in sections 4.3.1 to 4.3.2, each sub-section based on the specific objectives.

#### **4.3.1 Descriptive Analysis of Study Variables**

Descriptive statistics are utilized in describing the fundamental characteristics of data in a given study. When used with simple analysis, it forms the grounds of each quantitative data analysis. The respondents were requested to indicate the extent of teamwork practices influenced organizational productivity. The practices under this study were; team communication, team motivation and team leadership. A Likert scale questionnaire was used to rate the extent of implementation of the indicators where the respondent had to choose between strongly disagree, disagree, Neutral, Agree and Strongly agree. The frequency, percentage, mean, variance and

standard deviation for all the predictor factors were analyzed and presented systematically as indicated below.

#### **4.3.1.1 Team communication and Organizational Productivity**

Statements were developed to measure the extent to which team communication influenced organizational productivity in private universities in Kenya. Statement (1): Effective communication channels enable team members to check among themselves to assure progress and overcome obstacles to progress. Out of 103 respondents that participated in the study 2 (1.9%) respondents strongly disagreed, 6 (5.8%) of the respondents disagreed; 5 (4.9%) of the respondent neither agreed or disagreed, 42 (40.8%) of the respondents agreed and 48 (46.6%) strongly agreed. This item had a mean of 4.24 and a standard deviation of 0.934 which is less than the composite mean score of 4.27 with a standard deviation of 0.485 therefore implying that the statement did not positively influence the organizational productivity in private universities in Kenya.

Statement (2): Constant communication on issues of importance creates a conducive working environment. Out of 103 respondents that participated in the study 4 (3.9%) respondents strongly disagreed, 8(7.8%) of the respondents disagreed; 3 (2.9%) of the respondents neither agreed nor disagreed, 38 (36.9%) agreed and 50 (48.5%) strongly agreed. This item had a mean of 4.18 and a standard deviation of 1.073 which is less than the composite mean score of 4.27 with a standard deviation of 0.485 therefore implying that the statement did not positively influences the organizational productivity in private universities in Kenya.

Statement (3): 'Direct efforts to keep employees informed effectively improves the work performance. Out of 103 respondents that participated in the study no respondents strongly

disagreed, 4 (3.9%) of the respondents disagreed; 4 (3.9%) of the respondents neither agreed nor disagreed, 51 (49.5%) agreed and 44 (42.7%) strongly agreed. This item had a mean of 4.31 and a standard deviation of 0.728 which more than the composite mean score of 4.27 with a standard deviation of 0.485 therefore implying that the statement positively influences the organizational productivity in private universities in Kenya.

Statement (4): Effective communication makes members of the team have an equal opportunity for participation to develop confidence and skills. Out of 103 respondents that participated in the study 11 (10.7%) of the respondents strongly disagreed, 9 (8.7%) of the respondents disagreed; none of the respondents neither agreed nor disagreed, 27 (26.2%) agreed and 56 (54.4%) strongly agreed. This item had a mean of 4.05 and a standard deviation of 1.368 which is less than the composite mean score of 4.27 with a standard deviation of 0.485 therefore implying that the statement did not positively influence the organizational productivity in private universities in Kenya.

Statement (5): Clear and open communication facilitates effective teamwork. Out of 103 respondents that participated in the study no respondents strongly disagreed, 3 (2.9%) of the respondents disagreed; 7 (6.8%) of the respondents neither agreed nor disagreed, 20 (19.4%) agreed and 73 (70.9%) strongly agreed. This item had a mean of 4.58 and a standard deviation of 0.748 which is more than the composite mean score of 4.27 with a standard deviation of 0.485 therefore implying that the statement positively influences the organizational productivity in private universities in Kenya.

**Table 4.3.1.1 1 Descriptive Statistics - Team Communication**

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Effective communication channels enable team members to check among themselves to assure progress and overcome obstacles to progress.	f	2	6	5	42	48		
	%	1.9%	5.8%	4.9%	40.8%	46.6%	4.24	.934
Constant communication on issues of importance creates a conducive working environment.	f	4	8	3	38	50		
	%	3.9%	7.8%	2.9%	36.9%	48.5%	4.18	1.073
Direct efforts to keep employees informed effectively improves the work performance.	f	0	4	4	51	44		
	%	0.0%	3.9%	3.9%	49.5%	42.7%	4.31	.728
Effective communication makes members of the team have an equal opportunity for participation to develop confidence and skills.	f	11	9	0	27	56		
	%	10.7%	8.7%	0.0%	26.2%	54.4%	4.05	1.368
Clear and open communication facilitates effective teamwork.	f	0	3	7	20	73		
	%	0.0%	2.9%	6.8%	19.4%	70.9%	4.58	.748
<b>Composite Mean and Standard Deviation</b>							<b>4.27</b>	<b>.485</b>

#### 4.3.1.2 Team Motivation and organizational productivity

Statements were developed to measure the extent to which team motivation influenced organizational productivity in private universities in Kenya. Statement (1): Teamwork creates learning opportunities, helping individuals develop skills and expertise more rapidly out of 103 respondents that participated in the study no respondents strongly disagreed, 2 (1.9%) of the respondents disagreed; none of respondent neither agreed or disagreed, 40 (38.8%) of the

respondents agreed and 61 (59.2%) strongly agreed. This item had a mean of 4.55 and a standard deviation of 0.606 which is more than the composite mean score of 4.09 with a standard deviation of 0.481 which shows that that the statement positively influenced the organizational productivity in private universities in Kenya.

Statement (2) Teamwork increases motivation as it evenly distributes work pressure among team members out of 103 respondents that participated in the study 9 (8.7%) respondents strongly disagreed, 8 (7.8%) of the respondents disagreed; none of the respondents neither agreed nor disagreed, 28 (27.2%) agreed and 58 (56.3%) strongly agreed. This item had a mean of 4.15 and a standard deviation of 1.286 which is more than the composite mean score of 4.09 with a standard deviation of 0.481 therefore implying that the statement positively influences the organizational productivity in private universities in Kenya.

Statement (3) Teamwork encourages personal growth, increases job satisfaction, and reduces stress out of 103 respondents that participated in the study no respondents strongly disagreed, 9 (8.7%) of the respondents disagreed; none of the respondents neither agreed nor disagreed, 80 (77.7%) agreed and 14 (13.6%) strongly agreed. This item had a mean of 3.96 and a standard deviation of 0.699 which is less than the composite mean score of 4.09 with a standard deviation of 0.481 which indicates that the statement does not positively influence the organizational productivity in private universities in Kenya.

Statement (4) Working in teams saves time and provides everyone with more energy to focus on getting the job done out of 103 respondents that participated in the study 13 (12.6%) of the respondents strongly disagreed, 11 (10.7%) of the respondents disagreed; none of the respondents neither agreed nor disagreed, 37 (35.9%) agreed and 42 (40.8%) strongly agreed. This item had a mean of 3.82 and a standard deviation of 1.399 which is less than the composite mean score of

4.09 with a standard deviation of 0.481 therefore implying that the statement does not positively influence the organizational productivity in private universities in Kenya.

