A SURVEY OF THE USE OF TEAMS IN SELECT MANUFACTURING FIRMS IN NAIROBI

BY

SAMUEL K. MUGO

A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Executive Master of Science in Organization Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY

FALL 2012
STUDENT 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: 23/10/2012
Samuel K. Mugo (ID 634303)

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

Signed: ___________________________ Date: 13/11/2012
Stephen M. Nyambegera, PhD

Signed: ___________________________ Date: 16/1/2013
Dean, Chandaria School of business

Signed: ___________________________ Date: 21/12/2012
Deputy Vice Chancellor, Academic Affairs
ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisor Stephen M. Nyambegera PhD for his guidance and assistance in the course of undertaking this study. I am also indebted to the respondents of BAT, GlaxoSmithKline and Nairobi bottlers who have made it possible to complete this project by granting me permission to conduct and carry out interviews in their firms. Special thanks to anyone who was involved in one way or the other in trying to complete this project. Finally, I appreciate the support of colleagues, my families and friends for the moral support and help in my efforts in the course of conducting this research.
ABSTRACT

In this age of lean organizations, one could assert that most work groups in existence today are being pushed to evolve (formally and informally) toward a team philosophy as the span of control of management widens and pressures to outperform competition increase. To better understand the state of teams in today’s organizations. Effective leadership in team management is one of the keys to a team’s success, it is important for a leader to be clear about their positional authority. There is no doubt that positional authority is a legitimate and prevalent form of influence within organizations but much cannot be achieved if we don’t work as a team.

Using selected manufacturing firms in Kenya, the research sought to determine -:

- The different types of teams in use and their autonomy levels.
- The effectiveness of teams and their long-term impact on employee’s performance and productivity.
- The impediments to the effective utilization of teams.

For a fair representation, a Multi-stage sampling technique was used. This is a technique where clusters are selected from the population. Based on the sample frame, stratified random sampling was used to determine the sample for the study. The stratification was defined depending on the level of employees each firm had. The sample size constituted of three leading manufacturing firms. Eighty respondents were selected for the research. Both qualitative and quantitative data was collected using structured questionnaires. The study took note of the various levels of operation of these firms in terms of volume of business, capitalization and number of employees. Data was sorted then analyzed. SPSS software was used to enhance the data processing by providing relevant tables for analysis.

Findings regarding the integration and impact of work teams in select manufacturing firms in Kenya revealed that eighty two percent of the respondents are were popular with self-directed teams while Sixty six percent of the respondents used self-managed teams. Hence one could easily conclude that self-directed teams were the frequent used team in manufacturing. Findings’ concerning the impediments of team work revealed that attitude of team members was the biggest barrier to effective team work followed by luck of trust and role clarity. Furthermore the data revealed that the use of team doesn’t necessarily
reduce work load of individual but it create a better platform where ideas could be shared towards attaining the organizations objectives.

This study recommends that organization should do more to incorporate team in their policies while in their quest to attain efficiency.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>x</td>
</tr>
<tr>
<td><strong>CHAPTER ONE</strong></td>
<td></td>
</tr>
<tr>
<td>1.0 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>2</td>
</tr>
<tr>
<td>1.3 Purpose of the Study</td>
<td>3</td>
</tr>
<tr>
<td>1.4 Objectives of the Study</td>
<td>4</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>4</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>4</td>
</tr>
<tr>
<td>1.7 Definition of Terms</td>
<td>5</td>
</tr>
<tr>
<td>1.8 Chapter Summary</td>
<td>5</td>
</tr>
<tr>
<td><strong>CHAPTER TWO</strong></td>
<td></td>
</tr>
<tr>
<td>2.0 LITERATURE REVIEW</td>
<td>6</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>6</td>
</tr>
<tr>
<td>2.2 The Different Types of Teams in Use and Their Autonomy Levels</td>
<td>6</td>
</tr>
<tr>
<td>2.3 The Effectiveness of Teams and Their Longterm Impact on Employees’ Performance and Productivity</td>
<td>8</td>
</tr>
<tr>
<td>2.4 The Impediments to the Effective Utilization of Teams</td>
<td>15</td>
</tr>
<tr>
<td>2.5 Chapter Summary</td>
<td>20</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 3.1 The average distribution of Employees per firm ........................................... 22
Table 4.1 Response rate ..................................................................................................... 26
Table 4.2 Response/Frequency & Percentage Frequency .................................................... 32
Table 4.3 Benefits of using teams ....................................................................................... 34
Table 4.4: Problems hindering team integration .................................................................. 37
LIST OF FIGURES

Figure 4.1: Teams frequently used ................................................................. 29
Figure 4.2: Team formation ................................................................. 29
Figure 4.3 Employee choice of team involved ........................................... 30
Figure 4.4: Frequent use of teams across organization levels ..................... 31
Figure 4.5: Teams effectiveness ................................................................. 32
Figure 4.6: Professional assistance ........................................................ 35
Figure 4.7: Organization success in using teams ......................................... 36
Figure 4.8: Barriers to effective teamwork ............................................. 36
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

A milestone in the successes of an organization is to fulfill the continuous changing needs of organization and employees with a long run effort aimed at retaining the existing customers as it attracts more and satisfy their never ending demands; heavy responsibility falls on top management to develop strong relationship between them and the employees. Organizations expect employees to follow the rules and regulations, work according to the standards set for them. On the other hand the employees expect good working conditions, fair pay, fair treatment, secure career, power and involvement in decisions. These expectations of both parties vary from organization to organization. For organizations to address these expectations, an understanding of employees’ motivation is required.

The manufacturing firms play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent goods and services provided and offered by employees can create a positive perception and everlasting image in the eyes of the targeted end customers. The individual motivation of a manufacturing firm employee plays a major role in achieving high level satisfaction among its customers.

Many factors have been attributed to enhance employee performers and motivate them to deliver including financial and non-financial rewards but one of the most rewarding strategies that require least financial input is the use of teams amongst employees.

Across the globe, the use of teams to improve organizational performance is increasing and the success of organizations is increasingly linked to teams and how effectively they perform (Kreitener & Kinicki, 2007). There are many types of teams classified according to their purpose or structure. According to the extensive research on teams carried out by Cohen and Bailey (1997) there are four types of purpose teams (1) work teams(2) parallel teams (3) project and (4) management teams. Mumford & Mattson (2007) propose that a majority of autonomy-related team types used in organizations can be grouped as: managed teams, autonomous teams, self-managed and self-led teams. The level of autonomy ranges from zero autonomy in managed teams to full autonomy in self-
managed teams. Self-managed work teams and self-directed work teams are the most prominent autonomous teams. Several studies have reported the use of work teams by 81% of manufacturing firms, with 87% of the firms stating that self-managed work teams (SMWT) or self-directed work teams (SDWT) as being critical for achieving global status (Muthusamy, 2005).

Teamwork can only be achieved in a positive work environment where Members feel comfortable. To promote teamwork, Members need to be treated equally and fairly to avoid dissatisfaction. Members also need to feel able to express their views and opinions and understand the views of others in the team.

