EFFECTS OF TEAM BUILDING ACTIVITIES AS A STRATEGIC ISSUE ON EMPLOYEE RETENTION: A CASE STUDY OF SAFARICOM LIMITED

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________       Date: ___________________________

Janeth Cheum (ID 634468)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________       Date: ___________________________

Prof. Paul Katuse

Signed: ___________________________       Date: ___________________________

Dean, Chandaria School of Business
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It has been a tough journey learning concepts of research methodology and more importantly practicing it on paper. Writing this project report has had a substantial impact on my research skills and for that I am forever thankful. I would like to take a moment to mention a few people who have been supportive and have helped me throughout this period.

First and foremost, I would like to offer my sincere gratitude to my professor, Prof. Paul Katuse, for the immense support in guiding me in the research concepts and undertakings.

Secondly, I acknowledge the entire fraternity of United States International University for the great critique and collaboration, which helped me shape and improve on my research.

Finally, I thank and acknowledge my family for their support and motivation throughout my study period.
DEDICATION

I dedicate this research proposal to our two sons Adrian and Ethan. You are my number one source of inspiration.
ABSTRACT

The purpose of this study was to examine the effects of team building activities as a strategic issue on job retention at Safaricom. This study intends to assess the Research Questions: Does Team Building Activities Foster Job Retention at Safaricom? Does the Team Building Activities Improve Performance and Productivity of Individuals? and Is Job Retention a Competitive Strategy used in Safaricom?

The population of the study constituted all 4,500 employees of Safaricom Company Limited, which has offices spread across six counties within Kenyan borders. Stratified sampling was used to pick employees from the ten existing divisions in Safaricom, after which the sample size formula was used to determine the size of the sample of 138 subjects for a cross sectional survey out of which 109 responded giving a response rate of 79%. Data analysis was done using SPSS and Excel tools to produce descriptive and correlation statistics.

The findings based on the first research question established that most of the respondents agreed that they believe lack of alignment within a team impacts the outcome of a task or a project and that teamwork is a valued aspect at Safaricom. Team building activities made the respondents feel like a ‘part of the family’ and enjoy participating in the team building activities. However, respondents were not sure whether team building activities influenced positive talk outside of the workplace (increased their commitment to the organization), results also showed that team members are held accountable for the decisions they make, and improved communication with others because of team building activities was observed. The respondents however disagreed that evaluation of the teamwork results ignored their share of efforts and that they were motivated at work because of the team building activities.

The findings based on the second research question revealed that most respondents agreed that they were motivated to set goals that will assist them in their workplace performance, whenever they do tasks individually they believe a better result would be achieved through team work, learn more about the overall company goals and objectives during a team building activity, compared with before the team building activities, their level of trust and confidence in their colleagues increased, felt that they better understand their colleagues because of team building activities whereas respondents were however not sure on whether they felt re-energized after a team building activity, team building
activities was beneficial to the organization, they prefer to do their work assignments/projects individually and they felt the workplace environment is more fun to work in as a result of the team building activities.

The findings based on the third research question revealed that most of the respondents agreed that most of the respondents agreed that there is a link between the organization’s strategy and individual objectives, work is challenging, stimulating and rewarding and that the organization offers job security however respondents were uncertain whether to recommend Safaricom to family and friends as a great place to work, Safaricom senior leadership are good role models and value employees’ unique talents and knowledge, and changes that are likely to affect them or how they do their work is communicated clearly.

The study recommended Safaricom to reevaluate its team building strategy and motivate employees to work because of the team building activities, create a good alignment between department hence encourage team work. Ensure that team members are held accountable for the decisions they make and make employees feel more committed in the organization, offer team building activities that will motivate employees work together and exchange ideas, implement and resolve solutions to problems in the workplace and create a workplace environment that is fun to work at hence creating job satisfaction and retaining talented employees. Communicate clearly changes that are likely to affect employees or how they do their work, develop job fulfillment and growth strategies that will motivate employees to increase their performance hence achieve a competitive advantage and ensure that employees understand the company’s mission and vision. For further studies, it is recommended that a similar study should be done to reveal other effects of team building activities.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem
According to Primack, Carroll, McNamara, Klem, King, Rich, and Nayak (2012), one can discover more about a person in an hour of play than in a year of conversation. Ayarkwa Agyekum & Adinyira (2011) define the word teamwork as “cooperative effort by the members of a group or team to achieve a common goal”. Team-building is a term associated with structured activities aimed at “changing the mood of a situation into one that is more trusting and relaxed where individuals can begin to “let down”, interact with and acknowledge each other” (Rivas & Jones, 2012). Hitch and Ph (2013) stated, “If team members are guarded in their conversations, they hold back. When they hold back, the team fails to tap into the unique perspectives, diversity and expertise of everyone in the group.”

Team player concept has been inspired by sports teams, which is basically a group of people working together to achieve a common result. The Formula one pit stop is one of the best displays of what teamwork and synergy can achieve compared to individual operations. For over two decades now, organizations have continued to restructure their personnel into teams (Li, Kirkman and Porter, 2014). Li et al. (2014) add that for many decades, scholars from many disciplines have studied human behavior both as individuals and in teams. Li et al. (2014) continues to add that although many agree that teams work better than individuals, some studies have shown individuals who behave selfishly in teams and therefore hurting team spirit.

The emphasis on team building efforts almost terminated the concept of individualism, which is believed to have led to low employee morale and ultimately high turnover rate (Zia, 2012). Zia adds that this phenomenon is also an emerging focus for the high achievers who are highly motivated towards recognition and self-esteem hence exhibit individualism tendencies. McClelland’s Need Theory (Lin & Pfeiffer, 2012) describes three basic human needs: Achievement, power and affiliation where the last need, affiliation, was described as the need of closer interpersonal relationships and desire for friendships. It goes without saying how important friendships and close associations are in organizations where employees spend up to 30% of their daily time (Lin and Pfeiffer, 2012).
Herzberg’s two factor theory, (also known as Herzberg's motivation-hygiene theory and dual-factor theory) argue that employees are motivated mostly by intrinsic values of work, which he called motivators, more than the external values (Mausner & Snyderman, 2011). Intrinsic motivators, he explains, represent less tangible, more emotional needs, such as challenging tasks, recognition, relationships, and growth potential, which are all aspects of teamwork.

There are observed synergies in organizations achieved through working in teams over working as autonomous individual business units as best demonstrated by team contributions during a formula 1 pit stop. For them to reap full performance benefits there is need for coordination in every action. The role of team building activities on job retention is of interest to researchers and practitioners as teamwork becomes more predominant in organizations (Kaplan & Norton, 2006).

Globalization, turbulence in markets and fast technological advancements in today’s world has rendered the strategic approaches complicated (Oltra & Vivas-López, 2013). Oltra and Vivas-López add that in today’s business environments where intangible assets and knowledge-based resources are important source of competitive advantage, organizations have to be strategic in guarding these assets which includes employee commitment, involvement and creativity among others. Corporate work is becoming increasingly team-based, and this is duly justified (Dotson & Allenby, 2010). In this era of increasingly fast technological advancements, it is becoming harder for individuals to become experts in many fields that are required to get the work done. With the shift to team-based working models comes the need to question the traditional work models and assess team-building activities critically.

The greatest challenge in today’s corporate world is to bring together employees who are total strangers to one another, to move past what theorists call phases of team development according to Tuckman model (Whetten & Cameron, 2005), to form successful teams (Staggers, Garcia, & Nagelhout, 2008).

Organizations have used team-building activities as one of their strategies to increase employee motivation or foster relationships after an acquisition and overall reduction in turnover. Raganowicz-Gargasz (2014) points out that in as much as individual team member contribution should be valued; leaders should concentrate on team building processes.
Research has shown positive correlation between teaming and performance, particularly, more specialized and knowledge rich teaming arrangements have been found to perform better according to Parker, Nunes, Godoy, & Gini (2012). Intrinsic motivation in an organization is linked to performance, loyalty and long term sustainability according to Soundarapandiyan and Ganesh (2015).

Employee retention refers to interventions employed by management of organizations in a bid to help valuable employees stay in their organizations for a longer period of time (Aruna & Anitha, 2015). Aruna and Anitha further explain how hard it is to contain Generation Y workforce, who by nature have very high expectations and unique work ethics, in a world where technological connections have reduced the world into one big global village.

Employee retention is one of the strategies for enhancing organizational performance. Cho and Park (2011) contend that committed workers will go the extra mile for their organizations beyond what their job description requires of them. Cho and Park adds that satisfaction can be seen as a precursor of turnover intention and job absenteeism and that higher levels of satisfaction leads to higher performance in organizations.

Factors affecting employee turnover rate, especially in IT (Information Technology) industry, have been an area of study by many authors such as, Lumley, Coetzee, Tladinyane, and Ferreira (2011), Gunnigle, Heraty and Morley (2011), Parvin and Kabir(2011) and Mowday, Porter, and Steers (2013). It is specifically interesting to look at how team-building activities meet the much-needed needs of Generation Y employees who are young, energetic and adventurous. For Generation Y, workplace is an environment where they socialize, collaborate, network and exchange ideas (Aruna & Anitha, 2015).

The key aspect of staff retention is to find ways of increasing job fulfillment and employee satisfaction. Team-building is able to accomplish this and more by creating an environment where employees relax, loosen up, talk, learn, share and generate lasting bonding experiences (Hee & Ling, 2011). Hee & Ling add that employees who enjoy a friendly relationship with their co-workers are less likely to voluntarily leave their jobs.

The reasoning behind the team building programs is to break down barriers in a fun and participative way. This fosters communication and teamwork, exposes the diversity of
skills in a team, enriches relationships, and enables people to appreciate the difference in working styles and people personalities. In Australia, for example, there’s a wide range of team building activities available through many event organizers. One of the popular event organizer, Corporate Challenge, through its popular event, *City Scramble*, makes teams unravel cryptic clues in the city after which they go on to solve other problems or puzzles before moving on to other tasks laid down after successful hurdles (Staggers et al., 2008).

According to Lituchy, Punnett, and Puplampu (2013), teamwork is a phenomenon that is entrenched in African cultures and by extension Kenyan cultures. Lituchy gives an example of the Girati system practiced by the Gikuyu community in Kenya, which by extension became the national Harambee system which was very popular in pre and post-colonial times and is still being practiced today. Lituchy adds that teamwork is based on the acknowledgment that no single individual can deliver successful results in isolation.

Research on team building activities in Kenya is very scanty and not enough literature is available. That said, many organizations carry out team building activities in Kenya and there exist many event organizers who offer team building services such as Team Building Kenya, Smart Skills Trainers, Dolphins Training & Consultants among others. Although many studies have been done on employee satisfaction, commitment and retention, there are more questions to be answered. This research takes a closer look on the link between team building activities and employee satisfaction hence retention as a tool that Safaricom may have leveraged on to get ahead of its peers in the industry.