Statement (5) Teamwork encourages employees to broaden their skills and knowledge out of 103 respondents that participated in the study no respondents strongly disagreed, 20 (19.4%) of the respondents disagreed; 7 (6.8%) of the respondents neither agreed nor disagreed, 30 (29.1%) agreed and 46 (44.7%) strongly agreed. This item had a mean of 3.99 and a standard deviation of 1.142 which is less than the composite mean score of 4.09 with a standard deviation of 0.481 which indicates that the statement does not positively influence the organizational productivity in private universities in Kenya.

**Table 4.3.1.2 1 Descriptive Statistics - Team Motivation**

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Teamwork creates learning opportunities, helping individuals develop their skills and expertise more rapidly.	f	0	2	0	40	61		
	%	0.0%	1.9%	0.0%	38.8%	59.2%	4.55	.606
Teamwork increases motivation as it evenly distributes work pressure among team members	f	9	8	0	28	58		
	%	8.7%	7.8%	0.0%	27.2%	56.3%	4.15	1.286
Teamwork encourages personal growth, increases job satisfaction, and reduces stress	f	0	9	0	80	14		
	%	0.0%	8.7%	0.0%	77.7%	13.6%	3.96	.699
Working in teams saves time and provides everyone with more energy to focus on getting the job done.	f	13	11	0	37	42		
	%	12.6%	10.7%	0.0%	35.9%	40.8%	3.82	1.399
Teamwork encourages employees to broaden their skills and knowledge.	f	0	20	7	30	46	3.99	1.142
	%	0.0%	19.4%	6.8%	29.1%	44.7%		
<b>Composite Mean and Standard Deviation</b>							<b>4.09</b>	<b>.481</b>

#### **4.3.1.3 Team Leadership and organizational productivity**

Statements were developed to measure the extent to which team leadership influenced organizational productivity in private universities in Kenya. Statement (1) Through teamwork, team members are empowered to work at their full potential. Out of 103 respondents that participated in the study no respondents strongly disagreed, 13 (12.6%) of the respondents disagreed; 3 (3.9%) of the respondent neither agreed or disagreed, 29 (28.2%) of the respondents agreed and 58 (56.3%) strongly agreed. This item had a mean of 4.28 and a standard deviation of 1.014 which is more than the composite mean score of 3.94 with a standard deviation of 0.452. This statement positively influences the organizational productivity in private universities in Kenya.

Statement (2) Teamwork inspires individuals to put forth their talents to fulfill the goals aligned with the strategic plan and, ultimately, achieve the company's vision. 2 (1.9%) of the respondents strongly disagreed, 6 (5.8%) of the respondents disagreed; 4 (3.9%) of the respondents neither agreed nor disagreed, 48 (46.6%) agreed and 43 (41.7%) strongly agreed. This item had a mean of 4.20 and a standard deviation of 0.911 which is more than the composite mean score of 3.94 with a standard deviation of 0.452 which shows that the statement positively influences the organizational productivity in private universities in Kenya.

Statement (3) Working in teams encourages team members to remain goal-oriented. Out of 103 respondents that participated in the study no respondents strongly disagreed, 12 (11.7%) of the respondents disagreed; 6 (5.8%) of the respondents neither agreed nor disagreed, 60 (58.3%) agreed and 25 (24.3%) strongly agreed. This item had a mean of 3.95 and a standard deviation of 0.879 which less than the composite mean score of 3.94 with a standard deviation of 0.452 which

indicates that the statement does not positively influence the organizational productivity in private universities in Kenya.

Statement (4) Teamwork promotes communication, ethics, inclusion, and respect out of 103 respondents that participated in the study 7 (6.8%) of the respondents strongly disagreed, 26 (25.2%) of the respondents disagreed; 3 (2.9%) of the respondents neither agreed nor disagreed, 46 (44.7%) agreed and 21 (20.4%) strongly agreed. This item had a mean of 3.47 and a standard deviation of 1.259 which is more than the composite mean score of 3.94 with a standard deviation of 0.452 therefore implying that the statement positively influences the organizational productivity in private universities in Kenya.

Statement (5) Teamwork allows for a problem-solving and decision-making mindset. 5 (4.9%) respondents strongly disagreed, 8 (7.8%) of the respondents disagreed; 6 (5.8%) of the respondents neither agreed nor disagreed, 66 (64.1%) agreed and 18 (17.5%) strongly agreed. This item had a mean of 3.82 and a standard deviation of 0.979 which is less than the composite mean score of 3.94 with a standard deviation of 0.452, This indicates that the statement does not positively influence the organizational productivity in private universities in Kenya.



**Table 4.3.1.3 1 Descriptive Statistics - Team Leadership**

Statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Through teamwork, team members are empowered to work at their full potential.	f	0	13	3	29	58	4.28	1.014
	%	0.0%	12.6%	2.9%	28.2%	56.3%		
Teamwork inspires individuals to put forth their talents to fulfill the goals aligned with the strategic plan and, ultimately, achieve the company's vision.	f	2	6	4	48	43	4.20	.911
	%	1.9%	5.8%	3.9%	46.6%	41.7%		
Working in teams encourages team members to remain goal-oriented.	f	0	12	6	60	25	3.95	.879
	%	0.0%	11.7%	5.8%	58.3%	24.3%		
Teamwork promotes communication, ethics, inclusion, and respect.	f	7	26	3	46	21	3.47	1.259
	%	6.8%	25.2%	2.9%	44.7%	20.4%		
Teamwork allows for a problem-solving and decision-making mindset.	f	5	8	6	66	18	3.82	.978
	%	4.9%	7.8%	5.8%	64.1%	17.5%		
<b>Composite Mean and Standard Deviation</b>							<b>3.94</b>	<b>.452</b>

#### 4.3.2 Inferential statistics

Inferential statistics is one of two branches of statistics in which a random sample of data is taken from a population to describe and make inferences about the population. Etikan & Bala (2017) said inferential statistics assists a study in making data descriptions and drawing conclusions and inferences from the respective set of data. For the purpose of inferential statistics, this study adopted correlation analysis, regression analysis and Analysis of Variance (ANOVA).

### 4.3.2.1 Team communication and organizational productivity

#### 4.3.2.1.1 Correlation Analysis on the Relationship between Team Communication and Organizational Productivity

The study sought to establish correlation between team communication and organizational productivity among private universities in Kenya. Correlation was used in this study to examine the relationship between the independent variable (team communication) with the dependent variable (organizational productivity). The correlation test was conducted at 5% level of significance with a 2-tailed test. Thus, the significance critical value was set at 0.025 below which the association is deemed to be significant and vice versa. The findings illustrated in Table 4.6 below show that team communication had a strong positive and significant association with organizational productivity,  $r(103) = .685, p < .05$ .