Simply training and developing individuals is not enough; each Member needs to understand how their contribution fits into the whole group. Being aware of other Members' skills and knowledge and to co-operate to work together to achieve objectives will depend on how well the team is coordinated. The team Leader has a key role within the team, regularly assessing how well each Member works within the team, what their skill and motivation levels are and developing people as required.

According to Boucher (2006) it is believed that the six most important factors for effective teamwork are: effective leadership, good system of operating, sufficient and consistent control, friendly and trusting environment, effective communication and common purpose & vision.

This study will focus on teams in the Kenyan Manufacturing sector. Manufacturing firms across the globe use a variety of teams in their day to day operations. According to Roper & Phillips (2007), organizations have implemented the self-managed work teams or self-directed work teams to achieve the following objectives (1) Improve quality of the work environment, (2) Increase the overall performance of the organization; (3) Provide an environment that focuses on the well-being of its employees, as well as the organization’s performance.

1.2 Statement of the Problem

As the concept of teams has evolved, it has entered our society with the implicit assumption that we will enjoy increased knowledge acquisition, deeper commitment, higher performance, and greater innovation with increasingly less need for formal leadership (Katzenback & Smith, 1993). Though few will argue against this assumption,
the complexities of the group dynamic and the puzzle of how to ensure high performance remains a constant struggle for researchers and practitioners alike.

The formal incorporation of teams in many organizations is yet to be attained since teams do not operate in a vacuum; rather they exist in the context of other teams. Therefore, one might assert that collaboration across teams is a significant determinant of success – a theory supported by 87 percent of respondents who took part in a research conducted by Center for Creative Leadership in 2005.

Increasing job performance and usage of teams is among the most theoretically and practically important problems in organizational research (Staw, 1984). Scholars have long recognized that teams performance depends heavily on how employees perceive their jobs (e.g., Herzberg, Mausner, & Snyderman, 1959; Turner & Lawrence, 1965). Trying to determine whether this statement hold water in this present world is one of the issues this study sought to address.

Little has been said about the plight of teams, building on this core insight, extensive theory and research has focused on increasing job performance by changing employees’ job perceptions. Scholars have often argued that job performance can be enhanced through the cultivation of perceptions of task significance judgments that one’s job has a positive impact on other people (Hackman & Oldham, 1976; Morgeson & Humphrey, 2006). Task significance is thought to be particularly critical in today’s economy, as employees are increasingly concerned with doing work that benefits other people and contributes to society (e.g., Turban & Greening, 1997).

This study explored the impediments to the uptake of work teams in selected manufacturing firms in Kenya. The study tried to analyze the several literatures done on the different type of teams in use and their autonomy levels, the effectiveness of teams and their long run impact on employee’s performers and productivity, the impediments to the full exploitation of teams and how they can be tackled and applied in the Kenyan market.

1.3 Purpose of the Study

The main aim was to establish the level of team use in select manufacturing firms in Kenya.
1.4 Objectives of the Study

Using selected manufacturing firms in Kenya, the research will try to determine -:

1.4.1 The different types of teams in use and their autonomy levels.

1.4.2 The effectiveness of teams and their long term impact on employee’s performance and productivity.

1.4.3 The impediments to the effective utilization of teams.

1.5 Significance of the Study

1.5.1 Manufacturing Firms in Kenya

This study is greatly expected to benefit a number of parties. With the major beneficiaries being the manufacturing industry in Kenya because they will be in a better position to choose and implement effective teams in their organization. In addition, they will know the benefits to expect and the support mechanism needed for the growth of the teams.

1.5.2 Human Resource Professionals in Kenya

Human resource professionals will get an insight into use of teams in the manufacturing sector. From the study, they can infer how to the effective teams can be replicated in other sectors in Kenya and what needs to done for success impregnation of the teams.

1.5.3 Further Research on Teams in Kenya

Researchers in the team development, organizational development and human resources field will find this study useful. The findings trigger the need for similar research in into other types of teams and team dynamics in the region. The findings and discussion highlight areas of team development in Kenya that need further research. This helps in adding more insight to the body of knowledge in the field.

1.6 Scope of the Study

The study focused on a single manufacturing firm in Kenya located within Nairobi County, namely British American Tobacco Kenya Limited and. The average population of this these firms was estimated at 520 employees. These firms represent a cross-section of large manufacturers in the country in both employee capacity and output. It took a maximum nine weeks to carry out the study. This study was limited to the above named
manufacturing firm due to financial constraint, limited time frame and denied entry at the Tetra Park Limited.

1.7 Definition of Terms

1.7.1 Team:

These are small groups with complementary skills that hold themselves mutually accountable for common purpose, goals or approach (Kreitener & Kinicki, 2007) while a Work team is a continuous work unit responsible for producing goods or providing services (Cohen, 1997). Usually, the work teams works under a supervisor.

1.7.2 Self-managed Work Team:

These are groups of workers who are given administrative oversight over their work (Kreitener & Kinicki, 2007).

1.7.3 Self-directed Work Team:

Group of workers responsible for a number of tasks, in which there is no supervision and employees have partial autonomy to perform both technically and administratively (Junior2011)

1.7.4 Virtual Teams:

Teams with geographically dispersed members who predominantly communicate by use of ICT (Gressgard, 2011)

1.8 Chapter Summary

Most organizations are embracing team as means of increasing organizational efficiency as well as increasing employee empowerment and motivation. Most manufacturing firms in the west have autonomous work teams to improve their productivity. Despite the extensive research on the success of work teams in the west, very little is known on how the teams have been rolled out in Africa and Kenya in particular.

This study will be exploring the impediments to the uptake of work teams in two selected manufacturing firms in Kenya.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of existing literature on teams in relation to the main objectives; the different types of teams in use and their autonomy levels, The effectiveness of teams and their long run impact on employee’s performers and productivity and the impediments to the full exploitation of teams this review also highlights on the historical development of teams.

2.2 The Different Types of Teams in Use and Their Autonomy Levels

According to Linda Wing (2009) a team is when two or more people working interdependently towards a common goal. Getting a group of people together does not make a “team.” A team develops products that are the result of the team's collective effort and involves synergy. Synergy is the property where the whole is greater than the sum of its parts. Teams are tool used by manager to motivate employees whom at any given time will be at different levels of satisfaction as depicted by many motivation theories; it also would serve as tool to retain employees whose potential is critical to the organization yet unsatisfied and are on the run.

The origins of the self-managing team concept lie in the late 1940’s and early 1950’s. In an effort to find organizational forms that would help increase productivity in post-war Britain, researchers from the Tavistock Institute in London discovered coalmines in Durham in which miners worked in highly autonomous groups. The productivity of these teams was higher, while absenteeism rates proved to be lower than in the more traditionally organized mines, where work was organized around individual tasks and possibilities for self-management were only very limited.