Given the amount of investment in team building activities in Safaricom, it is paramount to identify, analyze and critique the underlying motivators and the effect of these activities as a strategic issue on employee motivation and retention. (Aruna & Anitha, 2015) concluded in their research that luxurious workplace is one of the factors of retaining Generation Y workforce in any organization. This indicates that traditional approach in processes, structures and work methodology has to change to accommodate this segment of employees, which is the majority of employees in the current workplace and specifically Safaricom (Dotson & Allenby, 2010).
1.2 Statement of the Problem

According to Soundarapandiyan & Ganesh (2015), high turnover rate is a strategic issue for many technology-oriented companies especially after the unprecedented growth in technology and service industries. Employees are an asset to an organization and therefore there’s need to guard against losing it especially if they possess unique knowledge and talents. High employee turnover will eventually impact the organization’s sustainable competitive advantage and bottom line (Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro, 2012). Before implementing specific strategies of improving retention, policy makers need to understand which ones drive retention in their organizations and focus on those. Staggers et al. (2008) argues that the teamwork occurs most successfully after team building. Staggers et al. adds that this team building activities is lacking in virtual environment. This is the kind of environment that exists in Safaricom as most teams work in disparate and geographically scattered offices. Employee retention is a key aspect especially in IT industries where companies spend highly in recruitment, training and development and ongoing advanced trainings to enable them keep up with the constantly changing environment (Soundarapandiyan & Ganesh, 2015).

Human resource managers are increasingly facing difficulties in demonstrating the impact of their team building activities on the company financial performance (Dotson & Allenby, 2010). Dotson & Allenby add that this impact is usually complex and may not be easy to quantify as its influence manifest itself in diverse ways and timescales that is hard to point out or quantify. Given that today’s workplace is dominated by the millennials who value more autonomy, less supervision and more meaningful interactions, team building is seen as a big contributor to success in employee retention (Dotson & Allenby, 2010). Much work remains to establish the channels by which team building activities affect employees' attitudes, behaviors, and productivity.

It is hoped that this study will make a meaningful contribution to both academics and practitioners to the literature examining strategic decisions on employee retention using team building activities as a strategic issue and firm outcomes. Given this significance of employee wellbeing and need to establish the link between the team building activities as a strategic issue and employee satisfaction, this study looks for this link in Safaricom and its impact on employee retention.
1.3 **Purpose of the Study**
The purpose of the study is to analyze the effect of team building activities as a strategic issue on employee retention in Safaricom.

1.4 **Research Questions**
The study was guided by the following research questions:

1.4.1 Does team building activities foster job retention at Safaricom

1.4.2 Does the team building activities improve performance and productivity of individuals?

1.4.3 Is job retention a competitive strategy used in Safaricom?

1.5 **Significance of the study**

1.5.1 **Safaricom Management**
Safaricom, being a high-performing organization, is known for its elaborate team building activities. The big question is, could this be an area that has largely contributed to its success? Particularly, it is important for the company management to know the contribution the team building activities have towards the employee morale, job satisfaction and hence retention of its employees.

1.5.2 **Organizations in the Technology Industry**
Safaricom is largely seen as a model company of choice when it comes to choosing a company to work for in Kenya compared to its peers in the industry. Through this study, other companies may want to borrow tried and tested models from the industry leader in a bid to benchmark, retain, and attract good talent.

1.5.3 **Human Resource Managers**
This study will be of great interest to the Human Resource fraternity. This is because it will provide guidance on models to use in managing job retention, talent management, and budgetary allocation priorities when considering team-building activities.

1.5.4 **Academicians**
This study will benefit academicians in aiding other research papers and as a platform for further areas of study and research in the area.
1.6 Scope of the Study

The scope of this study focuses on understanding the team building activities of Safaricom limited so that it can provide solid knowledge on whether it is one of Safaricom’s strategies for staying in lead in the market.

The population of this study will comprise of all Safaricom employees. Stratified sampling will be utilized to select employees from the 10 divisions across the company. The sample will be drawn from each of the ten divisions using random sampling. The study will not be limited to Nairobi area, since the company has regional offices spread across the country. The cadre of population of this study will be employees, managers and senior decision makers in Safaricom.

The respondents are expected to be both males and females of all ages and of diverse social cultural and economic backgrounds. The employees will have varied level of exposure to the different team building activities carried out in Safaricom. This diversity will be desirable to be able to eliminate bias arising from gender and other backgrounds.

This research will be carried out in a span of three months spanning from January to March of the year 2017.

1.7 Definition of Terms

The following definition of terms will apply throughout the research to ensure uniformity and understanding. The researcher developed all the definitions without citations.

1.7.1 Engagement
Sharma and Kaur (2014) defines engagement as “harnessing of the selves of the members of an organization to their roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances”.

1.7.2 Intra-organizational social capital (IOSC)
Intra-organizational social capital (IOSC) is an intangible asset that is based on interactions between people (Ben Hador, 2016).

1.7.3 Millennials: (also known as Generation Y)
According to the Cambridge English Dictionary 18th Edition, Millennials refers to “a person who was born around the time of the millennium, that is around the year 2000”.

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It adds to explain, "Millennials have grown up with the Internet and can’t imagine a world without it”.

1.7.4 Firm
Refers to “a company, business, club, etc., that is formed for a particular purpose” according to Merriam-Webster's Collegiate Dictionary: Eleventh Edition (2004).

1.7.5 Retention
According to Merriam-Webster's Collegiate Dictionary: Eleventh Edition (2004), Retention refers to “the act of keeping someone or something”. Job Retention in this study is used to describe the act of keeping employees in a company for an extended period enough to allow the organization to reap the unique talent possessed by an employee.

1.7.6 Sustainable Competitive Advantage
This is “An advantage that allows a business to be more successful than its competitors over an extended period.” This refers to the superior performance over competitors in an industry, which lasts for a long time (Cambridge English Pronouncing Dictionary, 18th Edition, 2008).

1.7.8 Team Building activities
Deliberate coordinated events in an organization with aim of improving inter-personal relationships and increasing productivity (Shukla & Sinha, 2013).

1.8 Chapter Summary
This chapter provides a synthesis of employee motivation theories, onset of team building as a tool for strategic competitive sustainability and explains how employee motivation affects employee retention within organizations. In addition to explaining why it is important to retain critical employees, the chapter described the generation Y employee characteristics, needs and importance of implementing employee retention practices such as team building activities.

The final segment of the paper provides an explanation on how employee retention practices is hard to quantify even though these efforts have been found to be used as a strategy to increase organizational performance.
The scope of the study is restricted to Safaricom Company whose offices are spread in all Counties in the Kenya. The next chapter contains a review of literature relating to the role of team building activities in enhancing job satisfaction and hence low turnover rates in organizations. Chapter three will elaborate on the research design adopted for the research. Chapter four will outline the presentation and analysis of the collected data and chapter five will complete the study by presenting the conclusions derived from the analysis of data and propose relevant recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This Chapter presents the review of pertinent literature on the topic of team building activities as a strategic issue and employee retention. It first chronicles the earlier research efforts in team building in organizations and its impact on performance and strategic choices and discusses theories around individual and team motivation. Next, the structure of the chapter explores literature around the research questions introduced in the previous chapter. That is, does team building activities foster job retention at Safaricom? Does the team building activities improve performance and productivity of individuals? and Is job retention a competitive strategy used in Safaricom?

2.2 Team Building and Job Retention

The link between team building activities and job retention is a contentious discussion to many decision makers in the corporate world (Cho & Park, 2011). Cho and Park continue to add that past research have shown positive correlation between employee satisfaction and employee commitment to their employer and therefore higher retention rates.

Job retention is especially important in the wake of a new era of the Generation Y or Millennials at the workplace. These are people born between 1980 and 2000. The most outstanding attribute of this generation is their assimilation of technology into their day-to-day lives and the fact that they were exposed to extensive protection and praise throughout their formative years (Barford & Hester, 2011). Barford and Hester add that this may explain their independence, confidence and self-reliant nature.

In the workplace, Generation Y is seen to exhibit tendencies of working in teams while being collaborative, results-oriented workers who enjoy working under pressure (Raganowicz-Gargasz, 2014). Raganowicz-Gargasz adds that the flip side of Generation Y is that they prefer to change jobs more often during their career life, especially if their talents and skills are not utilized to the fullest. They expect lifelong learning, expect on-the-job training to stay relevant, and proactively plan their career paths and professional development. Millennials also seek work/life balance to achieve professional fulfillment and personal satisfaction. In his 1976 literature review, Locke found that more than 3,300
articles on the topic of job satisfaction had been published. Other studies show that between the year 1976 and 2000, additional 7,855 publications on the subject exist. Most of these studies (and subsequent meta-analyses) have concentrated on the individual employee as a unit of analysis. These studies have therefore subsequently showed great positive linkages between general workplace attitudes and individual performance (Judge, Thoresen, Bono, & Patton, 2001).

Based on the myriad of studies on job satisfaction focusing mainly on individual level, there’s need to look at employees as a team and if or how team cohesiveness foster job satisfaction.

2.2.1 Teamwork in the Workplace
Intra-organizational social capital (IOSC), a term coined by Adler and Kwon (2002), is an intangible asset that is based on interactions between people. IOSC, according to Adler and Kwon was further observed to improve daily work-life balance of employees and by extension, performance. It comprises of employee inter-personal interactions, cooperation, mutual objectives, norms, trust and organizational networks. Authors continue to contend that unique interactions of employees in all levels in an organization where there is knowledge and information sharing create an asset that is very hard to imitate and this creates competitive advantage for the organization (Kaplan and Norton, 2006).

If there is an established culture of teamwork in an organization where workers observe the visions, norms and have a particular target to achieve then the organization has a high chance of reducing the staff turnover (Kalisch, Wiech, Herrmann & Dolan, 2006). Furthermore, institutions that provide seminars dealing with how employees can manage stress levels make employees understand and get support from their other colleagues before the situation worsen. Teamwork is especially important in alleviating biases arising from behavioral orientations or other distractions such as occupational job environments that are likely to prejudice the outcome of a decision.

Teamwork lessens these stressors at work which enhances decision making freedom, high levels of job control and ultimately low levels of fatigue (Lornudd, Bergman, Sandahl, & von Thiele Schwarz, 2016). Most research carried out to date about Safaricom Limited is mainly on its corporate success, M-Pesa success and its business model. Little research
has been done on the “behind-the-scenes” fabric that holds that success together which include aspects of employee motivation and job retention. This study will consider the aspects of teamwork at Safaricom and how this has entrenched the culture of success.

2.2.2 Employee Satisfaction and Retention

Job retention is by far among the biggest strategic issue in today’s corporations especially in this era of increased technological advances and rapid growth in industries, which has led to an increase in the demand for skilled employees. Employee turnover has reached unprecedented levels and the reason most corporate managers regard employee retention as one of their high priority concerns (Cho & Park, 2011).

Retention of experienced workers is the ultimate desire of every organization. Valuable talent forms part of an organization’s capability building and knowledge management and ultimately form an organization’s tangible assets. However, workers as well have their own personal desires that they should be accorded by their jobs and if they feel they are not fulfilled then their morale might diminish (Hansemann & Albinsson, 2004). But to solidify their effort people should be placed into teams with similar objectives so that they can pursue a common objective for the benefit of the organization (Kanyurhi & Akonkwa, 2016). Next component of the Team is commitment. The degree of commitment, with which an individual of the group involves, however, can vary enormously according to the circumstances. At the lowest level, they may have been compelled to join this particular team by the organization as a price of continuing their career in it or he may have involved with the team with enthusiasm when he joined, but has now become disillusioned or no longer accepts the way the objectives have changed over time (Monsen & Wayne, 2009).

The individual team member is in a team in order to satisfy his own personal needs, which need not be identical with those of the team. Early research on employee motivation, satisfaction or morale mainly focused on individual prevailing needs, which were stratified into levels. Maslow’s Hierarchy of needs is most popular in simplifying the individual needs and advancement of these needs. Maslow’s theory holds that when lower level needs such as shelter, clothing and sex are satisfied, “higher” level needs, which are more social in nature and leads to self-realization, come into play which drive an individual into satisfying these needs partially or fully (Zia, 2012). Other studies regarding the personal determinants of morale comprise those of McGregor, Burling,
Allport, and Fraser. The experiment at Hawthorne plant of the Western Electric Company in 1927-1932 led to the deduction that superseding the effect of changes in physical working conditions (such as concentrations of illumination, wage incentives, hours of work, length and position of rest pauses) on output were the mindsets and views attached to being an assimilated part of a special work group (Levitt and List 2011).