**Table 4.3.2.1.1 1 Correlation of Team Communication and Organizational Productivity**

		Organizational Productivity
Team Communication	Pearson Correlation	.685**
	Sig. (2-tailed)	.000
	N	103

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

#### 4.3.2.1.2 Regression Analysis on the Relationship between Team Communication and Organizational Productivity

The study conducted regression analysis to determine the effect of team communication on organizational productivity. The findings presented in Table 4.7 indicate that team communication explained about 47% of the proportion in organizational productivity as the  $R^2$  value was obtained as 0.470. This means that other factors contribute to 53% of the proportion in organizational productivity.

**Table 4.3.2.1.2 1 Regression Analysis of Team Communication and Organizational Productivity**

Model	R		Std. Error		Change Statistics			Sig. F Change	
	R	Adjusted Square	of the Estimate	R Square Change	F Change	df1	df2		
1	.685 <sup>a</sup>	.470	.465	.27116	.470	89.491	1	101	.000

a. Predictors: (Constant), Team Communication

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced as shown in Table 4.8. The ANOVA table showed that team communication had a significant prediction on organizational productivity. This implies that team communication can be a good predictor of organizational productivity;  $F(1,101) = 89.491$ ;  $p \leq .05$ . It was important to establish the amount of contribution that team communication had on organizational productivity.

**Table 4.3.2.1.2 2 ANOVA showing Regression Model for Team Communication and Organizational Productivity**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.580	1	6.580	89.491	.000 <sup>b</sup>
	Residual	7.426	101	.074		
	Total	14.006	102			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Team Communication

From the regression coefficients shown in Table 4.9, the unstandardized beta coefficient for team communication is 0.549. The t-value for team communication is significant, implying that for each unit increase in team communication, organizational productivity can increase by 0.549 units;  $t(102) = 9.460$ ;  $\beta = .549$   $P \leq .05$ .

**Table 4.3.2.1.2 3 Regression Coefficients of Team Communication and Organizational Productivity**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.772	.213		8.321	.000
	Team Communication	.549	.058	.685	9.460	.000

Dependent Variable: Organizational Productivity

#### 4.4 3 Hypothesis testing

#### 4.4 Hypothesis Testing

##### 4.3.2.1.3 Hypothesis testing

The study sought to determine the effect of team communication on organizational productivity among private universities in Kenya. Regression analysis was used to test the relationship between team communication and organizational productivity. The hypothesis testing the relationship between team communication and organizational productivity as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H01: There is no significant effect of team communication and organizational productivity in private universities in Kenya. From the findings of regression analysis, it can be depicted that team communication significantly affects and organizational productivity;  $T(102) = 9.460$ ;  $\beta = .549$   $P \leq .05$ . This therefore implies that the null hypothesis which stated that: H01: There is no significant effect of team communication on organizational productivity in private universities in Kenya was rejected and the conclusion made that: HA1: There is a significant effect of team communication in private universities in Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of team communication on private universities in Kenya.

##### 4.3.2.2 Team Motivation and Organizational Productivity

#### 4.3.2.2.1 Correlation Analysis on the Relationship between Team Motivation and Organizational Productivity

The study sought to establish correlation between team motivation and organizational productivity among private universities in Kenya. Correlation was used in this study to examine the relation between the independent variable (team motivation) with the dependent variable (organizational productivity). The correlation test was conducted at 5% level of significance with a 2-tailed test. Thus, the significance critical value was set at 0.025 below which the association is deemed to be significant and vice versa. The findings illustrated in Table 4.11 below show that team motivation had a strong positive and significant association with organizational productivity,  $r(103) = .728$ ,  $p < .05$ .

**Table 4.3.2.2.1 1 Correlation of Team Motivation and Organizational Productivity**

		Organizational Productivity
Team Motivation	Pearson Correlation	.728**
	Sig. (2-tailed)	.000
	N	103

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

#### 4.3.2.2.2 Regression Analysis on the Relationship between Team Motivation and Organizational Productivity

The study conducted regression analysis to determine the effect of team communication on organizational productivity. The findings presented in Table 4.12 indicate that team motivation explained about 53 % of the proportion in organizational productivity as the  $R^2$  value was obtained as 0.530. This means that other factors contribute to 47% of the proportion in organizational productivity.

**Table 4.3.2.2.1 2 Regression Analysis of Team Motivation and Organizational Productivity**

Model	R		Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics		Sig. F Change	
	R	Square				F	df1		df2
1	.728 <sup>a</sup>	.530	.525	.25541	.530	113.711	1	101	.000

a. Predictors: (Constant), Team Motivation

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced as shown in Table 4.13. The ANOVA table showed that team motivation had a significant prediction on organizational productivity. This implies that team motivation can be a good predictor of organizational productivity;  $F(1,101) = 113.711$ ;  $p \leq .05$ . It was important to establish the amount of contribution that team motivation had on organizational productivity.

**Table 4.3.2.2.1 3 ANOVA showing Regression Model for Team Motivation and Organizational Productivity**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.418	1	7.418	113.711	.000 <sup>b</sup>
	Residual	6.589	101	.065		
	Total	14.006	102			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Team Motivation

From the regression coefficients shown in Table 4.14, the unstandardized beta coefficient for team communication is 0.535. The t-value for team communication is significant, implying that for each unit increase in team communication, organizational productivity can increase by 0.497 units;  $t(102) = 10.664$ ;  $\beta = .497$   $P \leq .05$ .

**Table 4.3.2.2.1 4 Regression Coefficients of Team motivation and Organizational Productivity**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.941	.173		11.201	.000
Team Motivation	.497	.047	.728	10.664	.000

a. Dependent Variable: Organizational Productivity

#### **4.3.2.2.3 Effect of team motivation on organizational productivity**

The study sought to determine the effect of team motivation on organizational productivity among private universities in Kenya. Regression analysis was used to test the relationship between team motivation and organizational productivity. The hypothesis testing the relationship between team motivation and organizational productivity as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H02: There is no significant effect of team motivation and organizational productivity in private universities in Kenya. From the findings of regression analysis, it can be depicted that team motivation significantly affects and organizational productivity;  $T(102) = 10.664$ ;  $\beta = .497$   $P \leq .05$ . This therefore implies that the null hypothesis which stated that: H02: There is no significant effect of team motivation on organizational productivity in private universities in Kenya was rejected and the conclusion made that: HA2: There is a significant effect of team motivation in private universities in Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of team motivation on private universities in Kenya.

### 4.3.2.3 Team Leadership and Organizational Productivity

#### 4.3.2.3.1 Correlation Analysis on the Relationship between Team Leadership and Organizational Productivity

The study sought to establish correlation between team leadership and organizational productivity among private universities in Kenya. Correlation was used in this study to examine the relation between the independent variable (team leadership) with the dependent variable (organizational productivity). The correlation test was conducted at 5% level of significance with a 2-tailed test. Thus, the significance critical value was set at 0.025 below which the association is deemed to be significant and vice versa. The findings illustrated in Table 4.16 below show that team communication had a strong positive and significant association with organizational productivity,  $r(103) = .591, p < .05$ .