Teams can do a variety of things. They can make products, provide services, negotiate deals, coordinate projects, offer advice, and make decisions. This section describes the four most common types of teams one is likely to find in a manufacturing firm: problem-solving teams, self-managed work teams, cross-fictional teams, and virtual teams.
2.2.1 Problem-solving teams

These are typically composed of five to twelve employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment. In problem-solving teams, members share ideas or offer suggestions on how work processes and methods can be improved. Rarely, however, are these teams given the authority to unilaterally implement any of their suggested actions. (Pazos & Beruvides 2011). One of the most widely practiced applications of problem-solving teams during the 1980s was quality circles, these are work teams of eight to ten employees and supervisors who have a shared area of responsibility and meet regularly to discuss their quality problems, investigate causes of the problems, recommend solutions, and take corrective actions.

2.2.2 Self-Managed Work Teams

Self-managed work teams are groups of employees (typically 10 to 15 in number) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors. Typically, this includes planning and scheduling of work, assigning tasks to members, collective control over the pace of work, making operating decisions, taking action on problems, and working with suppliers and customers. Fully self-managed work teams even select their own members and have the members evaluate each other’s performance. As a result, supervisory positions take on decreased importance and may even be eliminated.

Self-Managed Work Teams Problem-solving teams are on the right track but they don’t go far enough in getting employees involved in work-related decisions and processes (Pazos & Beruvides 2011).

2.2.3 Cross-Functional Teams

These are teams made up of employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.

Many organizations have used horizontal, boundary-spanning groups for decades. For example, coca cola bottlers created a large task force in the 1960s-made up of employees from across departments in the company-to develop its highly successful packaging System (Obinews.com)
A task force is really nothing other than a temporary cross-functional team (Linda 2009). Similarly, committees composed of members from across departmental lines are another example of cross-functional teams. Cross-functional teams are an effective means for allowing people from diverse areas within an organization (or even between organizations) to exchange information, develop new ideas and solve problems, and coordinate complex projects. Of course, cross-functional teams are no picnic to manage. Their early stages of development are often very much time consuming as members learn to work with diversity and complexity. It takes time to build trust and teamwork, especially among people from different backgrounds with different experiences and perspectives.

2.2.4 Virtual Teams

Virtual teams are a product of the modern information technology development which enables team members in different geographical locations to conduct business. If properly utilized, these teams enable organizations to become agile and compete more robustly in the global market place (Bergiel & Balsmeier, 2008). Pazos & Beruvides (2011) define a virtual team as one whose members are working towards a common goal by crossing geographic boundaries and using information technology (e.g. email, videoconference) to communicate. There is relatively little research on virtual teams, but initial studies have highlighted several challenges of establishing effective virtual teams. These include getting the appropriate ICT technology media for communication, agreeing on common meeting times when members are across time zones and conflict management (Kreitener & Kinicki, 2007). The two characteristics distinguishing virtual from conventional teams are spatial distance and information, data, and personal communication (Hunsaker, 2008). It is important to note that the previously highlighted purpose & autonomy related teams types can also be virtual teams, wholly or partially.

2.3 The Effectiveness of Teams and Their Long-term Impact on Employees’ Performance and Productivity

Teams play a major role in employees’ motivation and retention at the workplace. There are now many well-developed team work theories about: employee motivation, workplace culture, team development, and the benefits of rewards and recognition. But in the 1920's and 1930's, none of these concepts were well understood.
2.3.1 The Hawthorne Effect

The Hawthorne Experiments were conducted by Professor Elton Mayo, from 1927 to 1932, at the Western Electric Hawthorne Works in Chicago.

The experiments were primarily started with the intention of studying the relationship between productivity and work conditions. Professor Mayo started these experiments by examining the physical and environmental influences of the workplace (e.g. brightness of lights, humidity) and then moved on to the psychological aspects (e.g. breaks, group pressure, working hours, managerial leadership). The findings in Hawthorne Experiments have been generally described as the "Hawthorne Effect", which can be summarized as "Individual behaviors may be altered because people know they are being studied".

This is, however, only one of the many useful conclusions that Professor Mayo made. For example, Mayo also found that: worker productivity increased with the psychological stimulus of being shown individual attention, feeling involved, and being made to feel important.

Today, no-one would argue with this conclusion. However, at the time, there was no established history of teamwork and employee motivation research to rely on. Mayo's findings were considered quite unusual.

2.3.1.1 Major Findings of Elton Mayo's Experiment

Mayo selected two ladies from the factory, and they in turn chose another four ladies to participate in the experiment. The team worked in isolation, under the supervision of a friendly supervisor who established a working relationship with them. He took time to explain the changes that were to be introduced, asked for their feedback and listened to their complaints. Mayo then varied the working conditions like working hours and number and duration of rest breaks in stages. The level of production was mechanically recorded, while the supervisor recorded the team's behavior.

Mayo's study significantly impacted the way management ran production plant from then on, and we believe it resulted in the eventual birth of the concept of team building. Perhaps it's where the history of teamwork theories as we understand them today began among other findings, Mayo discovered that the relationships between workers and their
supervisors affected production. If most people produced at a particular level after a change was made, everyone tended to produce at that level, as it was 'a fair day's work'.

The working relationship that the supervisor established with the workers was not a usual one at that time. Women did not have a high social status at the workplace and when the supervisor asked for feedback from the ladies and listened to their complaints, it gave them a sense of self-worth. Mayo believed that this spurred them on to produce more, even when all the privileges were taken away.

2.3.2 Teamwork Concepts and the Emergence of Team Building

One of the most crucial conclusions from the experiments is that toward the end of the tests, when all of the privileges were taken away, productivity continued to rise to an all-time high. It was reasonably concluded that the production team were more motivated to work hard by the factors listed above than the physical working conditions.

The researchers also noted that there was a possibility that the production team was grateful that the experiments were extended from the initial arrangement of one year to five. In the decades that followed, employers became increasingly aware of the importance of maintaining a positive work culture and relationship with workers. This probably led to the emergence of team building exercises and retreats.

2.3.3 A Breakthrough Approach to Designing Work

Self-directed work teams, also known as self-managing teams, represent a revolutionary approach to the way work is organized and performed. Instead of organizing work based on the traditional Taylor model reducing a process to individual steps -- work becomes restructured around whole processes. There must be interdependence and joint responsibility for outputs if there is to be a self-directed work team. Whereas the traditional system reduces the required skill at every level of work, producing boredom in the bottom-level jobs, the new system integrates the needs of the people with the work to be done and those closest to the jobs help design the job.

This concept designing the work system with the full participation of the people doing the work is contributing to productivity breakthroughs for organizations in the 1990s. Companies are redistributing power, authority and responsibility so that the people closest
to the customer and the end product or result have decision-making capability (Staw 1984).

2.3.4 Teams as a strategy

Teams save money. Income teams and out goes middle management. Organizations turning to teams solely to save bucks have not been disappointed.

Teams increase productivity. Teams are closer to the action and closer to the customer than the old bureaucracy could be. Teams see opportunities for improving efficiencies bosses can’t hope to see.

Teams improve communication. In a proper team, members are stakeholders in their own success. Teams intensify focus on the task at hand. The very heart of a team, its business if you will, is the sharing of information and the delegation of work.

Teams do work that ordinary workgroups can’t do. When a task is multi-functional in nature, no single person or crew of functionaries can compete with a team of versatile specialists. There is just too much to know for one person or one discipline to know it all and do it well.