The experiment made a very significant contribution in bringing attention to the existence and importance of the "social" motives in the workplace and in showing the need to investigate the pattern of group activity, according to Zia (2012). One of the most methodical approaches to a theory of motivation applied to both individual and a group pattern of behavior is the "field theory" as articulated by Lewin. Autor (2001) reviewed the findings of individual studies applying field theory, which have aided the establishment of the importance of the view earlier expressed by the Hawthorne investigators. Levels of motivation and morale are not essentially the end effects of specific incentives, say, of specific elements in the work situation or specific items of employee practice. Levels of motivation and morale are a result of the work situation in totality and of its many overlapping dynamic interrelations, which involve both the individual and the smaller groups in a larger social arena(Kersh, 2015).

2.2.3 Cost of Turnover

A 2008 report by the U.S. Bureau of Labor Statistics indicated that 30% of workers stay with the same employer less than two years, and more than half leave by the five-year mark (Kissel, 2012). Kissel adds that a typical employee holds up to eight jobs between the ages of 22 and 44. While the recent economic turmoil has slowed turnover, historical inclinations shows that organizations will experience a significant increase in the number of employees going for greener pastures. Abassi and Hollman (2000) define turnover thus; “rotation of employees around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment”.

Employee turnover occurs when employees leave an organization and their replacement has to be done. In addition to replacement costs such as administrative costs of recruitment, there are other hidden costs such as loss or productivity, morale damage, cost of training new recruit to the level of skills of the old worker (Fibuch & Ahmed, 2013). In addition to the costs, the sadder part of turnover is when employees migrate to competing
firms as the knowledge and skills gained can be used to create a competitive advantage which is a double loss to the organization (Yasmeen, Gangaian, and Subbarayadu, 2014).

According to a study that was done on 7,939 business units in 36 companies, some management changes that resulted in increase in employee satisfaction was found to potentially increase the business-unit outcomes which include profits according to Harter, Schmidt, and Hayes (2002). Not surprisingly, employee turnover has a lot to do with how happy an organization’s workers are. If an organization is good to its workers and they can maintain their responsibilities, it’s more likely to hang onto them longer. That’s good news because employee turnover can get expensive for employers. People who feel like they are part of a team are more likely to live up to their end of the bargain. They don’t want to drop the ball on their projects and mess up momentum for their other teammates that they care so much about. They care for those they work with and want to do everything they can to support one another. That means that they’re going to stick around to see projects through (Jain and Gulati, 2016).

2.3 Influence of Team Building on Performance and Productivity
The relevance of team building has been rising over years and is becoming a custom of every organization today independent of their sizes and industry. Organizations have adopted the culture of making every member to participate in managing day to day events since there is a growing importance of useful teams for growth, improved satisfaction in their jobs and increased performance. Therefore, various institutions have embraced the spirit of teamwork within departments and in every area of their operation since they understand that when people come together their potential is optimally utilized. A team, by definition, is a motivated group of people who work together, share resources, are committed to common objectives through coordinated efforts, and produce a product or service that is far superior than that of an individual alone (Kasekende and Nakate, 2013).

Some researchers have concluded that higher levels of team cohesion is observed to increase both immediate and long term team performance (Shipherd, 2014). This cohesion, Shipherd adds, is majorly achieved through team building activities. Team building is very crucial and determines how the organizations is structured currently it also influence changes in job environment and the way workers’ perception and attitude towards work (Grohar-Murray & DiCroce, 2016). Murray further realized that organization with a unified team have the following characteristics; reduced costs,
increased productivity, reduced conflict, improved quality, improved adaptability and flexibility of both managers and workers. Additionally, they established that when workers work in a team they become motivated and absenteeism is greatly reduced as well as workers’ turnover.

Organizational behavior pioneer J. Richard Hackman identified basics of team effectiveness (Haas and Mortensen, 2016). Haas and Mortensen continue to add that the groundbreaking insight of Richard’s study was that collaboration was not about individual behavioral characteristics of team members such as attitudes, personalities and behavioral styles but rather certain “enabling conditions”. These enabling conditions are the totality of the workplace environment that brings out the best performance of an individual.

Organizations have conventionally applied collaboration to teams or organizational levels (such as senior leadership) to break down silos, to foster cross-functional activities, and to encourage better innovation. Collaboration—even when applied in this limited manner in an organization—can yield positive results. In addition to increasing innovation, collaboration increases employee energy, creativity, and productivity, which generally leads to less stressed, happier, and more engaged workers (Strnadová, Cumming, Knox, & Parmenter, 2014).

Despite work environments targeting achievement of goals and objectives at individual level, with rich team building experiences and skills, employees can be motivated towards achievement of common goals and leverage on the synergy towards achieving greater productivity (Hamlyn-Harris & Hurst, 2006). Hamlyn-Harris and Hursith adds that with the right culture that nurtures teamwork and management communicating clearly the expectation of teamwork and collaboration, individuals will be motivated to meet teams’ commitments and goals.

Team building has been used in Japanese super markets where managers ultimately depend on the ability of their members to work in concerted efforts to accomplish competitive supremacy. The managers use the team approach to link and align the resources available towards the attainment of the organizational goals and also they facilitate group harmony(Den Hartigh, Gernigon, Van Yperen, Marin, & Van Geert, 2014). Recent study shows that employees working within a team can produce more
output compared to those working individually (Jones, Richard, Paul, Sloane & Peter, 2007).

2.3.1 Team Building and Engagement
(Fluegge-woolf, 2014) contends that if an organization’s “Fun Quotient” is elevated, then employees “will pour their hearts and souls into what they do” (p. 685). Employee social capital, which (Yasmeen, Gangaian and Subbarayadu, 2014) defines as an individual’s “positioning in organizational networks”, was shown to be positively related to employee engagement.

Aspects such as employee’s vigor, job performance and engagement has been found by researchers to be positively related (Fluegge-woolf, 2014). Yasmeen et al. also concluded that when employee vigor is low, productivity is limited and therefore high levels of vigor yields better performance.

Esprit De corps is the feeling and viewpoint that employee holds about the group. Esprit de corps is also known as team spirit in which employee shares their problem with each other with in the organization (Soundarapandiyang & Ganesh, 2015). One research study concluded that team is prepared by group of people who jointly depended on one another to achieve team objective. Team spirit is composed of group members “feelings, beliefs and values”.

In addition, the spirit of working in a team is fundamental to realizing the set goals of an organization (Boyt, Lusch and Mejza, 2005). According to Reisel, Probst, Chia, Maloles and König (2010), Team spirit is also critical for organizational success. Additionally, Homburg, Workman & Jensen, (2002), argued that the spirit of teamwork was important asset for team members as well as an organization. One research study find out the positive correlation exist between esprit de corps and employee job satisfaction level. Researcher further suggested that increase in team spirit would result in better employee performance (Boyt et al.). On the other hand, research study that was conducted in Korean hospitals indicates that esprit de corps has been negatively recognized by physicians (Hwang & Chang, 2009). In Pakistan, the concept of esprit de corps is not much popular. Most of the employees pursue their individual tasks rather than group (Rehman and Waheed, 2012).
High-performance teams are what make companies successful. Whether the task is to create an innovative product or service, or to design a new process or system, teams rather than individuals are assuming more of the responsibility than ever before. The ideal team combines individual talents and skills into one super-performing-whole with capabilities that surpass those of even its most talented member. High-functioning teams are not the result of coincidence. They achieve greater levels of participation and collaboration because their members trust one another, share an intense sense of team identity, and have confidence in their abilities and effectiveness. Such teams possess high levels of team emotional intelligence (Shipherd, 2014).

2.3.2 Performance and Productivity in service Industries

Technology and innovation is currently the driving force in expansion and uniqueness in almost all industries especially the service industry. This has led to an increasingly high demand for skilled employees in the service industry, which in turn has caused high turnover rates that has ultimately directly or indirectly affected productivity and profitability of the organizations (Soundarapandiyan & Ganesh, 2015). Service Industry is also characterized by high competition for skilled laborers and low switching costs. This necessitates management in these industries to focus on avenues for rewarding excellent performance to prevent service failures (Moncarz et al., 2009).

This will in turn increase retention rates among employees. Performance and productivity in service industries is enhanced by the process of adding value through information, motivation and empowerment to capabilities of individual employees, teams and organizations as a whole (Soundarapandiyan & Ganesh, 2015). As service industries are high-involvement organizations, they are employee-centered by design. Information and decision making control is spread throughout the organization where employees at each level is directly responsible for the organization’s operations and success (Colwell et al., 2009).

Productivity in general, indicates the extent to which an organization’s human capital is efficiently creating valuable output (Datta, Guthrie & Wright, 2005). Safaricom is known for its cutting-edge technology-driven quality innovative products at the market place. Its adage of transforming customers’ lives by delivering value across many segments is synonymous to its product launches that have been very successful in capturing the market.
Numerous studies have been carried out in developed countries on the subject of customer satisfaction and prescriptions. Nimako et al. (2010) studied service quality aspect in Ghana’s telecommunications industry. The findings concluded that technical quality is the most crucial aspect in service quality dimensioning to customers followed by Empathy, Reliability, Responsiveness, Economy, Image and Assurance in that order.

Service industries grapple with the stresses and challenges that come with serving and sometimes coming face to face with unhappy customers who sometimes exhibit deviant behaviors such as incivility, verbal abuse or aggression (Hur, Moon, & Rhee, 2016). It is common knowledge that handling difficult customers sometimes may result into very stressed employees. Organizations always look for ways to relief stress from such employees to maintain continuous service to customers and maintain good welfare of employees. Work life balance aspects have to be taken into consideration in order to retain such employees and reduce exposure of an organizations to disruptions associated with high employee turnover (Yasmeen, V.S., Gangaian, B., Subbarayadu, 2014).

In addition to achieving their normal objectives, employees in service industries are always pressured to be creative and always on the lookout for novel ways of doing things (Hur et al., 2016). Service employees, particularly customer care agents and sales representatives who are the organizations’ touch points for customers need to develop creative skills and techniques for quickly identifying customer needs both requested and implied, collecting market information and relaying the right information to the different departments who should in turn design high quality products and services (Hur et al. 2016).

Recent studies seem to focus on use of high-involvement or high-commitment resource management practices; information, motivation and empowerment to enhance employees’ level of skill (Guthrie, 2001). Given the importance of telecommunications industry in the economic empowerment of a country, it is fair to look at the factors that influence the performance and productivity in that industry (Ng, 2012). Ng continues to observe that scale economies, privatization and competition are three major determinants of productivity growth in the telecommunications services industry. On top of the three determinants, higher equipment and machinery capital intensity and human capital is also observed to yield higher Total Productivity Factor in the industry (Ng, 2012). Therefore, it is established that the total sum of environmental factors surrounding employee and
their personalities interact to produce an effect on the productivity and performance of an employee.

2.4 Job Retention as a Competitive Strategy
Globalization of markets, increased turbulence in the market place and accelerated advancement in technology are some of the aspects, which require organizations to align their strategies to be able to compete and remain relevant (Oltra & Vivas-López, 2013). Oltra and Vivas-López add that although Talent Management (TM) is still in its ‘infant’ stages of research and conceptual frameworks, there is a widespread agreement among researchers that talent is a key edge in competitive advantage for twenty-first century organizations. The crucial aspect in retention is not how many employees leave but rather the performance and imitability of those who leave compared to those who stay.