**Table 4.3.2.3 1 Correlation of Team Leadership and Organizational Productivity**

		Organizational Productivity
Team Leadership	Pearson Correlation	.591**
	Sig. (2-tailed)	.000
	N	103

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

#### 4.3.2.3.3 Regression Analysis on the Relationship between Team Leadership and Organizational Productivity

The study conducted regression analysis to determine the effect of team leadership on organizational productivity. The findings presented in Table 4.17 indicate that team leadership explained about 34.9% of the proportion in organizational productivity as the  $R^2$  value was obtained as 0.349. This means that other factors contribute to 65.1% of the proportion in organizational productivity.



**Table 4.3.2.3 2 Regression Analysis of Team Leadership and Organizational Productivity**

Model	R Square			Std. Error	Change Statistics			Sig. F Change	
	R	Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2		
1	.591 <sup>a</sup>	.349	.343	.30042	.349	54.190	1	101	.000

a. Predictors: (Constant), Team Leadership

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced as shown in Table 4.18. The ANOVA table showed that team motivation had a significant prediction on organizational productivity. This implies that team communication can be a good predictor of organizational productivity;  $F(1,101) = 54.190$ ;  $p \leq .05$ . It was important to establish the amount of contribution that team communication had on organizational productivity.

**Table 4.3.2.3 3 ANOVA showing Regression Model for Team Leadership and Organizational Productivity**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.891	1	4.891	54.190	.000 <sup>b</sup>
	Residual	9.116	101	.090		
	Total	14.006	102			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Team Leadership

From the regression coefficients shown in Table 4.19, the unstandardized beta coefficient for team leadership is 0.564. The t-value for team leadership is significant, implying that for each unit increase in team leadership, organizational productivity can increase by 0.480 units;  $t(102) = 7.361$ ;  $\beta = .480$   $P \leq .05$ .

**Table 4.3.2.3 4 Regression Coefficients of Team Leadership and Organizational Productivity**

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.008	.241		8.328	.000
	Team Leadership	.480	.065	.591	7.361	.000

a. Dependent Variable: Organizational Productivity

#### 4.3.2.3.4 Hypothesis testing

The study sought to determine the effect of team leadership on organizational productivity among private universities in Kenya. Regression analysis was used to test the relationship between team leadership and organizational productivity. The hypothesis testing the relationship between team leadership and organizational productivity as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H03: There is no significant effect of team leadership and organizational productivity in private universities in Kenya. From the findings of regression analysis, it can be depicted that team leadership significantly affects and organizational productivity;  $T(102) = 7.361$ ;  $\beta = .480$   $P \leq .05$ . This therefore implies that the null hypothesis which stated that: H03: There is no significant effect of team leadership on organizational productivity in private universities in Kenya was rejected and the conclusion made that: HA3: There is a significant effect of team leadership on private universities in Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of team leadership on private universities in Kenya.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

### **5.0 Introduction**

This chapter presents the summary, discussions, conclusions and recommendation from the analysis of data collected. The responses for this research were based entirely on the objectives of the study. An attempt is also made to highlight the recommendations which the researcher found to be beneficial to organizations. The researcher thus presents a detailed discussion of the results, draws conclusions and makes recommendations from the study.

### **5.1 Summary of Findings**

The purpose of the study was to establish the effect of employee teamwork practices on organizational productivity among private universities in Kenya. This was guided by three objectives as discussed earlier; to determine the effect of team communication on organizational productivity with a focus of Africa Nazarene University, to establish the effect of team motivation on organizational productivity with a focus of Africa Nazarene University, to assess the effect of team leadership on organizational productivity with a focus of Africa Nazarene University. According to a survey that was taken, the majority of the respondents who were both teaching and non-teaching staff of ANU were literate, with a majority having more than just secondary level of education. This means that the level of awareness on the effect of employee teamwork practices on organizational productivity among private universities in Kenya.

The study was conducted using descriptive research design and quantitative tools in data collection. The target population was one hundred and seventy-three teaching and non-teaching staff of Africa Nazarene University which is located in Kajiado County. The sample population was established using random stratified sampling technique which was a probability sampling design that first divides the population into meaningful non-overlapping subsets, and then

randomly chooses the subjects from each subset (Sekaran & Bougie, 2011). The sample size that was selected was 121 respondents from the target population. Data was collected using questionnaires, descriptive statistic was used to analyse and describe the patterns in the collected data. Linear regression and correlation analysis techniques were also used to identify the relationship and influence between team communication, team motivation and team leadership of organizational productivity in private universities in Kenya. Statistical Package for the Social Sciences (SPSS) was used as a data analysis tool and the findings were illustrated in form of graphs and tables.

The first objective was designed to determine the effect of team communication on organizational productivity with a focus on Africa Nazarene University. This was established by analyzing the benefits that an organization stands to gain when management and staff have good communication among themselves and across various departments. In terms of the team communication on organizational productivity correlation analysis between team communication and organizational productivity indicated that team communication had a positive and significant association with organizational productivity among private universities in Kenya  $r(103) = .685, p < .05$ . In addition, regression analysis between team communication and organizational productivity indicated that team communication had a significant influence on organizational productivity among private universities in Kenya ( $\beta = .549, t(102) = 9.460, p < .05$ ). Linear regression model found that a unit increase in team communication contributed to 0.549 linear change in organizational productivity among private universities in Kenya. From the findings, it was evident that most of the respondents agree that team communication has a positive effect on organizational productivity among private universities in Kenya.

The second objective was to establish the effect of team motivation on organizational productivity with a focus on Africa Nazarene University. In terms of the team motivation on organizational productivity correlation analysis between team motivation and organizational productivity indicated that team motivation had a positive and significant association with organizational productivity among private universities in Kenya,  $r(103) = .728, p < .05$ . More so, regression analysis between team motivation and organizational productivity indicated that team motivation had a significant influence on organizational productivity among private universities in Kenya ( $\beta = .497, t(102) = 10.664, p < .05$ ). Linear regression model found that a unit increase in team motivation contributed to 0.497 linear change in organizational productivity among private universities in Kenya. From the response received, it is apparent that majority of the respondents agree that team motivation had a positive effect on organizational productivity among private universities in Kenya.

The last objective was to establish the effect of team leadership on organizational productivity with a focus on Africa Nazarene University. In terms of the effect of team leadership on organizational productivity correlation analysis between team leadership and organizational productivity indicated that team leadership had a positive and significant association with organizational productivity among private universities in Kenya  $r(103) = .591, p < .05$ . More over, regression analysis between team motivation and organizational productivity indicated that team motivation had a significant influence on organizational productivity among private universities in Kenya ( $\beta = .480, t(102) = 7.361, p < .05$ ). Linear regression model found that a unit increase in team leadership contributed to 0.480 linear change in organizational productivity among private universities in Kenya. It is therefore evident that majority of the respondents strongly agree that

team leadership has a positive effect on organizational productivity among private universities in Kenya.

## **5.2 Discussion of the Findings**

### **5.2.1. Team communication and organizational productivity with a focus on Africa Nazarene University**

The study confirmed that effective communication channels enable team members to check the progress and overcome obstacles to progress. The study findings are in agreement with Jones (2008), that it was important to understand the impact of team performance since it is viewed by most scholars as a key driving force for the improvement of an organizations' performance. This concurred with the findings of Brandy, veronica (2012) who states that when communication is effective, it improves relationships at home, work and other social situations thus enabling one to have deeper connections with others thus help in improving teamwork, problem solving and decision making. This is because it enables a person to pass across negative and difficult messages to other staff members without having to ruin trust or create conflict.