Teams make better use of resources. Teams are a way for an organization to focus its most important resource, its brainpower, directly on problems. The team is the Just-In-Time idea applied to organizational structure the principle that nothing may be wasted.

Teams mean higher-quality decisions. Good leadership comes from good knowledge. The essence of the team idea is shared knowledge and its immediate conversion to shared leadership.

Teams mean better quality goods and services. The quality circle (long ago abandoned) was an early expression of the idea that quality improvement requires everyone’s best ideas and energies. Teams increase knowledge, and knowledge applied at the right moment is the key to continuous improvement (which is going very, very strong).

Teams mean improved processes. Processes occur across functions. Teams, straddling all the functions contributing to a process have better "process vision." That’s why reengineering in the 1990s and teams went hand in hand.
Teams "differentiate while they integrate." Most organizations are eager to cut costs and work more effectively -- but they worry about the fragmentation that occurs after scaling back. Teams allow organizations to blend people with different kinds of knowledge together -- the blend inoculates the organization against the shock of downsizing.

2.3.5 Team modeling

Team management theories espouse reduction in hierarchical layers thus dissolving boundaries and creating a more cohesive workforce. Organization can be made friendlier and workplace made more conducive to work if cooperation is made part of the organizational policies to encourage lines of communication and empowerment of individuals to work synergistically towards common organizational goals.

Richard Chang (2001) proposes that for bringing out the best from employees, team members must be passionate about their work. According to him “passion” is a resource that can be leveraged by all organizations and it is not limited to choice few. Passion according to Chang is one of the distinguishing traits of successful organizations where team members are working concertedly towards organizational effectiveness – this is where true synergy takes place and employees exude enthusiasm and excitement about their work. This is what forms one of the most significant of competitive advantages an organization can boast of! Team members need to be convinced and working in unity to enable passion to shine through and make organization work from individual members to one cohesive unit

Effective leadership is all about providing clear vision for its employees and associated guidelines in which employees are expected to operate. Key to improved performance is empowerment of team members along with clear communication channels to provide directives clearly and cogently. "Teaming is a natural and vital part of human social and work life" Team building is a structured process using which discrete units can be empowered and best practices used elsewhere utilized for building groups into functional teams which will provide the required output in timely and precise manner. Employees have to be charged with “passion”, an excitement, contagious enthusiasm and ownership about their work to produce results that are truly remarkable and unmatchable. An effective team has diversity which helps in tapping the individual prowess and utilizing it synergistically to produce an output more than sum of its constituent parts. Appropriate
training and support from senior management can help build a supportive structure under which teams can nurture.

2.3.6 Stellar Performance

Enhanced performance and effective leadership has been the cornerstone of best practices in management. According to Linda (2009), high growth is characteristic of strong leadership skills with clear vision for the team and with direction emulating the type of behavior one wishes to see and by making clear guidelines on what behavior is expected of employees. This is especially important for industries in which knowledge workers lead effective and quick change mechanisms. She says the managers should go out to hire the best talent available and establish clarity and direction of what goals the team is expected to accomplish.

There should be effective communication channels so that information is passed readily. Strategic direction is clearly communicated and the team is continuously aware of its directives. Appropriate training and resources availability help the team in utilizing their skills and abilities to fullest advantage. Empower your team members and repose trust in them to deliver. By becoming aware of the group dynamics helps in production of potentate highly functional teams along with concomitant performance results.

2.3.7 Expected Team benefits

Organizations implement teams to gain certain benefits. These benefits are usually tied up with the organization's agenda in terms of productivity, innovation and performance. Teams create an atmosphere for organization to harness employees' potential in the most effective manner. Whilst individuals can also contribute to the above agenda, teams are more effective because they represent social systems of organizing work (Mumford and Mattson, 2007) and it is through this social systems that facilitate communication and information sharing, participative and flexible work arrangements for leveraging the specialists' knowledge to create intellectual capital (Muthusamy, Wheeler, & Simmons, 2005). According to Muthusamy, Wheeler, & Simmons (2005), self-managed work teams offer a structural, cultural and leadership solution to design and formulate innovation strategies for organizations. Likewise properly designed and implemented Self-managed teams can deliver employee productivity and workplace satisfaction while reducing absenteeism and employee turnover (Castiglione, 2007) In addition, Savelsbergh &
Heijden (2010), argue that compared to what individual employees can offer, teams result in greater adaptability, productivity, and creativity, and to provide more innovative and comprehensive solutions to complex organizational problems.

The effectiveness, which leads to team performance, needs to be measurable (Duffy 1993). It should be quantified as objectively as possible so as to harmonize the assessment criteria among the team members, team leaders and supervisors. Thanks to research, team effectiveness can be quantified. A group of researchers developed a mathematical model to predict team effectiveness based on performance, behaviour, attitude, team member style and corporate culture (Ross, Jones, & Adams, 2008). Several researches have concur that team effectiveness consists of three dimensions; performance, attitudinal outcomes, and behavioural outcomes. Pina, Martinez, & Martinez (2008) and Cohen (1993). Performance effectiveness looks at productivity and efficiency. Attitudinal outcomes include job satisfaction, commitment and trust in management. Behavioral attitudes include absenteeism, turnover and safety issues.

Savelsbergh & Heijden (2010) conducted a study that found that the top three criteria used for team performance is meeting quality requirements, achieving set targets and customer satisfaction. In my study I will develop an instrument to assess the three team effectiveness dimensions.

2.3.8 Team Maturity Level

It is important to note that for a team to be effective has to have reached a certain maturity level. Teams go through a maturity process that was defined by Bruce W Tuckman. He identified four distinct stages of forming, storming, norming and performing (Riebe, Roepen, Santarelli, & Marchioro, 2010). Research has also found that in general, teams follow a predictable pattern of growth and that they grow up one stage at a time (Ito & Brotheridge, 2008).

The forming stage is where the team members are brought together to form the teams and it is characterized by great anxiety and confusion among team members. There is insignificant performance at this stage. The second stage is the storming stage where members test the leaders limits to determine how they will fit in to the group. As the name suggest it is characterized by a great deal of conflict and little performance. The norming stage is when the team members have settled in to their roles and are cohesive.
has developed and team members has developed team work skills. Team work skills include active listening, flexibility with team rules, conflict-management skills, awareness of intra and interpersonal skills, accountability aspects of teamwork. Lastly at the performing stage the team is solely focused on getting their work done and delivering results.

Tuckman (2007) later developed one more stage called the adjournment stage. This is when the team has achieved its objective and the members go their own way.

This research also tries to determine the team maturity level and compare it with its effectiveness level.

2.4 The Impediments to the Effective Utilization of Teams

Teams fail for a variety of reasons. They can fail due to their own issues or due to managerial action or withdrawal of action. Teams may fail due to interpersonal conflicts, poor interpersonal skills, differing work styles, lack of trust and trying to do too much too soon. According to Dayan & Benedetto (2009), if the following factors do not exist in a team, then it will be very ineffective team work and may lead to team failure:

1. communication: is the extent to which there is sufficient frequent, informal, direct, and open communication;
2. coordination is the extent to which individual efforts are well structured and synchronized within the team;
3. balance of member contributions are the extent to which team members are able to bring in their expertise to their full potential;
4. mutual support is the extent to which team members help and support each other in carrying out their tasks;
5. effort is the extent to which team members exert all efforts to the team’s tasks; and
6. cohesion is the extent to which team members are motivated to maintain the team.