2.4.1 The Concept of Competitive Strategy
According to Porter (1985), businesses can apply basic strategies such as cost leadership, differentiation and focus and those businesses can thrive and achieve competitive advantage by choosing and concentrating on one strategy that suits its business model. Differentiation strategy is mainly concerned with product uniqueness characteristics such as quality, application of technology and innovation, reliability and durability (Ivatury and Mas, 2008). Ivatury adds that an organization employing differentiation strategy is able to achieve competitive advantage over its competition due to its ability to create entry barriers by offering high quality products, which are highly innovated and durable.

Cost leadership is usually a strategy that is applied to achieve organization-wide efficiency that reduces costs and increasing profit margins for a sustained long period of time (Ivatury & Mas, 2008). Organizations applying this strategy continue to reap super normal profits, as they are able to offer commodities at cheaper prices compared to their rivals hence increase in sales. In the focus strategy, organizations concentrate on targeted market segments (Kaplan & Norton, 2006). An organization may choose to target a specific customer segment, product line or geographic area, demographic segment or a specific service line. Also called niche strategy, this strategy is successful when market development and market penetration is applied (Ivatury & Mas, 2008).

Formulating of strategy is not enough. Effective strategy implementation should be supported by leadership or management decisions around aspects such as supporting
organization structure, reward systems in place, organizational culture and resource capabilities (Ivatury & Mas, 2008).

Organizational culture is key in cultivation and dissemination of the right core values. Implementation of any of the above-discussed strategies may require alignment of the organization structure, staff, systems, style of leadership and shared values. McKinsey 7S Framework (Hanafizadeh & Ravasan, 2011) also reaffirms that in order for an organization to thrive, the seven elements - strategy, skills, structure, staff, style, and systems and shared values - need to be aligned and mutually reinforcing.

The main focus of this study is to dissect one of the 7S namely “staff” and how Safaricom has leveraged on it to advance itself in the forefront. Of main focus is how team building activities has contributed to the betterment of Safaricom staff.

2.4.2 Safaricom Limited

The mounting contribution by the service industry to Kenya’s GDP, demands that more attention to the performance and productivity of IT and telecommunication industries. Safaricom is by far the largest corporation in East and Central Africa with the company posting a net profit of Kenya Shillings 38.1 billion in FY 2016, the highest for any company in Kenyan history. The growth in service revenues was 13.8% to Kes 177.8 billion, total customer base growth of 7.8% to 25.2 million, voice service revenue growth of 3.9% to Kes 90.8 billion, SMS (short message service) growth of 10.6% to Kes 17.3 billion and M-pesa revenue growth of 27.2% to Kes 41.5 billion and revenue from fixed service growth of 22% to kes 3.8 billion (safaricom, 2016).

Being a leader in the telecommunication industry in Kenya, Safaricom prides itself in having implemented successful strategies in the past 15 years in operation. Innovation orientation is a key aspect of Safaricom products and services. It is also fair to mention that some of Safaricom’s key success factors are commitment of its leadership, effective internal communications and its ability to diagnose and respond accordingly to the environmental turbulence. Unique M-pesa business model is also key to its continued success.

To compete in today’s turbulent environment, organizations need to be proactive in market scanning, diagnosis and strategic planning. Safaricom has mostly employed marketing strategies to remain sustainable at the market place by consistently increasing
its market share and remaining profitable when some of its market rivals are moving out of the Kenyan market, like Essar Telecoms. Other than these marketing strategies, the responsiveness of organizations including Safaricom limited is very key in remaining profitable. Some of the metrics of responsiveness include capability management, which has aspects of employee retention.

Safaricom, being in a service industry, is characterized by high competition and reasonably low switching costs. Keeping the external customer is therefore equally important as keeping the internal customer (employee) (Ramlall, 2004). Ramlall adds that much of earlier studies focused on external customer retention, which is deemed cheaper, compared to a new acquisition. Organizations need to have effective retention strategies put in place so as to ensure that the best employees are retained. Having effective retention strategies requires the human resource manager to have an ongoing diagnosis of the nature and causes of turnover. By having a better visibility of why the employees are leaving or want to leave the organization, effective retention strategies can be adopted and reduce turnover. (Haas and Mortensen, 2016).

2.4.3 Job Retention as a Competitive Strategy in Organizations

The emergence of the Resource Based View (RBV) theory of the firm in strategic management from the 1980’s has provided a framework that shifts the focus from the industry to the firm level as a major determinant of a firm’s competitive strategy (Shukla & Sinha, 2013). RBV posits that a firm’s competitive advantage lies in the application of both tangible and intangible resources, which are valuable, perfectly imitable and not substitutable without great effort (Brahma & Chakraborty, 2011).

Makadok (2001) defines capabilities as "a special type of resource, specifically an organizationally embedded non-transferable firm-specific resource whose purpose is to improve the productivity of the other resources possessed by the firm" and resources as “stocks of available factors that are owned or controlled by the organization, and capabilities are an organization’s capacity to deploy resources". Basically, it is strategically bundling the resources that builds capabilities.

The ultimate goal for any organization is to create value for the firm and maximize wealth for its stakeholders. The best way for a firm to create value that will last for a long time is through sustainable competitive advantage (White & Bruton, 2010). The foundation of this sustainable competitive advantage comes from capabilities of the firm. Building
capabilities is in the core of retaining skillful employees, leadership focus, a culture of innovation and designing a structure that fits with the goals and objectives of the organization.

Moncarz, Zhao and Kay (2009) noted that employees who have had a positive outcome from an environment where there are flexible working hours have a sense of commitment to the organization as well as having high level of job satisfaction. In addition, having an organizational culture that fits with the employees’ value system makes them feel satisfied and committed to the firm. This results in the organization retaining its staff since the employees are happy with their work environment (Sheridan, 1992).

According to a study carried out by (Kasekende & Nakate, 2013), service orientation (allowing employees to know what they were doing and why they were doing it), was found to positively influence employee retention. Kasekende and Nakate continue to assert that satisfied employees in the service industry are more likely to serve external customers happily and better and therefore the need for such organizations to ensure its employees exhibit behaviors and attitudes that yield positive interactions between an organization and its external customers.

Having a work life balance has been seen to have an impact on contributing towards staff retention as it helps employees to have a balance between work and family life. This has helped employees to reduce pressure on them and end up increasing their performance at work. Having in place a work and personal life balance policy has shown to have an increase in the level of morale in the firm, a retention tool for valued employees, commitment and loyalty as well as a reduction in absenteeism and improved performance and productivity (Jenkins & Delbridge, 2013).

In summary, employee retention is vital in all organizations and therefore having in place employee retention strategies increases the chances of having employees who are happy and are likely to have a long-term focus of the organization. By having employee retention strategies put in place in the companies’ policies and practices will enhance the company’s profitability as the productivity level will increase due to having satisfied employees who are happy to work in such an organization. An increment in employee retention bring about a reduction in recruitment thus saving the organization time and costs in recruitment and training. Company investors have a high regard for human capital and therefore organizations should ensure that their talented people are retained in
the organization as this provides a competitive advantage against competition (Philips and Edwards, 2008).

2.5 Chapter Summary
This chapter discussed the empirical literature on the three research questions of the study and their relationship to employee retention. The chapter first discussed the Team building and job retention, team building and performance and finally job retention and competitive strategy in Safaricom. The chapter ended with a summary of the literature review. The next chapter will discuss the research methodology to be adopted to guide the research study. Chapter four will focus on presentation and explanation of data analysis and Chapter five will discuss the findings, provide conclusions and recommendations based on the data analysis.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This section sets out the research methodology to be adopted by this study to examine the effect of team building activities on employee retention in Safaricom. The research design, data collection, data analysis and presentation techniques and their application will be discussed. The chapter is categorized into six main sections: Section 3.1 will discuss the Research Design Section

3.2 Research Design
Research design is the overall plan for connecting the conceptual research design problems with the pertinent research. It articulates what data is required, what methods will be used to collect the data and how all these are going to answer the research question (Maxwell, 2012).

Burns and Grove (2003) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. Burns and Grove continue to add that it is the sum of all decisions by the researcher on how the study will be conducted. Parahoo (2001, p.142) describes a research design as “a plan that describes how, when and where data are to be collected and analyzed”. Polit et al (2001) define a research design, as “the researcher’s overall for answering the research question or testing the research hypothesis”.

The study adopted the descriptive survey study design. Descriptive survey attempts to collect data from members of the population to determine its status with respect to one or more variables. It determined and reported how things are, at that point in time (Mugenda & Mugenda, 2003). Descriptive survey was suitable for the study, as the researcher was gather more information on behavioral variables and the relationships between them on the effects of team building activities on employee retention in Safaricom, Kenya.
3.3 Population and Sampling Design

3.3.1 Population
Population is “the total number of units from which data can be collected” and from which inference was drawn, such as individuals, artifacts, events or organizations (Parahoo, 1997) Burns and Grove (2003) also describe population as all the elements that meet the criteria for inclusion in a study. The population of this study comprised of all Safaricom employees. The sample comprised of stratified sample from the 10 divisions across the company. Therefore, the study was not limited to Nairobi area, since the company has regional offices within the country. The cadre of population of this study was employees in all levels, managers and senior decision makers in Safaricom.

The respondents are expected to be both males and females of all ages and of diverse social cultural and economic backgrounds. The employees had varied level of exposure to the different team building activities carried out in Safaricom. This diversity was desirable to be able to eliminate bias arising from gender and other backgrounds.

3.3.2 Sampling Design
A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project (Downey, Hamilton, & Catterall, 2007). Mugenda and Mugenda, (2003) contend that in research, “it is often impossible to study the entire population because of its size and the fact that resources such as time, funds, etc., are limited. Researchers therefore select a sample from the population and carryout the study on the units or elements that are selected”.

For the data collection, random sampling was used. The data was collected through use of questionnaires that was disseminated by the line managers of the different divisions and different designations.

3.3.2.1 Sampling Frame
This study focused on all employees, both based at the company’s headquarters as well as those in the branch offices. The sample was drawn from all the company’s divisions spread across all the branches. These are team building participants that fall into any of the following categories: Executive, Senior Manager, Manager, Principal Officers, Senior Officers, Senior Engineers, Principal Engineers and other employees.
3.3.2.2 Sampling Technique
This study utilized stratified sampling design in order to take advantage of already existing classification of divisions to achieve geographically and companywide diverse samples from all the regions and sections Safaricom operates within. The regions under consideration was systematically chosen to include: Nairobi, Coast, Eastern, Central, Rift Valley and Western. Clustering, convenience and random samples will be used to pick samples from the various divisions and regions.

In each region, convenience sampling was used to select a minimum number of branches under which a department operates. Telephone and online surveys will be used to achieve the responses and where possible, visits were made. In each department, random sampling technique was used to select respondents. The data collection instrument was distributed randomly to employees at the different regional offices with no preference as team-building activities have wide participation across the company. The sample size was unbiased and representative of the larger population due to wide geographical and departmental coverage within Safaricom.

3.3.2.3 Sample Size
This study targeted a sample of 138 respondents, which were distributed as per the table 3.1. The desired sample size was achieved if a higher number of respondents are targeted according to the table listing. A total number of randomly selected respondents of 138 was targeted. The total list of divisions and branch name under consideration is listed under Table 3.1 below.