The study confirmed that clear and open communication facilitates effective teamwork. In line with Roger Haywood (2017) noted that the success of an organization is dependent on how informed staff members are. The emphasize was on internal communication since it outlines future progress of the organization as it explains the anticipated change so that employees get to know the exact role in either maintaining or adjusting the change as it will provide information that will enable the employees handle tasks more effectively. Furthermore, Dominick Joseph (1996) claimed that effective communication at the workplace encourages both the management and other

employees to work more satisfactory: this is because when employees are well informed, damaging information is less likely to be spread across the office.

The study also agreed that direct efforts to keep employees informed effectively improves the work performance. Indeed, communication is very vital for the success of any organization. Communication can either build or destroy an organization. Therefore, organizations are urged to invest in good communication strategies since the latter act as a good link between people who make the decisions in the organizations and the other employees. On the contrary, ineffective communication leads to situations of uncertainty and dissatisfaction at the workplace and the overall result is that it tampers with the general productivity of the organization

In general, effective communication between management and employees creates better understanding and enables both parties to co-operate more effectively. The value of good communication within the workplace is that it enables employees to understand the goals of the organization and how role in achieving them. It also enables employees to air their views freely within the organization thus end up feeling more valued by the organization which makes the performance better. The studies confirm that there is a positive significant relationship between communication, performance of employees and organizational productivity.

### **5.2.2. Team motivation and organizational productivity with a focus on Africa Nazarene University**

The study agrees that Teamwork increases motivation as it evenly distributes work pressure among team members. The findings of this study are in agreement with that of Deci and Gagne (2005) which stated that research has shown that indeed there is a strong relationship between employee performance and employee motivation. Even though motivation is seen to enhance performance,

it is good to note that people might be motivated but the lack of adequate skills to perform the located tasks will therefore decrease the performance.

Employees can be motivated using either monetary or non-monetary incentives. According to Condly and Clark (2008), more people tend to think that monetary incentives motivate employees more than non-monetary ones. While deciding on the best way to motivate employees, it is vital to know the employees since there are those that are intrinsically motivated and those that extrinsically motivated. Knowing the type of employees will make it easy for the management to know the most appropriate way of increasing their motivation.

Saleem (2011) investigated the impact of financial incentives and rewards on employee's performance in Bahawalpur. The results indicated that incentives, employee loyalty and increased financial incentives enhanced employee motivation which in turn helped increase performance as well as reduce turnovers. This means that employees can only be loyal when their wants and desires have been satisfied by the organization; and loyal employees tend to perform better.

The study agreed that Teamwork creates learning opportunities, helping individuals develop skills and expertise more rapidly. The findings are in agreement with Lather and Jain, (2017) definition of motivation as the interior drive that causes a person to decide to take action. A motivated employee according to Kalimullah (2010) usually has goals aligned with those of the organization. Therefore, all the energy and skills are directed towards trying and making sure that the goals have been realized. Organizations are implementing effective reward systems simply because it helps in stabilizing as well as retaining employees, and at the same time, it reduces employee turnover



in the organization (Prof. Singh & Vivek Tiwari, 2017). A good reward system focuses on increasing salaries, giving out promotions, bonuses and other types of rewards. Organizations that have reward systems in place for motivating the employees have an added advantage over the competitors. This is because it also helps build a good rapport between employers and employees, and when employees are motivated, the latter tend to find better ways of improving work and as a result, thus boost the performance of the organization.

According to the findings, it is reasonable to say that employee motivation increases organizational productivity by enhancing employee performance. Organizations will benefit from increased productivity and a higher quality of work only if there is an increase in employee performance. This is simply because employees that are motivated tend to have a high level of job satisfaction which in turn increases the level of job retention. Organizations should thus try and invest in training and development with the sole aim of making sure that employee motivation, as well as job satisfaction, is increased. It is also evident that employees are the heart of any organization and thus, employees who are highly motivated at work become the greatest resource of any business. Some of the benefits of employee motivation include high job satisfaction, helps attract more high-level motivated employee candidates, optimizes training and development, increases employee output, increases employee performance as well as productivity, and fosters an organization wide productivity culture of employees. The studies and findings thus confirm that there is a positive significant relationship between motivation (application of both financial and non-financial incentives), performance of employees and organizational productivity.

### **5.2.3. Team leadership on organizational productivity with a focus on Africa Nazarene University**

Through teamwork, team members are empowered to work at full potential. The findings of this study are in agreement with that of Karamat (2013) which stated that the most important driving force that helps increase the overall performance of an organization is good leadership. Higher productivity is linked to a combination of successful leadership style with the styles of a team. The main reason is that the behaviors of leaders directly affect the welfare of employees. For instance, a wrong style of supervision might easily affect negatively the behaviors of certain employees leading to emergence of undesirable behaviors such as absenteeism from work and this in turn reduces the general performance of the organization.

Teamwork inspires individuals to put forth the talents to fulfill the goals aligned with the strategic plan and, ultimately, achieve the company's vision. This was also in agreement with the research of Ullah, Ullah and Durrani (2011) who stated that leadership is directly related to the performance of employees and the participation of employees is usually vital for organizational development. This means that an organization that has good leadership will encourage employees to perform their tasks better and this will help boost the overall performance of the organization. As long as employees are participating fully towards the attainment of the set goals, then organizational performance will definitely improve. It is therefore, the responsibility of leaders to try and build organizations that function effectively simply because their success is dependent on the willingness of other employees to cooperate with them. This also is dependent on the degree of congruency between the leadership style being adopted by them and the needs, interests and expectations of other employees.

Leadership is directly linked to organizational success or failure. An organization that has effective leadership tends to be more productive. This is because effective leaders have the ability to

motivate, guide and inspire other subordinates to achieve the organizations goals and objectives. Leadership involves decision making, conflict resolution, delegation of tasks and responsibilities, interaction with employees among others. Depending on how leaders handle those elements, the latter can end up influencing the morale of employees, their retention, absenteeism and overall productivity.

One of the most important aspects that leaders need to embrace in a bid to improve organizational productivity is good communication. When leaders construct good lines of communication with other subordinate members and the management, then it creates room for maximizing workforce productivity. Open communication will make sure that leaders are constantly in the process of sharing and receiving feedbacks about the performance of the organization as well as getting feedback from employees regarding their own performance. Leaders who value regular and open communication allows steady flow of information within the organization and that information can be used to develop new, more effective practices that will in turn help the employees understand that their input and ideas are being appreciated. With such good leadership qualities in place, employees will be better placed to work in improving the general productivity of the organization. The studies thus confirm that there is a positive significant relationship between team leadership, performance of employees and organizational productivity.