Team may also fail if managers are not trained on team management skills. The role of managers will change as more and more organizations introduce teams. The manager will require a new skill set to succeed in their new role as team coaches. To support the teams adequately, traditional managers will need to develop team leadership skills (Rappe & Zwick, 2007). In general team leadership, goal clarity, and team learning behaviors as main factors influencing team performance (Savelsbergh & Heijden, 2010). Mistakes by management such as adopting teams as a fad, command and control culture and poor business practices may also lead to team failure. Other reasons include
2.4.1 Lack of Appropriate Team Building Skills

Effective team building requires commitment from organization and its managers. Managers need to be aware of their crucial role that they, as managers need to provide, together with a framework in which team members can focus and direct their energies for fruition of their tasks.

It takes a unity of effort, be it common goal, passion, of unrivalled customer services or innovation technologically or in product by being charged with common passion employees perform at improved levels outputting effort beyond the ordinary. These employees exude confidence and energy that is infectious and quite simply these employees enjoy themselves at work. Customers are similarly affected by the emotions that like invisible magnets attract themselves to the services and products being sold, as people don’t just buy products they buy emotions and feelings and customers often make their judgments and purchasing decisions based on emotional responses to products and services they get from employees. (Richard, 2001)

Company profitability and motivation often go hand in hand, and team building helps in allowing employees to combine and produce motivated efforts thus sending positive vibes throughout the organization. This requires commitment from the senior management and provides empowerment down the hierarchy which amongst other benefits by its very nature this helps in improving individual and companywide works performance.

A successful team has effective communication methodology, and builds on strengths and provides experiential learning of the whole group. In addition senior management buy in is necessary to enable individual teams to coordinate their efforts towards common goal of company betterment. If done and managed properly team building can help employees to make long lasting changes, that would help combine the multi-dimensional team members expertise and skills into natural and efficacious teams that can produce changes they were expected to.

Team member’s individual strengths can help management become effective, as group members and leaders together can make the difference teams were originally set out to do. Team’s effectiveness is not only in leadership it is in performance of the unit as a cohesive whole to sustain and achieve its set targets. It is known today that group working is not only the group leader’s domain it is dependent on the personality traits of the
group's individuals, hence leadership paradigm is more of the concept of sharing between incumbent leader and group members.

Olusegun (2009) cites Kouzes & Pousner who undertook massive 500 cases study to determine potency of the leadership. Surprisingly they were able to state that in all 500 cases any significant achievement was the combined efforts of multiple people instead of the leader alone. Therefore accomplishing tasks in a group can’t be goaded or pushed by the leader alone it will be collective onus of the group. Also this validates team member’s extraordinary role in accomplishing work in teams. Further individuals’ special skills and diversity might be considered a key in successful accomplishments of group work.

Team building is a process that develops cooperation and teamwork within a work unit. To constitute an effective team, its members must share a common goal, have respect for each other, and be motivated to use the strengths of each member to achieve their objectives.

Current corporate philosophy stresses that each member of team plays an integral part in the success of a company, with understaffing, burnout, outsourcing, and other morale-defeating activities on the rise, many corporations realize they must nurture communication within the organization. In addition, many businesses form teams, or committees, for varying purposes; therefore individuals can be members of several teams. For an effective team, time should be established for getting acquainted and the exchange of ideas. From the employee's point of view, being part of a team usually provides a sense of loyalty and ownership.

Through activities known as team building exercises, individuals can practice brainstorming, collaboration, creativity, trust, and feedback. Most team building activities focus on areas such as problem solving, organizational development, and conflict resolution. Participants can also develop leadership, interpersonal, presentation, and negotiation skills.

Many activities, both inside and outside of the workplace, fall under the broad category of team building exercises. Common team building activities include ropes courses, culinary school, or a field day of team games and exercises. Other light-hearted team building activities include radio-controlled car racing and scavenger hunts.
2.4.2 Uncooperative Team Management

As Evelyn (2006) states that working cooperatively for a common goal is the base construct of team management theory. She cites successful team implementation at blue chip companies like Toyota, Nissan, Harley Davidson, British Airways, etc. and as mentioned collective output was far more helpful and synergistic than the leader or single member alone. Teams working in the above companies not only helped in increasing customer satisfaction but also increased revenues and reduced operational expenses, and most importantly created passion for themselves and their workplace to improve work environment and quality of life in general.

The basic tenet is working together, cooperatively for a common goal. All is not smooth sailing, as synergy in group only occurs if group is functioning well. Some conflict is healthy as it offers alternative viewpoints, however procedural conflicts can lead to distress, hence clear communication and guidelines are essential for success. Another problem to avoid is clash because of personality clashes, inappropriate task distribution and power struggles. One resolution method decentralizing power is by giving equal status to team members, rationalizing team members’ input, removing competitive atmosphere (internal competition) and introducing a supportive environment.

Olusegun cites a practical example of group effectiveness. Lincoln Electric Company founded in 1895 and was given to James Lincoln to manage. James, hesitant to manage in the new role diversified the management role into different committees each of which was responsible for one function like sales, planning etc. These committees were in turn responsible to an advisory board, which met fortnightly for discussions on the mechanics and issues of the respective group. The company made rapid progress, and soon grew more rapidly than it was though possible at that time, with an impressive customer base worth $ 10 million. (Olusegun, 1998)

2.4.3 Inefficient Team Leadership Skills

In the late 1970’s Meredith Belbin conducted a study of teams focusing on the factors separating successful and unsuccessful teams via a college business game at Henley a feature of which was shared leadership. (Hunsaker, P. L. 2008)

Through the game Belbin found that the composition of the team was important and that individual differences in style, role and contribution far from underlining personal
weaknesses, were a source of potential team strength. Balanced teams comprised of such individuals who engaged in complementary role behaviour performed better than unbalanced teams.

Distinctive roles were identified in the study, with most people being found to embrace a mix of two or three roles whilst also avoiding others with which they were uncomfortable. Where there was an individual with clear, useful and appreciated attributes they would fit into a team on the basis of the strengths they brought. These people would also have weaknesses that belonged to the same cluster of characteristics as the strength itself. These potential deficiencies were considered the price that has to be paid for a particular strength, a price that is worth paying, and were referred to as ‘allowable weaknesses. Belbin found no ‘ideal’ team member, individual who could perform all of the roles. (Hunsaker, P. L. 2008)

From this work, Belbin drew the distinction between the “Solo” and the “Team” leader. He suggests that “leaders are not notable for admitting their weaknesses, whether allowable or not. They act as though they have no weaknesses”. To many people the image of the leader - a person heading up a team of followers, ever ready to take on any role and assuming any responsibility - is very familiar to us for it is the one based upon our past experiences and beliefs. Belbin classified such leaders as ‘Solo leaders’ and in the workplace this type of behavior may have great advantages, for internal barriers can be overcome and decisions, especially those of an urgent nature, can be made and put into effect with little or no delay.