Sample size = \( \frac{(Z_{\alpha/2})^2 \times P(1-P)}{E^2} \)

Where: \( (Z_{\alpha/2}) = \) Z value (2.58=99%; 1.96= 95%; 1.645=90% confidence level) in this case 1.96 was used.

\( P = \) percentage proportion of choice (10% used for sample size needed)

\( E = \) margin of error (5%)

Going as per the stated assumptions the sample size will therefore be:

Sample size = \( \frac{(1.96)^2 \times 0.1 \times (1 - 0.1)}{0.05^2} \)

= \( \frac{3.8416 \times 0.09}{0.002.5} \)

= 138
Sample size = 138.2976 = 138 Respondents

Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Number of Regions</th>
<th>Target Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>3</td>
<td>80</td>
</tr>
<tr>
<td>Resources</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Customer Operations</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Financial Services</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Corporate Affairs</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Regional Sales and Operations</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Enterprise Business Unit</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Consumer Business Unit</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Risk Management</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Strategy and Innovation</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>138</strong></td>
</tr>
</tbody>
</table>

3.3 Data Collection Methods

Primary data was collected using a semi-structured questionnaire that will have both open-ended and closed questions. The draft of the questionnaire was designed using previous studies, authentic literature, and published and unpublished thesis similar to the study. The requirements of good data design collection instrument were considered. According to Kibera and Waruigi (1998), a questionnaire is used when a researcher requires information on feelings, attitudes and motivations.

The study focussed on the middle level employees in Safaricom Limited in the 10 divisions across the company. The questionnaire was administered through emails, drop & pick later approach and where possible through face to face interviews.
A reasonable effort was spent in designing a good questionnaire that will collect the data that will answer the research questions and also attract a good response rate (Rowley, 2014). Ensuring the environment is controlled and comfortable for both parties will reduce vulnerability of both researcher and respondent. Researcher will take advantage of both remote and in-person administrations (Downey et al., 2007).

The names and addresses of the branches of the company was obtained from the company repository by the researcher who is member of staff at Safaricom.

Questionnaire items in the form of 5-point Likert scale was used to find users perception in team-building activities and job retention. Likewise, the same format was used in seeking opinions of employees and managers on team building activities on employee performance and motivation.

Data collection for the main study was carried out in three phases. In the first phase, the researcher will obtain the permission from the concerned authorities in Safaricom. In the second phase the participants was informed about the purpose of the study and their oral consent was obtained. In the third phase, questionnaire on Employee Retention Strategies was administered. An attempt will also be made to maintain interest and cooperation throughout the testing session (McGrath & O’Toole, 2012). The participants were given assurance about the confidentiality of obtained information. They were informed to cooperate throughout the study and if at all they felt discomfort during the session or in answering questions they should have an option to opt out from the investigation.

3.4 Research Procedures
The target respondents are fairly within accessible locations that will aid the researcher in distributing and visiting for data collection. The approach was to minimize travel time and costs as well as ensuring an increase in response time. The researcher was sure to obtain prior approval from the relevant authorities to carry out the survey company-wide including the regional offices. Notification from the headquarters was sent to all the target regional managers on the intention of the questionnaire administration.

A pilot sample dry run test of the questionnaire was initially sent to five executives and five employees within the head office of select divisions. The pilots were used to determine the viability of the questionnaires to yield positive reactions from the respondents and positive results to the researcher. Adjustment was made accordingly
regarding the outcome of this pilot test. According to Sanders and Premus (2005), the individuals were asked to review the questionnaire for readability and ambiguity. The pretest also aids the researcher in gauging the length of time it will take to administer the questionnaire.

Questionnaires targeting executives and senior management were preferably administered using face-to-face interviews where the researcher will fill out the questionnaires. Majority of the questionnaires was sent through emails as attachments to mid-level managers and lower level carders of employees and phone calls was made before and after to follow up on the completion of the questions. If possible, a website was designed with questionnaires loaded for ease of administration for the IT-savvy respondents which is a majority in Safaricom. An email with the website link was sent to the target respondents.

Other methods to be employed was by walking around the employees’ place of work and giving a choice to respondents to complete the questionnaire overnight for a possible pick up the following morning or day. Completed questionnaires were collected physically, through scanned copies sent back through mail and also submitted responses on the website. Follow up was done by phone to the respective employees to monitor responses for a period of two weeks.

3.5 Data Analysis Methods

Data analysis refers to the way organizing data, providing structure and extracting meaningful information out of the raw data collected in the field. Analysis of qualitative data is an active and interactive process (Polit et al, 2001).

Once the data is collected it was edited for completeness and consistency to assess and enhance reliability of findings. Data collected was both quantitative and qualitative and was analyzed by descriptive statistics through analysis of frequency distributions using tools such as SPSS and Excel. The findings were presented using tables, graphs and charts. Five point Likert scales were used to analyze the perception of the respondents on the effects of team building activities on employee retention, performance and as a strategy in Safaricom.
Statistical concepts such as accuracy, precision and error limits were clearly defined. Higher levels of analysis will also be used to analyze correlations between team building experiences and employee performance, productivity and job retention.

A multiple regression analysis model was used to analyze relationships between job retention, team building, performance, and competitive strategy.

Regression analysis involved predicting the dependent variable using one or more independent variables. Therefore in the linear regression model, the dependent variable, job retention, is assumed to be a linear function of the three independent variables; team building, performance and productivity and competitive strategy. Practically, the procedure estimates the extent to which changes in a "dependent variable (Y)" which is put on the y-axis, can be attributed to changes in an "independent or explanatory variable(s) X_i," which is placed on the X-axis.

The multiple linear regression model will assume the equation below:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \]

Where Y is the dependent variable Job retention

X1 – Team building

X2 – Performance and productivity

X3 – Competitive strategy

Analysis of Variance (ANOVA) was used to provide information about levels of variability within the regression model and will form a basis for tests of significance of the variables above.

Pearson correlation technique was used to investigate relationships between the dependent variable (job retention) against team building, performance, and competitive strategy at 99% confidence interval.
3.6 Chapter Summary
This chapter described the research methodology. The purpose of a research design is to maximize valid answers to a research question. This was achieved by using a non-experimental, exploratory-descriptive approach that is contextual. Data was collected by means of administration of questionnaires or surveys. The researcher will make sense of data by using a descriptive method to analyze it and ensure that the data is trustworthy. Observing the principles of beneficence, human dignity as well as justice was observed to ensure that the participants are morally and ethically protected. Chapter 4 will discuss the data analysis and findings.
CHAPTER FOUR

4.0 DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter signifies the findings and the interpretations from this study. The chapter also outlines the results on the demographics features of the respondents. The chapter further gives findings on the effect of team building activities as a strategic issue on employee retention in Safaricom.

4.1.1 Response Rate

A total of 138 questionnaires were distributed and only 109 were filled and returned. This represents a response rate of 79% and this was sufficient as shown in table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>109</td>
<td>79</td>
</tr>
<tr>
<td>Non-Response</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>138</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.2 Demographic Information

This section of the analysis shows the results obtained from the demographic features of participants in the research study.

4.2.1 Age

To investigate the respondents age, the study established that majority of the respondents were aged between 30-39 years accounting for 68.8% of the population, while the those of between 40-49 were 23.9%. on the other hand, those of between 20-29 years and accounted for 7.3% of total respondents as shown in table 4.2. The vast number of respondents were aged between 30-39, and 40-49 years. This shows that they were mature and have work related experience, hence were able to answer the questions effectively.
Table 4.2: Age

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>20-29</td>
<td>8</td>
</tr>
<tr>
<td>30-39</td>
<td>75</td>
</tr>
<tr>
<td>40-49</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
</tr>
</tbody>
</table>

4.2.2 Gender

To investigate the respondents’ gender, the study established that majority of the respondents were male accounting for respondents accounting for 71.6% of the population while the female was 25.7%. on the other hand, 2.8% failed to fill the question as shown in table 4.3. The vast number of male respondents could be attributed to the flexible nature of the male towards answering questionnaires.

Table 4.3: Gender

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
</tr>
<tr>
<td>Male</td>
<td>78</td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
</tr>
</tbody>
</table>

4.2.3 Education

From the study, the variable education level had many the respondents being bachelor degree holders accounting for 65.1 % of the population while master’s holders accounted for 29.4%, those with education above masters were 3.7% and diploma holders were the least representing 1.8% of the total respondents as shown in table 4.4. This indicates that Safaricom as a firm values education or has set up policies that encourage staff to pursue higher education. Regarding this study, this shows the high literacy level of the respondents hence the objectivity of the answers given in the study.
4.2.4 Employment Status and Position

To analyse the employment status and position of the respondents it was revealed that all the employees were on full time basis and senior staff were 36.7%, while principle were 34.9%, junior staff were 20.2% and senior managers were the least at 8.3%. Hence this study could get the response from the various cadres at Safaricom and therefore the research was assumed to receive unbiased response.

### Table 4.5: Employment Status and Position

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior</td>
<td>22</td>
<td>20.2</td>
</tr>
<tr>
<td>Senior</td>
<td>40</td>
<td>36.7</td>
</tr>
<tr>
<td>Principle</td>
<td>38</td>
<td>34.9</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>9</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.5 Department

To analyse the departments worked majority of the respondents were from the technology department and this accounted for 69.7% of the total respondents, this was followed by customer operations at 10.1%, while finance was 5.5% and regional sales and Customer based units each had 3.7%, the least were resource, Enterprise business units, and risk management at 1.8%. Missing responses were also 1.8%, hence indicating the diverse response from the varied departments.
4.2.6 Duration Worked

To investigate the duration worked, the study established that majority of the respondents had been in the firm for between 6-10 years accounting for 44% of the population, while the those employed for between 11-15 were 30.3%. On the other hand, those who were below 6 years old in the firm accounted for 20.2% of total respondents, those with above 15 years in the firm were 5.5% as shown in table 4.6. The substantial number of respondents had been in the firm for between 6-10 years and this shows that they were able to answer the questions effectively due to their knowledge of information about the firm.

Table 4.6: Duration Worked

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td></td>
<td>22</td>
<td>20.2</td>
</tr>
<tr>
<td>6-10</td>
<td></td>
<td>48</td>
<td>44.0</td>
</tr>
<tr>
<td>11-15</td>
<td></td>
<td>33</td>
<td>30.3</td>
</tr>
<tr>
<td>Above 15</td>
<td></td>
<td>6</td>
<td>5.5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>109</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Effects of Team Building on Job Retention

The first objective of this study was set to establish the effects of team building on job retention and on a Likert, scale the respondents were asked several questions that they rated with the best being Strongly agree (5) and the worst being Strongly Disagree (1).
4.3.1 Descriptive of Team Building on Job Retention

The findings established that most of the respondents strongly agreed that they believe lack of alignment within a team impacts the outcome of a task or a project (4.67), teamwork is a valued aspect at Safaricom (4.21). There was however uncertainty on team members being held accountable for the decisions they make (3.97), improved communication with others because of team building activities (3.77), good alignment between department and others for coordination (3.61), receipt any previous teamwork training in the workplace (3.61) and decision-makers seeking other employee’s opinions before making a final decision (3.15). The respondents however disagreed that evaluation of the teamwork results ignored their share of efforts (2.72) as shown in table 4.7

On analysis of the standard deviation, receiving any previous teamwork training in the workplace had the highest deviation of 1.209. This means that there was a big deviation between those who agreed, disagreed and those who were not sure. The least standard deviation was for the respondents who believe that team members are held accountable for the decisions they make (0.673), thus implying slight variation between the various responses
Table 4.7: Descriptive of Team Building on Job Retention

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork is a valued aspect at Safaricom</td>
<td>4.21</td>
<td>.806</td>
</tr>
<tr>
<td>I believe lack of alignment within a team impacts the outcome of a task or a project.</td>
<td>4.67</td>
<td>.758</td>
</tr>
<tr>
<td>decision-makers always seek other employee opinions before making a final decision</td>
<td>3.15</td>
<td>.961</td>
</tr>
<tr>
<td>Team members are held accountable for the decisions they make.</td>
<td>3.97</td>
<td>.673</td>
</tr>
<tr>
<td>Evaluation of the teamwork results ignores my share of efforts.</td>
<td>2.72</td>
<td>.992</td>
</tr>
<tr>
<td>There is good alignment between my department and others with whom I need to coordinate.</td>
<td>3.61</td>
<td>.870</td>
</tr>
<tr>
<td>Have you received any previous teamwork training in the workplace?</td>
<td>3.61</td>
<td>1.209</td>
</tr>
<tr>
<td>I feel that I am better able to communicate with other members of my team because of team building activities.</td>
<td>3.77</td>
<td>.929</td>
</tr>
</tbody>
</table>

4.3.2 Descriptive of Satisfaction on Job Retention

The findings established that most of the respondents strongly agreed that team building activities made them feel like a ‘part of the family’ (4.23), enjoy participating in the team building activities (4.06). Most of the respondents were however not sure whether team building activities influenced positive talk outside the workplace (3.81), increased their commitment to the organization (3.67), was worthwhile to them (3.55) or led to de-motivation at work (3.18). Majority of the respondents disagreed that they were motivated at work because of the team building activities (2.22).