### **5.3 Conclusion**

The main purpose of the study was to establish the effect of employee teamwork practices on organizational productivity among private universities in Kenya. The overall conclusion is that team communication, team motivation and team leadership indeed have a positive influence on employee performance which in turn has a direct influence on the general productivity of the organization.

Study objective number one was to determine the extent to which team communication affects organizational productivity. The conclusion is that team communication has a positive influence on employee performance thus helps in boosting the overall performance of the organization. There are various channels of communication which if applied in organizations will allow for safe, open and free flow of information.

The second study objective was to determine the extent to which team motivation affects organizational productivity. The study concluded that motivation of employees directly affects the performance of the organization. Organizations that have put in place incentives, both financial and non-financial are better placed to perform better than those that have not. The reason being, employees that are motivated tend to go the extra mile of making sure that the set goals of the organization are achieved. On the contrary, employees that are not motivated will lead to low performance since there might result to high turnovers, absenteeism, slow delivery among others.

The last study objective was to determine the extent to which team leadership affects organizational productivity. The study concluded that employees feel safe when there is good leadership. An organization with good leadership will ensure that employees are motivated, appropriate resources for work are provided, ensures effective communication, provide conducive work environment among others. With all these in place, employees will have an ample time to do their various tasks with ease thus enhancing the productivity of the organization.

This research is vital to organizations that have for a long-time discounted teamwork as a major tool for enhancing organizational performance to start valuing and using it as their number one tool. This is because as discussed earlier, it is clear that teamwork has a positive impact on the performance of organizations as it helps bring benefits such as better organizational performance, higher productivity, competitive advantage and increased product and service quality. The research

indicates that teamwork fosters cooperation among employees. When an employee is in a team, his or her performance will be improved and at the same time, job satisfaction will be enhanced. Furthermore, it reduces work-related stress, enhances good decision making, offers better utilization of skills and reduces workforce turnover. All the factors stated above collectively contribute to enhanced organizational performance.

#### **5.4 Recommendations**

From the findings of the study, discussions and conclusions made, the study makes the following recommendations. First, Organizations should invest in good communication strategies since the latter act as a good link between people who make the decisions in the organizations and the other employees. Good communication strategy will therefore assist the organization to perform better since the time wasted on trying to interpret information will be saved and put into good use.

Further, this study recommends that organizations should invest heavily on good recognition and reward systems. If there is a good reward system in place such as financial incentives and promotions, then the employees will work towards improving their performance and that of the organization at large.

Lastly, the study recommends organizations should ensure that there are appropriate leaders in place. Good leadership is the most important driving force that helps increase the overall performance of an organization. Higher productivity is linked to a combination of successful leadership style with the styles of a team. The main reason is that the behaviors of leaders directly affect the welfare of employees

Besides, leaders should adopt leadership styles that will maximize their potential and transcend into the employee's behavior so as to enhance performance. Leaders should try and implement modern management techniques that aim at improving time management, reduce employee stress,

and enhance the quality of meetings; by doing so, leaders will be able to encourage high levels of productivity from all team members thus enhancing the general efficiency of the organization's operations.

## References

- Adam, N. R., & Dogramaci, A. (1981). *Productivity analysis at the organizational level*. Boston: M. Nijhoff.
- Adler, Nancy J. (2008). *International Dimensions of Organizational Behavior*. Mason, O H: Thomson.
- Agusthina Risambessy, Bambang Swasto, Armanu Thoyib, Endang Siti Astuti, 2018. The Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance, *J. Basic. Appl. Sci. Res.*, 2(9) pp 8833-8842.
- Aibievi, S. (2014). Training as an Essential Tool for Increasing Productivity in Organizations: Uniben in Focus. *Current Research Journal of Social Sciences* 6, 35-38.
- Alie, R. E., Beam, H., and Carey, T. A. (1998). *The use of teams in an undergraduate management program*. *Journal of Management Education*.
- Anthony Owino (2019). Retrieved from [Universities in Kenya: List of Public and Private Universities - Kenyans.co.ke](http://Universities in Kenya: List of Public and Private Universities - Kenyans.co.ke)
- Anu Singh Lather, Shilpa Jain 2017. MOTIVATION AND JOB SATISFACTION A STUDY OF ASSOCIATES OF PUBLIC AND PRIVATE SECTOR. *Delhi Business Review X* Vol. 6, No. 1, pp 77-84.
- Aremu, I. (2017, May 20). The key to economy recovery is motivated and skilled workforce. *Daily Trust*. Retrieved from <https://www.dailytrust.com.ng/news/labour/-the-key-to-economy-recovery-is-motivated-and-skilled-workforce/189972.html>
- Arthur, W. (2013). *Individual and team skill decay: The science and implications for practice*
- Bass, B., M., & Riggio, R., E. (2006). *Transformation Leadership* (2<sup>nd</sup> edition). Mahwan , NJ: Lawrence Erlbaum Associates.
- Bellomo, T. (2021). *Teamwork in Talent Development*.
- Bery, B, Otieno,A, Waiganjo, E.W &Njeru, A (2015). Effect of Employee Communication on Organisation Performance: in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6(2),138-145 Retrieved from <http://dx.doi.org/10.5430/ijba.v6n2p138>
- Bratton, J. (2020). *Organizational Leadership*. London: SAGE
- Barr, E. (2021). 101 tips for improving your business communication.
- Belbin, R. M. M. (2012). *Team Roles at Work*. Hoboken: Taylor & Francis.
- Chen, J.-C., Silverthorne, C., & Hung, J.-Y. (2006). *Organization communication, job*
- Conference Board of Canada. (2017). *A Systems Perspective on High Performance Teamwork in Organizations*.
- Dr. Nikos Kakkos, Dr. Panagiotis Trivellas, Kaliopi Fillipou, 2018. Exploring the link between job motivation, work stress and job satisfaction, Evidence from the banking industry.

7<sup>th</sup>International Conference on Enterprise Systems, Accounting and Logistics (7th ICESAL 2010), Rhodes, Greece pp 211-230.

Ed Snyder, BS, CBET, and Margy Grasberger, MS 2018. From a Clinical Engineering Perspective...Understanding Motivation and Employee Satisfaction, Biomedical Instrumentation & Technology, pp 283-287.

Frandsen, F., Johansen, W. & Pang, A. (2013). From management consulting to strategic communication: studying the roles and functions of communication consulting. *International Journal of Strategic Communication*, 7(2), 81-83.

Fred C. Lunenburg, 2017. Motivating by Enriching Jobs to Make Them More Interesting and Challenging *International Journal Of Management, Business, And Administration* Volume 15, Number 1.

Jeffrey L. Herman, Jennifer J. Deal, Jamie Lopez, William A. Gentry, Stephanie Shively, Marian Ruderman, Lori Zukin, 2018. Motivated by the Organization's Mission or Their Career? Implications for Leaders in Turbulent Times, Center for Creative Leadership, Booz|Allen|Hamilton.

Jones, F. (2015). Mediating Variables in Leadership – Performance research. *Journal of Business and Economics Research*.