2.4.4 Little Recognition for the Team Members

A worker’s performance is affected by internal and external social demands. Informal groups within the work plant influence the habits and attitudes of the workers.

Outside of their jobs, employees make important decisions every day. They vote on community issues. They help teach their children new skills. They purchase homes and cars and life insurance. But on the job, how many people are allowed to make important decisions about their work? How many people have input into how they do their own jobs, lead a team, find out what their customers need or make decisions about what will work better for their customers?
Being recognized for their work, feeling secure and a sense of belonging is more important than physical conditions at work.

High performing teams can only exist in a high productive workplace. The high performance implements a holistic organizational approach which means featuring flat hierarchical structures, job rotation, self-responsible teams, multi-tasking and a greater involvement of lower-level employees in decision-making (Euro found, 2007). Leadership, specifically transformational leadership plays a big role in nurturing teamwork. A study in Malaysia found that transformational leadership had a positive impact on the citizenship behavior of self-managed work teams (Omar, Zainal, Omar, & Khairudin, 2009). Therefore proper and progressive organizational structures and management styles are critical for teams to thrive.

Individual team members also play an important role in enhancing teamwork. For teamwork to exist there must be cooperation, trust and cohesiveness (Kreitner & Kinicki, 2007). Lack of these antecedents will see team fail without question.

2.5 Chapter Summary

The main purpose of the review is to provide insight into the proposed study regarding the types of teams, team effectiveness and impediments to team effectiveness. This literature review has covered the theoretical framework for teams and teamwork in organizations. It has also addressed the type of teams as classified by purpose and by autonomy. Virtual teams, which are becoming increasingly critical in the global village due to the adoption of technology to cut on operational cost and geographical limitations, has been addressed. Team effectiveness, has three key dimensions of performance, attitudinal outcomes and behavior outcomes.

The chapter also reviewed the main reason why teams fail; due to individual team members and due to lack of organizational and management support.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of the procedure followed in conducting the study. It also presents the location of the study. In addition the research design, sample and sampling procedures, research instruments, data collection and data analysis methods. It focuses on the proposed research methodology that will be adopted in conducting the study. The study looks at various indicators to determine the type of teams and how effectively they are being used in the selected manufacturing firms.

3.2 Research Design

The research design for this study is a descriptive survey. Gill & Johnson (2010) defines descriptive survey as concerned primarily with addressing particular characteristics of a population of subjects at a fixed point in time or at varying times for comparative purposes. Descriptive research describe the “who, what, when, where and how” of a situation. It also tries to measure the types of activities, how often, when, where and by whom.

The researcher preferred descriptive survey to explore the relations of various indicators in trying to determine the various types of teams and how effectively they are being used in the selected manufacturing firms in Nairobi. Since many studies fall short on unraveling potential mechanism in which teams may affect both organization and employee productivity.

According to Ritchie (2009), the use of a method is heavily influenced by the aims of the research and the specific questions that need to be answered. The Survey approach was deemed appropriate to this research because it is a research strategy, focusing on understanding the dynamics present within multiple settings. The research focused on the contemporary phenomena, and in the context of team research, the focus was moved from technical to managerial and organizational questions, and as a consequence, the research was investigating how effective teams are in applications.

In order to understand the phenomenon, the research focused on organizational structures, levels of management and the business processing taking places.
Survey research is one of the most common approaches applied in social sciences because it has multiple perspectives which are rooted in a specific context and provides multiple data collection methods. Therefore, descriptive survey research is not exclusively concerned with qualitative methods as all evidence will go to the data collection. In addition, a survey approach is well-suited to team study in the manufacturing industry because of the nature of the discipline is the study of team as the productivity per se in the context of organizations.

### 3.3 Population

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate.

The population under the study involved all the employees of the selected firms. The target population for the study constitutes of the three selected manufacturing firms located in Nairobi namely; British American Tobacco Kenya Limited, Nairobi bottlers and GlaxoSmithKline. The employee distribution in these firms stands at an estimated average of 520 employees each.

<table>
<thead>
<tr>
<th>Levels of Department</th>
<th>Population</th>
<th>Targeted</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Level</td>
<td>1044</td>
<td>60</td>
<td>38</td>
</tr>
<tr>
<td>Support Admin. Level</td>
<td>216</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td>Deputy Management Level</td>
<td>183</td>
<td>30</td>
<td>10</td>
</tr>
<tr>
<td>Management Level</td>
<td>117</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1560</strong></td>
<td><strong>165</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

### 3.4 Sampling Frame

A sampling frame is defined as a list of all elements from which the sample is actually drawn and is closely related to the population (Gill & Johnson, 2010). This included the human resource managers, production managers and team members of the manufacturing firm. A suitable sampling frame was developed for the selection of the sampling units. The sampling frame was divided according to their job designations or position (strata).
The population was condensed into three main groups: management level, Supervisory, operation and support level.

3.5 Sampling Technique

Sampling technique is the criteria one uses to pick the elements under study. It can be either scientific or non-scientific depending on the circumstances and the type of the research. The first step was to develop the sampling frame from the manufacturing firm. The sample was determined statistically. Stratified sampling was used as a technique on the basis of the job designation and department. This method was used because it involved a process of stratification or segregation followed by random selection of subjects from each stratum. The subjects drawn from each stratum were disproportionate to the number of elements in the stratum on the basis of convenience. By studying the sample, the researcher was able to draw conclusions that were generalized to the population of interest.

For the purpose of the study, eighty (80) respondents were selected from a population of 1560 employees this is approximately 5% representation.

This was deemed appropriate since the percentage representation of five is adequate for analyzing a study whose population doesn’t exceed 5000. (Clare, 2000)

The bigger the sample the less the error and accuracy enhanced hence eighty is considered appropriate sine the project was basically for academic purpose.

The sample size took into account the various staff levels. However, since the operational level staffs are many in comparison with the executive and other level’s staff most of the sample size had to be derived from this level.

3.6 The Sample Size

A sample size comprises of the total number of elements selected to be studied. The management and employees of the selected manufacturing firms were selected using stratified sampling. The targeted sample size was 80 employees.

3.7 Data Collection Methods

Both primary and secondary data sources were used; secondary data included journals, annual publications of reports and accounts, literatures on organizations performance,
activities and productivity that were found in the organization websites and their annual journals. Primary data was collected through questionnaires. A sample of the questionnaire is attached as exhibit 1.

3.8 Research Procedures

The steps for the research included seeking authority to conduct the research from the sample members (where applicable), developing the research instrument, conducting a pilot test to verify whether the instrument is clear and will measure with accuracy the desired outcomes, administering the questionnaire to the respondents and sorting and analyzing the data collected and thereafter presenting the data.

Questionnaires were administered to all the respondents. These questionnaires were semi-structured having both closed-ended and open-ended questions to enable the respondents exhaustively and accurately provide the information required.