On analysis of the standard deviation, employee motivated at work as a result of the team building activities had the highest deviation of 1.117. This means that there was a big deviation between those who agreed, disagreed and those who were not sure. The least standard deviation was for the respondents who believe that team building activities made them feel like a ‘part of the family’ in my organization (0.728), thus implying insignificant variation between the various responses as indicated in table 4.8.
Table 4.8: Descriptive of Satisfaction on Job Retention

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated at work as a result of the team building activities.</td>
<td>2.22</td>
<td>1.117</td>
</tr>
<tr>
<td>De-motivated at work as a result of the team building activities.</td>
<td>3.18</td>
<td>.973</td>
</tr>
<tr>
<td>The team building activities I feel more committed to the organization and I am less likely to leave soon.</td>
<td>3.67</td>
<td>.872</td>
</tr>
<tr>
<td>Team building activities I feel better about the organization and am more likely to talk positively about it outside of my workplace.</td>
<td>3.81</td>
<td>.887</td>
</tr>
<tr>
<td>Team building activities I now feel like a ‘part of the family’ in my organization.</td>
<td>4.23</td>
<td>.728</td>
</tr>
<tr>
<td>Overall I enjoy participating in the team building activities</td>
<td>4.06</td>
<td>.911</td>
</tr>
<tr>
<td>Overall the team building activities are worthwhile to me personally.</td>
<td>3.55</td>
<td>.999</td>
</tr>
</tbody>
</table>

4.4 Effect of Team Building Activities on Individual Performance and Productivity

The second objective of this study was to establish the effect of team building activities on individual performance and productivity and on a Likert scale the respondents were asked several questions that they rated with the best being Strongly agree (5) and the worst being Strongly Disagree (1).

4.4.1 Descriptive on Team building activities and Performance and Productivity

The findings established that most of the respondents strongly agreed that they were motivated to set goals that will assist them in their workplace performance (4.34), whenever they do task individually they believe a better result would be achieved through team work (4.32), learn more about the overall company goals and objectives during a team building activity (4.08), there is better team work with colleagues whom we have interacted in a team building activity before (4.02).

Majority of the respondents were however not sure on whether they felt re-energized after a team building activity (3.99), team building activities was beneficial to the organization (3.97), they prefer to do their work assignments/projects individually (3.85), or they were better equipped to implement and resolve solutions to problems in my workplace because of the team building activities (3.84), the workplace has become more productive (3.75) and if team building activities will help improve their job performance now and in the
future (3.73). Majority also disagreed that when they do projects in a team, the outcome was better (2.54).

On analysis of the standard deviation revealed that the variable ‘when I do projects in a team, the outcome is better’ had the highest deviation of (1.093). This means that there was a big deviation between those who agreed, disagreed and those who were not sure. The least standard deviation was for the respondents who believe that whenever they do a task individually, they think that if they did it with a team, a better result would be achieved. Thus, implied little variation between the various responses as indicated in table 4.9.

**Table 4.9: Descriptive on Team building on Performance and Productivity**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated to set goals that will assist me in my workplace performance.</td>
<td>4.34</td>
<td>.670</td>
</tr>
<tr>
<td>There is better team work with colleagues whom we have interacted in a team building activity before</td>
<td>4.02</td>
<td>.952</td>
</tr>
<tr>
<td>I am feel re-energized after a team building activity</td>
<td>3.99</td>
<td>.938</td>
</tr>
<tr>
<td>I learn more about the overall company goals and objectives during a team building activity</td>
<td>4.08</td>
<td>.944</td>
</tr>
<tr>
<td>Overall, I feel that the team building activities are beneficial to my organization?</td>
<td>3.97</td>
<td>.995</td>
</tr>
<tr>
<td>Whenever I do a task individually, I think to myself that if I did it with a team, a better result would be achieved.</td>
<td>4.32</td>
<td>.622</td>
</tr>
<tr>
<td>When I do projects in a team, the outcome is better.</td>
<td>2.54</td>
<td>1.093</td>
</tr>
<tr>
<td>With respect to my experience, I prefer to do my work assignments/projects individually.</td>
<td>3.85</td>
<td>.880</td>
</tr>
<tr>
<td>The team building activities will help improve my job performance now and in the future.</td>
<td>3.73</td>
<td>.896</td>
</tr>
<tr>
<td>Compared with before the team building activities, my workplace has become more productive.</td>
<td>3.75</td>
<td>.904</td>
</tr>
<tr>
<td>I am better equipped to implement and resolve solutions to problems in my workplace because of the team building activities.</td>
<td>3.84</td>
<td>1.020</td>
</tr>
</tbody>
</table>

**4.4.2 Descriptive on Team Building and Engagement**

The descriptive analysis established that most of the respondents agree that compared with before the team building activities, my level of trust and confidence in my colleagues has increased (4.06), feel that they better understand their colleagues because
of team building activities (4.09) and that team building activities contributed to a positive work culture (4.05). However, many were unsure of whether they felt the workplace environment is more fun to work in as a result of the team building activities (3.86).

On analysis of the standard deviation revealed that the variable team building activities contribute to a positive work culture had the highest standard deviation (0.809). This meant that there was a huge deviation between the responses. The least standard deviation was for the respondents who believe that they better understand their colleagues as a result of team building activities. Thus, implied little variation between the various responses as indicated in table 4.10.

Table 4.10: Team Building and Engagement

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel my workplace environment is more fun to work in as a result of the team building activities.</td>
<td>3.86</td>
<td>.799</td>
</tr>
<tr>
<td>Compared with before the team building activities, my level of trust and confidence in my colleagues has increased.</td>
<td>4.06</td>
<td>.808</td>
</tr>
<tr>
<td>I feel that I better understand my colleagues as a result of team building activities.</td>
<td>4.09</td>
<td>.740</td>
</tr>
<tr>
<td>Team building activities contribute to a positive work culture</td>
<td>4.05</td>
<td>.809</td>
</tr>
</tbody>
</table>

4.5 Impact of job retention as a competitive strategy

The Third of this study sought to establish the impact of job retention as a competitive strategy, on a Likert scale the respondents were asked several questions that they rated with the best being strongly agree (5) and the worst being Strongly Disagree (1).

4.5.1 Descriptive of Job Retention as a Competitive Strategy

The findings established that most of the respondents strongly agreed that there is a link between my organization’s strategy and individual objectives (4.36), work is challenging, stimulating and rewarding (4.36), the organization offers job security (4.17), feel a strong sense of belonging to Safaricom (4.04), organization’s values and mantras are demonstrated every day in my team (4.12).
Despite the benefits of job retention as a competitive strategy most of the respondents were uncertain whether recommend Safaricom to family and friends as a great place to work (3.87), Safaricom senior leadership are good role models and value employees’ unique talents and knowledge (3.67), changes that are likely to affect me or how I do my work is communicated clearly (3.65), understand organization’s mission and vision (3.59), Safaricom rewards its employee’s creativity and innovation (3.45), Safaricom cares about its employees’ job fulfillment and growth (3.15)

On analysis of the standard deviation revealed that the variable Safaricom rewards its employee’s creativity and innovation had the highest standard deviation (1.110). This meant that there was a huge deviation between the responses. The least standard deviation was for the respondents who believe that there is a link between my organization’s strategy and individual objectives. Thus, implying little variation between the various responses as indicated in table 4.11

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a link between my organization’s strategy and individual objectives</td>
<td>4.36</td>
<td>.660</td>
</tr>
<tr>
<td>I understand my organization’s mission and vision</td>
<td>3.59</td>
<td>1.065</td>
</tr>
<tr>
<td>Safaricom rewards its employee’s creativity and innovation.</td>
<td>3.45</td>
<td>1.110</td>
</tr>
<tr>
<td>Safaricom cares about its employees’ job fulfillment and growth</td>
<td>3.15</td>
<td>1.096</td>
</tr>
<tr>
<td>Safaricom senior leadership are good role models and value employees’ unique talents and knowledge</td>
<td>3.67</td>
<td>.839</td>
</tr>
<tr>
<td>Changes that are likely to affect me or how I do my work is communicated clearly to me</td>
<td>3.65</td>
<td>.798</td>
</tr>
<tr>
<td>My organization’s values and mantras are demonstrated every day in my team</td>
<td>4.12</td>
<td>.934</td>
</tr>
<tr>
<td>I always recommend Safaricom to my family and friends as a great place to work</td>
<td>3.87</td>
<td>1.019</td>
</tr>
<tr>
<td>I feel a strong sense of belonging to Safaricom</td>
<td>4.04</td>
<td>.834</td>
</tr>
<tr>
<td>My organization offers me job security</td>
<td>4.17</td>
<td>.907</td>
</tr>
<tr>
<td>My work is challenging, stimulating and rewarding</td>
<td>4.36</td>
<td>.660</td>
</tr>
</tbody>
</table>
4.6 Correlation of Job Retention, On Team Building, Performance and Competitive Strategy

A Pearson correlation was done between the dependent variable (job retention) against team building, performance, and competitive strategy at 99% confidence interval. The result established that there was a strong positive correlation between job retention and team building (.801), Performance and productivity (.807), and as a competitive advantage (.719). Also notable was the strong positive correlation between and Performance and productivity (.710), and as a competitive advantage (.659) as shown in table 4.13.

Table 4.123: Correlation of Job Retention, On Team Building, Performance, and Competitive Strategy

<table>
<thead>
<tr>
<th></th>
<th>Job retention</th>
<th>Team building</th>
<th>performance</th>
<th>Competitive strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.801**</td>
<td>.807**</td>
<td>.719**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Team building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.801**</td>
<td>1</td>
<td>.710**</td>
<td>.659**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Performance and productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.807**</td>
<td>.710**</td>
<td>1</td>
<td>.667**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Competitive strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.719**</td>
<td>.659**</td>
<td>.667**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

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

4.7 Regression Analysis of Job Retention and Co Factors

The research analysed the effects of team building, performance and competitive strategy on Job retention. A linear regression was done between job retention and the other co factors. The results showed that the R² value was 0.775 hence 77.5% of the variation in the Job retention was explained by the variations in the cofactors as illustrated in table 4.14.
Table 4.134: Model Summary of Job Retention And Co Factors

<table>
<thead>
<tr>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>.880</td>
<td>.775</td>
<td>.768</td>
<td>.31543</td>
<td>.775</td>
<td>3</td>
<td>105</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Job Retention),
b) Team Building, Performance and productivity, and Competitive Strategy

An ANOVA analysis was done between Job Retention, Team Building, Performance and productivity, and Competitive Strategy at 95% confidence level, the F critical was 120.372 and the P value was (0.000) therefore significant and the results are illustrated below in table 4.15.