Kalpna Rathore Solanki. Flextime Association with Job Satisfaction, Work Productivity, Motivation & Employees Stress Levels. *Journal of Human Resource Management*. Vol. 1, No. 1, 2018, pp. 9-14. doi: 10.11648/j.jhrm.20130101.12

Prof. S. K. Singh\* & Vivek Tiwari, 2011, Relationship between motivation and job Satisfaction of the white collar employees: a case study, *SMS Varanasi*, Vol. VII, No. 2; Dec 11, pp 31-39.

King, M. (2015). Corporate blogging and microblogging: An analysis of dialogue, interactivity and engagement in organization-public communication through social media, *Corporate Blogging and Microblogging PhD Thesis*. Sydney: University of Technology.

Ledbetter, A.M. (2017). The past and future of technology in interpersonal communication theory and research. *Communication Studies*, 65(4), 456-459.

Mark A. Tietjen and Robert M. Myers, 2021. Motivation and job satisfaction, *Management Decision* 36/4 pp 226–231, MCB University Press [ISSN 0025-1747].

Mayfield, M., Mayfield, J. R., & Walker, R. (2020). Fundamental theories of business communication: Laying a foundation for the field.

Quigley, T., & Hambrick, D. (2015). Has the CEO effect increased in recent decades? A new explanation for the great rise in America's attention to corporate leaders. *Strategic Management Journal*.

Redmond, J. (2017). Strategy and the Importance of Strategic Leadership. <https://www.cpaireland.ie/CPAIreland/media/Education-Training/Study%20Support%20Resources/P2%20Strategy%20and%20Leadership/Relevant%20Articles/cpa-article-strategy-and-leadership-final.pdf>



Ruck, K. & Welch, M. (2018). Valuing Internal Communication; Management and Employees Perspectives. *Public Relations Review*, 38, 294-302.

Serrat, O. (2017). Knowledge Solutions: Tools, Methods, and Approaches to Drive Organizational Performance.

S.Md.Azash, Ramesh Safare, M.Sudheer Kumar, 2017. The motivational factors and job satisfaction: a Study on selected public and private sector bank Employees in Kadapa district, Andhra Pradesh. *International Refereed Research Journal Vol. – II, Issue –4, [161], Journal of Arts, Science & Commerce E-ISSN 2229-4686 ISSN 2231-4172*

Slatten, T., Göran, S., & Sander S. (2019). Service Quality and Turnover Intentions as Percieved by Employees. *Personnel Review*, 40(2), 205-221.

stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership & organization Development journal*.

Cohen, S., & Bailey, D. (1997). What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite. *Journal of Management*.

Cooper, R.D. and Schindler, P.S. (2011). *Business Research Methods* 11th edition. McGraw-Hill Publications. New York, United States.

Dawson, C. (2009). *Introduction to Research Methods: A practical guide for anyone*.

Elenkov, D., S. (2002). Effects of leadership on organizational performance in Russian companies. *Journal of Business Research*.

Fayol, H. (1949). *General and Industrial Management*, translated by Constance Storrs. London: Pitman.

FORD, H. E. N. R. Y. (2018). *MY LIFE AND WORK: Henry ford's autobiography, with a history of the ford motor company (hardcover)*. Place of publication not identified: LULU COM.

Harvard Medical School (2021). Retrieved from [Teams | HMS IT \(harvard.edu\)](#)

Hays, C. L. (2013). *The real thing: Truth and power at the coca-cola company*. New York: Random House

Hellweg S. A., & Phillips S. L. (December 01, 1982). Communication and Productivity in Organizations. *Public Productivity Review* 6, 4, 276-288.

HP. Retrieved from [HP people talk about team work \(explorehp.com\)](#)

Jim Motavalli (2016). Retrieved from [5 Inspiring Companies That Rely on Teamwork to Be Successful | SUCCESS](#)

Kadavakollu, T. (2013). Team Work as a path to Employability a case study. *Journal of Education and Practice*, 4(5), 121- 125.

- Kalogiannidis, S. (2021). Impact of employee motivation on organizational performance. A scoping review paper for public sector. *The Strategic Journal of Business & Change Management*, 8 (3), 984 – 996.
- Katz, J. H., & Miller, F. A. (2013). *Opening doors to teamwork and collaboration: 4 keys that change everything*. San Francisco: Barrett-Koehler Publishers, Inc.
- Katz, D., & Kahn, R. (1978). *The Social Psychology of Organizations*. New York, NY: John Wiley
- Kibe, C.W. (2014) Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority. *European Journal of Business and Management* 6(11) 6-10. Retrieved from [www.ijste.org](http://www.ijste.org)
- King, D., & Lawley, S. (2013). *Organizational behaviour*. Oxford: Oxford University Press.
- Kombo, D.K. and Tromp, D.L.A. (2009). *Proposal and Thesis Writing: An Introduction*. Paulines Publications Africa, Don Bosco Printing Press, Nairobi Kenya.
- Kriek, D. (2019). *Team Leadership: Theories, Tools and Techniques*. Randburg: Knowledge Resources.
- Luca, J., & Tarricone, P. (200) Does emotional intelligence affect successful teamwork? Proceedings of the 18th Annual conference of the Australasian Society for Computers in Learning Tertiary Education at ASCLICITE, P367-376 Melbourne: University of Melbourne.
- Mugenda, O.M. and Mugenda, A.G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Newman, F.M, King, M.B & Youngs, P. (2000). Professional development that addresses school capacity: Lessons from urban elementary schools. *American Journal of Education*.
- Nurhayati, M., Pramudito, O., & Ermawati, E. (2018). The Importance of Teamwork on Business Restaurant in Medicating Effect of Work Discipline on Employee Performance. *European Journal of Business and Management*.
- Orodho, A. J. (2003). *Essentials of Educational and Social Science Research Method*. Nairobi: Masola Publishers.
- Orodho A.J. and Kombo D.K. (2002). *Research Methods*. Nairobi: Kenyatta University, Institute of Open Learning.
- Reeves, D. L., Hansen, C., & Bennett, R. (2020). *Teamwork*.
- Rob van Ommering (2003). *Horizontal communication: A style to compose control software*
- Sajuyigbe, A.S., Olawoye, B.O & Adeyemi, M.A. (2013). Impact of Reward on Employee Performance in Selected Manufacturing Companies in Ibadan, Oyo state, Nigeria. *International Journal of Arts and Commerce*, 2(2), 27-32.

Salas, E. (2013). *Developing and enhancing teamwork in Organizations: Evidence-based best practices and guidelines*. San Francisco, Calif: Jossey-Bass

Sandford, P., Schuster, J., & Briefings Publishing Group. (2002). *Essentials of effective teamwork: Practical advice for fostering teamwork among your staff members*.

Sanyal, S., & Hisam, M. (2018). The Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University.

Sekaran U. and Bougie R.(2011). *Research Methods for Business: A Skill Building Approach*. 5th Edition. Aggarwal printing press, Delhi.