The respondents were given one-week duration to respond and hence completion of the questionnaires was not being done hurriedly and neither was the time increase nor extended.

3.9 Data Analysis Methods

Data analysis is the editing and reducing accumulated data to manageable sizes for the development of summaries (Miles & Huberman, 1994). Data collected in this study was both qualitative and quantitative in nature. All open-ended questions were coded before entry and analyzed. Major findings inclined to the objective of the study are presented by the use of graphs and charts. This has the potential to give a visual perception of the data, thus making it easy to understand.

The first step in data analysis involved coding. This is the process of quantifying terms or allocating numbers to represent results for ease of analysis. To minimize errors, the investigator used double entry for all the data. To ensure ease of analysis, the questionnaires were coded numerically with a coding for each variable. Use of the SPSS tool enhanced data processing by providing relevant tables for analysis. Coding was done in two stages. The first stage entailed breaking down, examining, comparing, conceptualizing and categorizing data. Coding was done by first listing all the responses, then identifying common themes in these responses. Thereafter, a summary of the
characteristics was prepared. The data collected was then summarized in tables, graphs and charts. Data analysis facilitated the identification of various trends including specific values and interdependence and comparison of the highest and lowest values.

3.10 Chapter Summary

The study sought to identify the types of teams used in these manufacturing firms as well as their effectiveness and barriers to team implementation and performance. Various parties and stakeholders were interviewed during the research including management & employees of these firms. The chapter also addressed other aspects of the study that include research design, target population, sampling design, data collection methods, the research procedures as well as how the data collected would be analyzed.

This chapter covered the methods and procedures used to collect the data. The research was a descriptive survey involving three manufacturing firms in Kenya. The population of the study was all the employees of this firms selected. The research instrument and method used to analyze the data is also discussed. Disproportionate stratified sampling and then convenience sampling were used to select the sample size of the study. The sample of 80 respondents was drawn from various designations of the population. Questionnaire that was used for data collection is attached as exhibit 1.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter deals with analysis and discussion of the data collected on the research. The analysis and discussions are based on the responses from the questionnaires that were administered by the researcher, where necessary tables and charts have been provided to illustrate the analysis and interpretation. Both quantitative and qualitative techniques were used in assessing the integration and impact of using work teams in selected manufacturing firms.

4.2 Respondent profile

Questionnaires were administered to 80 employees of the three different manufacturing firms. Seventy three (73%) of the administered questionnaires were retrieved; this is 59 questionnaires out of the eighty administered. Eighteen percent (18%) of the general respondents were managers while thirty six (36%) were supervisors and operations assistants were at forty six (46%)

All the questionnaires that were administered to Nairobi bottlers were eighty-three (83%) of those administered at BAT were retrieved while only 8 questionnaires were obtained from the twenty five questionnaires administered at GlaxoSmithKline representing a percentage of thirty two (32%) This is as shown in the table below. 

<table>
<thead>
<tr>
<th>Organization</th>
<th>Administered questionnaires</th>
<th>Returned questionnaires</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAT</td>
<td>30</td>
<td>26</td>
<td>87%</td>
</tr>
<tr>
<td>GlaxoSmithKline</td>
<td>25</td>
<td>8</td>
<td>32%</td>
</tr>
<tr>
<td>Nairobi bottlers</td>
<td>25</td>
<td>25</td>
<td>100%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>80</td>
<td>59</td>
<td>73%</td>
</tr>
</tbody>
</table>

The gender distribution of the respondent was male skewed with seventy one (71%) of the respondent being male and the rest twenty-nine (29 %) female. All the top level managers from BAT and GlaxoSmithKline who took part in the study were of male
gender with only one female manager from Nairobi bottlers. Generally Nairobi bottlers had the highest number of female respondents who took part in the study at with ten respondents while GlaxoSmithKline had only two female respondents.

Fifty six (56%) of the respondents said that they had been employed with their respective firms for over fifteen years. Nineteen percent of them have been employed for a period of more than six years but less than fifteen years while seventeen (17%) of them being employed for the more than three years but less than five years with only thirteen percent respondents having served for less than two years. All the eight respondents from GlaxoSmithKline had been employed for a period more than five years but less than seven.

Notably enough, the research revealed that all managers who responded from BAT have been employed for a period more than three years but less than five years while seventy (70%) percent of the employees at operation level have been employees for more than six years but less than fifteen years while fifty six percent of the supervisors having severed for more than fifteen years. Thirty four percent of the managers who responded had served their respective firms for less than five years but more than three years with only twenty (20%) having served for a period less than three years. No manager had served for more than seven years. More than sixty eight percent of both employees at the supervisory and operational level who have been employees for more than fifteen years have only been in their present capacity for more than seven years.

The analysis reveals the results and findings of five significant issues related to the aim and the objectives of this study. These issues include: the types of teams in practice, the effectiveness of these teams, the role and satisfaction of teams currently in use, the impediments of the teams that are in place and the need for improving strategic planning and specific policy recommendations.

4.3 The Different Types of Teams in Use and Their Autonomy Levels

This represents the analysis on the respondents’ knowledge regarding the type of teams in use and their structures. The information retrieved from the respondents and analyzed concerning issues such as: teams that have ever been used their organization; formation and management of these teams.
4.3.1 Frequent Teams Used In Manufacturing Firms

When asked of any team ever involved in while working for the organization, the respondents from the three firms revealed that at one point or the other used the following type's teams: Production teams, cross functional teams, project teams, self-managed teams and self-directed teams.

Virtual teams have never been in place at the BAT's and GlaxoSmithKline. Only two managers at Nairobi bottlers have ever used virtual teams.

Eighty two percent of the employees had once worked in self-directed teams while 46% in production sixty six percent in self-managed teams 76 % in projects while only 36% have served in cross functional team. It was further revealed that no manger, who responded, had ever served in production team either in BAT, Nairobi bottlers or GlaxoSmithKline.

Currently fifty seven percent of employees were working under self-directed teams while seventeen percent working in cross-functional team.

Eighty seven percent of the employees are currently involved in more than one team. The combination of majority is as follows:

Managers: cross-functional teams &self-managed

Supervisor: Project & self-directed teams

Operation assistants: self-directed and production teams
Figure 4.1: Teams frequently used

From the data collected and analyzed eighty eight (88%) percent of the respondents when about the guidelines to formation of their teams, attested that the formation of teams were outlined in the organization policy, seven percent said during crisis while the remaining five percent argued that it was as a result of shuffling employees either old and new or active and non-active as shown by the pie chart below.

Figure 4.2: Team formation
4.3.2 Size and Choice of Teams

Seventy eight (78%) revealed that they are involved in teams that had more than fifteen members as of them agreed, nine percent were in teams that had more than five members but less than ten while only thirteen percent were in teams that had five or less members. All the managers interviewed were in teams that had 5-10 members.

Ninety seven percent off the employees attested to the fact that their firm had clear policies on formation and management of teams in quest to attain its objectives while a negligible three percent objected.

Ninety three percent of the employees had a choice in the kind of teams they were involved in while seven percent of the employees had no choice with all the managers and supervisors having had a choice on the kind of teams they were involved in.