Table 4.145: ANOVA Analysis of Job Retention and Co Factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>35.929</td>
<td>3</td>
<td>11.976</td>
<td>120.372</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>10.447</td>
<td>105</td>
<td>.099</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>46.377</td>
<td>108</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Job Retention),
b) Team Building, Performance and productivity, and Competitive Strategy

4.7.1 Regression Coefficient of Job Retention, Team Building, Performance, and Competitive Strategy

A regression analysis was done between job retention, team building, performance, and competitive strategy as shown in table 4.16.

As per Table 4.16, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \) becomes:

\[
Y = 0.056 + 0.452X_1 + 0.355X_2 + 0.214X_3
\]

Where Y is the dependent variable Job retention

X1 – Team building
X2 – Performance and productivity

X3 – Competitive strategy

Table 4.156: Regression Coefficient of Job Retention and cofactors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Job retention</td>
<td>.056</td>
<td>.214</td>
<td>.263</td>
<td>.793</td>
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<tr>
<td>Team building</td>
<td>.452</td>
<td>.082</td>
<td>.386</td>
<td>5.483</td>
</tr>
<tr>
<td>Performance and productivity</td>
<td>.355</td>
<td>.063</td>
<td>.403</td>
<td>5.678</td>
</tr>
<tr>
<td>Competitive strategy</td>
<td>.214</td>
<td>.073</td>
<td>.196</td>
<td>2.945</td>
</tr>
</tbody>
</table>

The regression equation illustrated in Table 4.15 established with all factors considered (Team building, Performance, and productivity, and competitive strategy) all held constant job retention will be 0.056. The findings presented also showed that with all other variables held at zero, a unit change in team building results into a 0.452 increase in job retention and a unit change in Performance and productivity also lead to 0.355 change in job retention. Moreover, the study also showed that a unit change in competitive strategy would result in 0.214 change in job retention. All variables were significant (p<0.05) and therefore making the equation significant.

4.8 Chapter Summary

This chapter presented the findings as per the data collected. The section begun by analyzing the demographical features of the respondents, the second section looked at how team building activities foster job retention. The third section analyzed whether team building activities improve performance and productivity of individuals, and in the fourth section the analysis was focused on job retention as a competitive strategy. In the last section, a correlation and regression analysis between job retention, team building, performance, and competitive strategy was done. The next chapter will discuss, conclude, and make recommendation from these findings.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter presents findings and summary of the study. In addition, this chapter has also discussed findings in relation to literature. The chapter has four sections; discussion of the findings, conclusions, recommendations and areas of further studies.

5.2 Summary of Findings
The purpose of this study was to determine effects of team building activities as a strategic issue on employee retention. The research wanted to answer the following research questions: Does team building activities foster job retention at Safaricom, Does the team building activities improve performance and productivity of individuals? Is job retention a competitive strategy used in Safaricom. The study adopted the descriptive survey study design and questionnaires were used to collect primary data. The target population was 4,500 employees of Safaricom Company Limited. Stratified sampling was used. Data analysis was done using tools such as SPSS and Excel to produce descriptive and correlation statistics.

The findings based on the first research question established that most of the respondents agreed that they believe lack of alignment within a team impacts the outcome of a task or a project and teamwork is a valued aspect at Safaricom, team building activities made them feel like a ‘part of the family’ and enjoy participating in the team building activities. However, respondents were not sure whether team building activities influenced positive talk outside the workplace (increased their commitment to the organization), team members are held accountable for the decisions they make, and improved communication with others as a result of team building activities. The respondents however disagreed that evaluation of the teamwork results ignored their share of efforts and that they were motivated at work as a result of the team building activities. A correlation was done and it was established that there was a strong positive correlation between job retention and team building.

The findings based on the second research question revealed that most respondents agreed that they were motivated to set goals that will assist them in their workplace performance, whenever they do task individually they believe a better result would be achieved through team work, learn more about the overall company goals and objectives.
during a team building activity, compared with before the team building activities, my level of trust and confidence in my colleagues has increased, feel that they better understand their colleagues because of team building activities whereas respondents were not sure were however not sure on whether they felt re-energized after a team building activity, team building activities was beneficial to the organization, they prefer to do their work assignments/projects individually and they felt the workplace environment is more fun to work in as a result of the team building activities. A correlation analysis revealed that there was a strong positive correlation between performance and productivity.

The findings based on the third research question revealed that most of the respondents agreed that most of the respondents agreed that there is a link between my organization’s strategy and individual objectives, work is challenging, stimulating and rewarding and the organization offers job security however respondents were uncertain whether recommend Safaricom to family and friends as a great place to work, Safaricom senior leadership are good role models and value employees’ unique talents and knowledge, and changes that are likely to affect me or how I do my work is communicated clearly.

Correlation analysis established that there was a strong positive between job retention and Competitive Strategy.

5.3 Discussion

5.3.1 Team Building Activities Foster Job Retention at Safaricom

The findings established that most employees agreed that that teamwork is a valued aspect at Safaricom. According to Cho and Park (2011), The link between team building activities and job retention is a contentious discussion to many decision makers in the corporate world. Cho and Park continue to add that past research have shown positive correlation between employee satisfaction and employee commitment to their employer and therefore higher retention rates. Raganowicz-Gargasz (2014) adds that in the workplace, Generation Y is seen to exhibit tendencies of working in teams while being collaborative, results-oriented workers who enjoy working under pressure (Raganowicz-Gargasz, 2014). In addition, according to Kalisch, Wiech, Herrmann and Dolan (2006), if there is an established culture of teamwork in an organization where workers observe the visions, norms and have a particular target to achieve then the organization has a high chance of reducing the staff turnover.
From the research, majority of the respondents agree that employees believe that lack of alignment within a team impacts the outcome of a task or a project. According to Husain (2011), poor team building and planning sessions bring disillusionment, low morale and lack of motivation in organization hence failure to deliver the results expected. Raganowicz-Gargas (2014) adds that the flip side of Generation Y is that they prefer to change jobs more often during their career life, especially if their talents and skills are not utilized to the fullest. They expect lifelong learning, expect on-the-job training to stay relevant, and proactively plan their career paths and professional development. Millennials also seek work/life balance to achieve professional fulfillment and personal satisfaction. Kanyurhi and Akonkwa (2016), states that in order to increase employees’ effort organizations have to be place employees into teams with similar objectives so that they can pursue a common objective for the benefit of the organization (Kanyurhi & Akonkwa, 2016).

The study revealed that most team building activities makes employees feel like a ‘part of the family’ in an organization and employees enjoy participating in team building activities. According to Lornudd, Bergman, Sandahl, and von Thiele Schwarz (2016), states that institutions that provide seminars dealing with how employees can manage stress levels make employees understand and get support from their other colleagues before the situation worsen. Teamwork is especially important in alleviating biases arising from behavioral orientations or other distractions such as occupational job environments that are likely to prejudice the outcome of a decision.

Teamwork lessens these stressors at work which enhances decision making freedom, high levels of job control and ultimately low levels of fatigue (Lornudd, Bergman, Sandahl, and von Thiele Schwarz, 2016). In addition, Jain and Gulati (2016), asserts that people who feel like they are part of a team are more likely to live up to their end of the bargain. They don’t want to drop the ball on their projects and mess up momentum for their other teammates that they care so much about. They care for those they work with and want to do everything they can to support one another. That means that they’re going to stick around to see projects through.
5.3.2 Team Building Activities Foster Job Retention at Safaricom

The findings established that most employees are motivated to set goals that assist in their workplace performance according to Kasekende and Nakate (2013), asserts that organizations have adopted the culture of making every member to participate in managing day to day events since there is a growing importance of useful teams for growth, improved satisfaction in their jobs and increased performance. Therefore various institutions have embraced the spirit of teamwork within departments and in every area of their operation since they understand that when people come together their potential is optimally utilized. A team, by definition, is a motivated group of people who work together, share resources, are committed to common objectives through coordinated efforts, and produce a product or service that is far superior than that of an individual alone (Kasekende and Nakate, 2013).

The study revealed that most employees agreed that they work better with colleagues whom they have interacted with in a team building activity before and I learn more about the overall company goals and objectives during a team building activity. According to Jones, Richard, Paul, Sloane & Peter et al, (2007), recent study shows that employees working within a team can produce more output compared to those working individually. In addition, the spirit of working in a team is fundamental to realizing the set goals of an organization (Boynt, Lusch and Mejza, 2005).

The study also revealed that team building has enabled employees better understand their colleagues as a result of team building activities, contributed to a positive work culture and enabled employees trust and confidence on their colleagues. According to Erdem, Ferda, Ozen and Janset et al (2003) asserts that trust among team members comes when member of the teams develop the confidence in each other competence. In addition, trust among the team members develops a unique skills and coordination of individuals.

According to Murray (2016), states that organization with a unified team have the following characteristics; reduced costs, increased productivity, reduced conflict, improved quality, improved adaptability and flexibility of both managers and workers. Additionally, when workers work in a team they become motivated and absenteeism is greatly reduced as well as workers’ turnover. Moreover, despite work environments targeting achievement of goals and objectives at individual level, with rich team building experiences and skills, employees can be motivated towards achievement of common
goals and leverage on the synergy towards achieving greater productivity (Hamlyn-Harris & Hurst, 2006). Hamlyn-Harris and Hurst (2006), adds that with the right culture that nurtures teamwork and management communicating clearly the expectation of teamwork and collaboration, individuals will be motivated to meet teams’ commitments and goals.

5.3.3 Impact of job retention as a competitive strategy
The findings established that most employees agreed that there is a link between safaricom’s strategy and individual objectives and that work is challenging, stimulating and rewarding. According to Porter (1985), businesses can apply basic strategies such as cost leadership, differentiation and focus and those businesses can thrive and achieve competitive advantage by choosing and concentrating on one strategy that suits its business model. Differentiation strategy is mainly concerned with product uniqueness characteristics such as quality, application of technology and innovation, reliability and durability (Ivatury and Mas, 2008). Ivatury adds that an organization employing differentiation strategy can achieve competitive advantage over its competition due to its ability to create entry barriers by offering high quality products, which are highly innovated and durable.

In the focus strategy, organizations concentrate on targeted market segments (Kaplan and Norton, 2006). An organization may choose to target a specific customer segment, product line or geographic area, demographic segment or a specific service line. Also, called niche strategy, this strategy is successful when market development and market penetration is applied (Ivatury and Mas, 2008). Hanafizadeh and Ravasan (2011), also adds that organizational culture is key in cultivation and dissemination of the right core values. Implementation of any of the above-discussed strategies may require alignment of the organization structure, staff, systems, style of leadership and shared values. McKinsey 7S Framework (Hanafizadeh and Ravasan 2011) also reaffirms that in order for an organization to thrive, the seven elements - strategy, skills, structure, staff, style, and systems and shared values - need to be aligned and mutually reinforcing

The study revealed that team building in an organization offers job security, organization’s values and mantras are demonstrated every day in teams and employees have an intense sense of belonging to Safaricom. Moncarz, Zhao and Kay (2009) noted that employees who have had a positive outcome from an environment where there are flexible working hours have a sense of commitment to the organization as well as having
prominent level of job satisfaction. In addition, having an organizational culture that fits with the employees’ value system makes them feel satisfied and committed to the firm. This results in the organization retaining its staff since the employees are happy with their work environment (Sheridan, 1992).