SIMONE,J.A.N.S. O.N. (2020). TEAMWORK PSYCHOLOGY DEVELOPMENT;EMPLOYEE MOTIVATION, PROJECT & PERSONNEL MANAGEMENT TO JOINT SUCCESS, PERFECT LEADER-COMMUNICATION. S.I.: BEST OF HR - BERUFEBILDER

Staines, R. (January 01, 2010). Benefits of teamwork. *Nursing Standard (royal College of Nursing great Britain)*

Tjosvold, D. (1986). *Working together to get things done: Managing for organizational productivity*. Lexington, Mass: Lexington Books.

Troxell, J. P. (1954). *Employee understanding and teamwork for greater productivity*. New York: National Association of Manufacturers of the United States of America.

Valseechi, R., Wise, S., Mueller, F., and Smith, C. (2012). *The practice of teamwork in health industry call centers*. Employee Relations.

Vrancic, I. (2015). And people? Why are Managers' Cars the Most Important Assets in Every Organization?. Retrieved from <http://www.TechnicsPub.com>.

Warwick, D., P. (1975). *A Theory of Public Administration*. Thousand Oaks, Carlifonia: Sage.

Washington, B., T., & University of Virginia. (1997). *Teamwork*. Charlottesville, Va: University of Virginia Library.

Wasserman, N., Nohria, N., & Anand, B. (2001). *When does leadership matter? The contingent opportunities view of CEO leadership*. Harvard Working Paper No. 02-04

Watson Wyatt. (2006). *WorkGreaterChina 2006: A comprehensive study of employee attitudes in Greater China : commitment and beyond*. Beijing: Watson Wyatt Worldwide.

Yuki, G. (2013). *Leadership in organizations*. Pearson: Upper Saddle River

Zhu, W., Chew I.K.H., & Spangler, W. D (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *Leadership Quarterly*.

Zikmund, G.W., Babin, B.J., Carr,C.J. and Griffin, M.(2010). *Business Research Methods* 8th ed. South-Western, Cengage Learning.

## APPENDICES

### Appendix I: Questionnaire

#### THE EFFECT OF EMPLOYEE TEAMWORK PRACTICES ON ORGANIZATIONAL PRODUCTIVITY: A CASE STUDY OF AFRICA NAZARENE UNIVERSITY

Dear respondents, kindly help me in filling the questionnaire below for my academic research paper. This study aims at investigating the effect of employee teamwork practices on organizational productivity; a case study of ANU. Your participation will be highly appreciated.

#### SECTION A: GENERAL INFORMATION

1. Gender: Male  Female

2. Age:

21-30  31-40  41-50  Above 51 years

3. Current designation:

Staff  Faculty

4. Education qualification:

Diploma  Bachelor's Degree   
Masters  PHD  Certificate

#### SECTION B: Teamwork practices

##### 1. Team communications

What is your level of agreement on the following statements relating to effect of team communication on the organizational productivity? Please use the rating criteria below

- a) Strongly Agree (SA)                      b) Agree (A)                      c) Neutral (N)  
d) Disagree (D)                              e) Strongly Disagree (SD)

Statement	SA	A	N	D	SD
Team Communication					

Effective communication channels enable team members to check among themselves to assure progress and overcome obstacles to progress.					
Constant communication on issues of importance creates a conducive working environment.					
Direct efforts to keep employees informed effectively improves the work performance.					
Effective communication makes members of the team have an equal opportunity for participation to develop confidence and skills.					
Clear and open communication facilitates effective teamwork.					

## 2. Team motivation

What is your level of agreement on the following statements relating to effect of team motivation on the organizational productivity of? Please use the rating criteria below

- a) Strongly Agree (SA)                      b) Agree (A)                      c) Neutral (N)  
d) Disagree (D)                                  e) Strongly Disagree (SD)

Statement	SA	A	N	D	SD
<b>Team Motivation</b>					
Teamwork creates learning opportunities, helping individuals develop their skills and expertise more rapidly.					
Teamwork increases motivation as it evenly distributes work pressure among team members.					
Teamwork encourages personal growth, increases job satisfaction, and reduces stress.					
Working in teams saves time and provides everyone with more energy to focus on getting the job done.					
Teamwork encourages employees to broaden their skills and knowledge.					

### 3. Team leadership

What is your level of agreement on the following statements relating to effect of team leadership on the organizational productivity of? Please use the rating criteria below

- a) Strongly Agree (SA)                      b) Agree (A)                      c) Neutral (N)
- d) Disagree (D)                                  e) Strongly Disagree (SD)

Statement	SA	A	N	D	SD
<b>Team Leadership</b>					
Through teamwork, team members are empowered to work at their full potential.					
Teamwork inspires individuals to put forth their talents to fulfill the goals aligned with the strategic plan and, ultimately, achieve the company's vision.					
Working in teams encourages team members to remain goal-oriented.					
Teamwork promotes communication, ethics, inclusion, and respect.					
Teamwork allows for a problem-solving and decision-making mindset.					

### Section C: Organizational productivity within the institution

Statement	SA	A	N	D	SD
<b>Organizational productivity</b>					
Teamwork creates a healthy competition which motivates employees and make them put in more effort.					
Teamwork promotes workplace synergy.					
Effective teamwork increases potential for innovation.					
Working in teams increase operational efficiency thus productivity of an organization in general.					

Teamwork creates positive working relationships thus strengthen company morale and improves work performance.					
--	--	--	--	--	--

*Thank you for your time and response*

## APPENDIX II: Research permit

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>614502</b>	Date of Issue: <b>06/April/2022</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Ms. Vanessa Ange Munezero of Africa Nazarene University, has been licensed to conduct research in Kajjado on the topic: EFFECT OF EMPLOYEE TEAMWORK PRACTICES ON ORGANIZATIONAL PRODUCTIVITY AMONG PRIVATE UNIVERSITIES IN KENYA: A CASE OF AFRICA NAZARENE UNIVERSITY for the period ending : 06/April/2023.</b>	
License No: <b>NACOSTI/P/22/16700</b>	
<b>614502</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code
	
Wayfair Centre, 7th Floor, Balch Buncha Road, Nairobi, Kenya. T: +254 732 148 000   P.O. Box 57795-0020 NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
<b>A GUARANTEE FOR AFRICAN GROWTH</b>	



**APPENDIX III: Research authorization letter**



*11<sup>th</sup>, November, 2021*

E-mail: [researchwriting.mba.anu@gmail.com](mailto:researchwriting.mba.anu@gmail.com)

Tel. 0202711213

*Our Ref:* 19M03EMBA020

The Director.  
National Commission for Science,  
Technology and Innovation (NACOSTI),  
P. O. Box 30623, 00100 Nairobi.  
Kenya

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: ANGE VANESSA MUNEZERO**

Miss. Ange is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Miss. Ange is conducting a research entitled: “**Effect of Employee Teamwork Practices on Organizational Productivity among Private Universities in Kenya: A Case Africa Nazarene University.**”

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

A handwritten signature in black ink, appearing to read 'DR. Kimani Gichuhi'.

**DR. Kimani Gichuhi,**

**MBA, Coordinator,**

**School of Business,  
Africa Nazarene University.**

**Appendix IV: Map of study area**