Kasekende and Nakate continue to assert that satisfied employees in the service industry are more likely to serve external customers happily and better and therefore the need for such organizations to ensure its employee’s exhibit behaviors and attitudes that yield positive interactions between an organization and its external customers. Having a work life balance has been seen to have an impact on contributing towards staff retention as it helps employees to have a balance between work and family life. This has helped employees to reduce pressure on them and end up increasing their performance at work. Having in place a work and personal life balance policy has shown to have an increase in the level of morale in the firm, a retention tool for valued employees, commitment and loyalty as well as a reduction in absenteeism and improved performance and productivity (Jenkins and Delbridge, 2013).

5.4 Conclusions

5.4.1 Team Building Activities Foster Job Retention at Safaricom
The study established that team building activities has an impact on job retention at Safaricom. Employees agreed that team work is a valued aspect at Safaricom, employees enjoy participating in team building activities, team building activates makes employees fell like part of the family and that lack of alignment within a team impacts the outcome of a task or a project. However very few employees are motivated at work as a result of the team building activities and evaluation of the teamwork results ignores employee’s share of efforts. Hence Safaricom should reevaluate its team building strategy and look for ways to motivate employees to work as a team.

5.4.2 Team Building Activities Foster Job Retention at Safaricom
From the findings, most employees are motivated to set goals that assist in workplace performance, prefers working with team members that have worked with before, team building has increased employees trust and confidence toward team members, and enjoy team building activities. There is however an uncertainty towards employees feeling re-energized after team building activities, employees are not sure is the work environment
is more fun to work in because of team building and if team building a has help in resolving and implementing solution to problems in the work place.

5.3.3 Impact of job retention as a competitive strategy
Findings revealed that majority of the employees agrees that Safaricom offers its employees job security, a sense of belonging, there is a link between my organization’s strategy and individual objectives and that employees work is challenging, stimulating and rewarding hence being able to achieve a competitive advantage. Whereas there is uncertainty on whether Safaricom rewards its employee’s creativity and innovation, employees understand the organization’s mission and vision, Safaricom cares about its employees’ job fulfillment and growth and if Safaricom communicates clearly changes that are likely to affect how employees do their job.

5.5 Recommendations

5.5.1 Recommendation for improvement

5.5.1.1 Team Building Activities Foster Job Retention at Safaricom
There is a need for Safaricom to reevaluate its team building strategy and motivate employees to work because of the team building activities, create a good alignment between department hence encourage team work. Ensure that team members are held accountable for the decisions they make and make employees feel more committed in the organization.

5.5.1.2 Team Building Activities Foster Job Retention at Safaricom
From the findings, it is very necessary for Safaricom offer team building activities that will motivate employees work together and exchange ideas, implement and resolve solutions to problems in the workplace and create a work place environment that is fun to work at hence creating job satisfaction and retaining talented employees.
5.5.1.3 Impact of job retention as a competitive strategy

According to the findings there is a need for Safaricom to communicate clearly changes that are likely to affect employees or how they do their work, develop job fulfillment and growth strategies that will motivate employees to increase their performance hence achieve a competitive advantage and ensure that employees understand the company’s mission and vision.

5.5.2 Recommendation for Further Studies

The study focused only on effects of team building activities as a strategic issue on employee retention, it is recommended other studies should be based on other factors. The study also only focused on Safaricom only therefore results are skewed towards the perceptions and data from Safaricom. It is suggested therefore such a study should be done in other mobile phone companies and make the results more reliable.
References


APPENDIX

Appendix I: Introductory Letter

Dear Respondent,

I am a postgraduate student at the United States International University, at the School of Business. As part of my course work assessment, I am required to submit a management research project. In this regard, I am undertaking a survey on effects of team building activities on employee retention in Safaricom Limited.

The information you provide will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidentiality. A copy of the final paper will be availed to you upon request after August 2017. Participation in the study is voluntary. Completion and submission of the questionnaire will be taken as your informed consent to participate. Your assistance will be highly appreciated.

Thank you in advance,

Yours Sincerely,

……………………………

…………………………

JANETH CHEUM

Dr.

MBA Student

University Supervisor
Appendix II: Questionnaire

Instructions

Please provide the answers as correctly and honestly as possible. Just tick or cross on the box next to the relevant answer.

Now on to the survey!

Section 1: Demographic Information

i. Age
   a) 20 – 29 [  ]
   b) 30 – 39 [  ]
   c) 40 – 49 [  ]
   d) 50+ [  ]

ii. Gender
   a) Female [  ]
   b) Male [  ]

iii. Level of education
   a) Secondary [  ]
   b) Diploma / HND [  ]
   c) Bachelors Degree [  ]
   d) Master’s degree [  ]
   e) Above Master’s Degree [  ]

iv. Employment status
   a) Full employment [  ]
   b) Contract [  ]

v. What is your status or position in this organization?
a) Junior staff  [  ]
b) Senior Staff  [  ]
c) Principal staff  [  ]
d) Senior Manager  [  ]
e) CEO/Director  [  ]

vi. Which department does your role fall under?

a) Technology  [  ]
b) Resources  [  ]
c) Customer Operations  [  ]
d) Financial Services  [  ]
e) Corporate Affairs  [  ]
f) Finance  [  ]
g) Regional Sales and Operations  [  ]
h) Enterprise Business Unit  [  ]
i) Customer Business Unit  [  ]
j) Internal Audit  [  ]
k) Risk Management  [  ]
l) Strategy and Innovation  [  ]

vii. How long have you worked with the company?

a) 0-5  [  ]
b) 6-10  [  ]
c) 11-15  [  ]
d) Over 15  [  ]
Section 2: Team building activities and Employee Retention

Thinking about team building activities in Safaricom that you have ever participated in, please indicate your response by typing/writing an ‘X’ in the column that is most appropriate.

<table>
<thead>
<tr>
<th>TW: Teamwork in the Workplace</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>TW1: Teamwork is a valued aspect at safaricom</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>TW2: I believe lack of alignment within a team impacts the outcome of a task or a project.</td>
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<tr>
<td>TW3: decision-makers always seek other employee opinions before making a final decision</td>
<td></td>
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<td>TW4: Team members are held accountable for the decisions they make.</td>
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<td>TW5: Evaluation of the teamwork results ignores my share of efforts.</td>
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<td>TW6: There is good alignment between my department and others with whom I need to coordinate.</td>
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<td>TW7: Have you received any previous teamwork training in the workplace?</td>
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<tr>
<td>TW8: I feel that I am better able to communicate with other members of my team as a result of team building activities.</td>
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<td></td>
</tr>
<tr>
<td>ST: Satisfaction and Retention</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Not Sure</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
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<tr>
<td>ST1: I feel more motivated at work as a result of the team building activities.</td>
<td></td>
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<tr>
<td>ST2: I feel more de-motivated at work as a result of the team building activities.</td>
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<tr>
<td>ST3: As a result of the team building activities I feel more committed to the organization and I am less likely to leave in the near future.</td>
<td></td>
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<tr>
<td>ST4: As a result of the team building activities I feel better about the organization and am more likely to talk positively about it outside of my workplace.</td>
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<td>ST5: As a result of the team building activities I now feel like a ‘part of the family’ in my organization.</td>
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<td>ST6: Overall I enjoy participating in the team building activities</td>
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<td>ST7: Overall the team building activities are worthwhile to me personally.</td>
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</tbody>
</table>
**Section 3: Team building activities and Performance and Productivity**

<table>
<thead>
<tr>
<th>Section 3: PP: Team building activities and Performance and Productivity</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>PP1: I feel the team building activities motivated me to set goals that will assist me in my workplace performance.</td>
<td></td>
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<tr>
<td>PP2: There is better team work with colleagues whom we have interacted in a team building activity before</td>
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<tr>
<td>PP3: I am feel re-energized after a team building activity</td>
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<tr>
<td>PP4: I learn more about the overall company goals and objectives during a team building activity</td>
<td></td>
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<tr>
<td>PP5: Overall, I feel that the team building activities are beneficial to my organization?</td>
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<tr>
<td>PP6: Whenever I do a task individually, I think to myself that if I did it with a team, a better result would be achieved.</td>
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<td>PP7: When I do projects in a team, the outcome is better.</td>
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<td>PP8: With respect to my past experience, I prefer to do my work assignments/projects individually.</td>
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<td>PP9: The team building activities will help improve my job performance now and in the future.</td>
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<tr>
<td>PP10: Compared with before the team building activities, my workplace has become more productive.</td>
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<tr>
<td>PP11: I am better equipped to implement and resolve solutions to problems in my workplace as a result of the team building activities.</td>
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</tr>
<tr>
<td>TB: Team Building and Engagement</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Not Sure</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
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<tr>
<td>FW1: I feel my workplace environment is more fun to work in as a result of the team building activities.</td>
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<tr>
<td>FW2: Compared with before the team building activities, my level of trust and confidence in my colleagues has increased.</td>
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<tr>
<td>FW3: I feel that I better understand my colleagues as a result of team building activities.</td>
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</tr>
<tr>
<td>FW4: Team building activities contribute to a positive work culture</td>
<td></td>
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</tr>
</tbody>
</table>
**Section 4: Job Retention as a Competitive Strategy in Safaricom**

| CS1: There is a link between my organization’s strategy and individual objectives |
| CS2: I understand my organization’s mission and vision |
| CS2: Safaricom rewards its employee’s creativity and innovation. |
| CS3: Safaricom cares about its employees’ job fulfillment and growth |
| CS4: Safaricom senior leadership are good role models and value employees’ unique talents and knowledge |
| CS5: Changes that are likely to affect me or how I do my work is communicated clearly to me |
| CS6: My organization’s values and mantras are demonstrated every day in my team |
| CS7: I always recommend Safaricom to my family and friends as a great place to work |
| CS8: I feel a strong sense of belonging to Safaricom |
| CS9: My organization offers me job security |
| CS10: My work is challenging, stimulating and rewarding |
### Appendix III: Thesis Research Budget

<table>
<thead>
<tr>
<th>Budget items - Expenses</th>
<th>Number of items</th>
<th>Cost per item (Ksh)</th>
<th>Total cash cost (Ksh)</th>
</tr>
</thead>
<tbody>
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<td>Travel (if need be)</td>
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<td>2,000</td>
<td>12,000</td>
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<tr>
<td><strong>Research Equipment:</strong></td>
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<tr>
<td>Laptop</td>
<td>1</td>
<td>Already have</td>
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<td>Cell phone</td>
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<td>Already have</td>
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<tr>
<td>Internet Access</td>
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<td>14,000</td>
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<td>Portable Hard Drive</td>
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<td>Printer</td>
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<tr>
<td>Toner for printer</td>
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<td>1,000</td>
<td></td>
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<tr>
<td><strong>Research Materials:</strong></td>
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<td>Cellphone usage charges</td>
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<tr>
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<td>Paper, pens, flipcharts, markers</td>
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<tr>
<td><strong>Hiring and training research assistants</strong></td>
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<td><strong>Printing and Binding of Reports</strong></td>
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<tr>
<td><strong>Total</strong></td>
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