![Figure 4.3 Employee choice of team involved](image)

4.4 The Effectiveness of Teams and Their Long-term Impact on Employees’ Performance and Productivity

All the respondents agreed that their teams had challenges that needed to be worked upon. Seventy two percent viewed these challenges as moderate, eighteen percent considered them to poise a relatively high negative outcome while 10% viewed these challenges to have low impact on the general teams performance. Sixty one percent (61%) of the managers who took part in this study regarded the challenges their team’s faced as of low impact to the overall teams performance while none of the employee at operation level viewed these challenges to be of a lesser impact on their teams productivity with seventy
four percent of them viewing these challenges as of greater magnitude to the overall teams performance.

Fifty eight percent of the supervisors the viewed these challenge to be of greater negative impact to organizations performance while 46% objected. When asked whether they were aware to any penalties issued to non-cooperating team members, the entire supervisors were aware of the penalties that to non-cooperating team members as compared to 60% of the managers and 91% of the operation assistants being aware of the penalties. Seventy five percent of those who were aware of penalties issued to non-cooperating members viewed these measures to be effective in correcting behaviors while the remaining twenty five percent viewed them as very effective way of correcting behaviors.

4.4.1 Teams effectiveness across levels of management

The research revealed that all levels of management were frequenting the use of teams.

Employees at operational level were more popular in using of teams as showed by 68% of the respondent. Managers were the second most frequent at 20% and supervisors were least frequent with the use of teams at 12%.

![Figure 4.4: Frequent use of teams across organization levels](image)

The study further revealed that teams are most effective at the operational level with 72% agreeing to this while the supervisory level lagging at 12%. Only 10% of the respondent viewed teams to be least effective at the operational level. As shown below.
4.4.2 Improvement and Sustainability of Teams

Table 4.2 Response/Frequency & Percentage Frequency

<table>
<thead>
<tr>
<th>More education e.g. formal qualification</th>
<th>Not at all</th>
<th>somewhat important</th>
<th>Important</th>
<th>Quite important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>(48%)</td>
<td>(15%)</td>
<td>(27%)</td>
<td>(10%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Easier access to vocational training</td>
<td>(38%)</td>
<td>(1%)</td>
<td>(52%)</td>
<td>(9%)</td>
<td></td>
</tr>
<tr>
<td>Co-existence with colleague</td>
<td>(15%)</td>
<td>(1%)</td>
<td>(36%)</td>
<td>(58%)</td>
<td></td>
</tr>
<tr>
<td>Collaboration with other department</td>
<td>(1%)</td>
<td>(8%)</td>
<td>(4%)</td>
<td>(87%)</td>
<td></td>
</tr>
<tr>
<td>Collaboration amongst all members</td>
<td>(11%)</td>
<td>(34%)</td>
<td>(56%)</td>
<td>(27%)</td>
<td></td>
</tr>
<tr>
<td>Co creating i.e. easy penetration of ideas</td>
<td>(45%)</td>
<td>(34%)</td>
<td>(10%)</td>
<td>(30%)</td>
<td></td>
</tr>
<tr>
<td>Others(specify) Management support</td>
<td>(8%)</td>
<td>(6%)</td>
<td>(24%)</td>
<td>(60%)</td>
<td></td>
</tr>
</tbody>
</table>

Bold = high/ low scoring
From the above table we can deduce that collaboration with other departments was viewed to be very important by a majority of eighty seven percent respondent followed by management support at sixty percent and cooperation with other team members at fifty eight percent. Vocational training was not viewed to be very important neither was formal education.

This depicted that the teams’ responsibility were clearly rolled and explained out.

4.4.3 Benefits Using Teams

4.4.3.1 Benefits Derived from the Teams at Management Level

An integral element of using teams was close collaboration between the employees, fellow team members, managers, supervisor, and all departments throughout the length of the organization, aimed to streamline the process and deliver higher value to final consumers by minimizing cost and time wastage. To this end, a close working relationship between the management and supervisors was viewed to be imperative. However, employees of this companies participating in this study demonstrate a stronger focus on dealing with managers directly rather than with their immediate supervisor for unknown reasons. Thus, it can be said that backward relationships (with managers) was more valued in the use of teams, up to now at least, rather than forward relationships (with their immediate supervisor). This unbalanced mentality can be characterized by the fact that immediate supervisor were viewed to be quarrelsome, perfectionist and hard to approach. On the other hand top managers were viewed to be more understanding, they were concerned with the challenges the employees face in their day to day work and how best they could improve them rather than focusing on results like the supervisor. It is reasonable that companies focusing in production would cherish the use of teams and integrate them in their organization policies; above all, the use of teams helps greatly in retention of good employees who are always ambitious and on the move if they aren’t fully engaged.

The use of team work also results into high productivity and reduction in cost in the production department as showed by the research. To the management teams are a good problem solving tools since new ideas always come up and they use of teams also helps to create a pleasant working environment.
4.4.3.2 Benefits derived from the Teams at the Employees level

The study revealed that the use of teams doesn’t reduce the workload at all as revealed by fifty (50) respondents (91%). Both the supervisors and operation assistant never found teams to reduce their work load but rather create a better operating environment. To some extend quality information and access was achieved by the employees. Majority of the respondent agreed that teams help them exploited their potential fully. The overwhelming majority of the employees (n=51, 87%) consider enhancing leadership skill appropriate, with just 8 (14%) not being satisfied with using teams,

Table 4.3 Benefits of using Teams

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better quality information</td>
<td>3.70</td>
<td>.869</td>
</tr>
<tr>
<td>Better quantity information</td>
<td>3.68</td>
<td>.973</td>
</tr>
<tr>
<td>Achieving objectives</td>
<td>3.41</td>
<td>1.080</td>
</tr>
<tr>
<td>Reduced workload</td>
<td>3.20</td>
<td>1.193</td>
</tr>
<tr>
<td>Cost saving</td>
<td>3.57</td>
<td>1.044</td>
</tr>
<tr>
<td>Better coexistence with colleagues</td>
<td>3.61</td>
<td>1.061</td>
</tr>
<tr>
<td>Networking</td>
<td>3.71</td>
<td>.842</td>
</tr>
<tr>
<td>Better operational efficiency</td>
<td>3.61</td>
<td>.918</td>
</tr>
<tr>
<td>Enhancing leadership skill</td>
<td>3.31</td>
<td>.961</td>
</tr>
<tr>
<td>Quick problem solving tool</td>
<td>3.54</td>
<td>1.048</td>
</tr>
<tr>
<td>Increased coordination between departments</td>
<td>3.37</td>
<td>1.123</td>
</tr>
<tr>
<td>Pleasant working environment</td>
<td>3.54</td>
<td>.979</td>
</tr>
<tr>
<td>Retention of employees</td>
<td>3.44</td>
<td>.993</td>
</tr>
<tr>
<td>Execution of new ideas</td>
<td>3.26</td>
<td>1.121</td>
</tr>
</tbody>
</table>

1=Not at all, 2=Little, 3=Average, 4=Greatly, 5=A lot

4.4.4 Management Support to be offered in the Future

The research revealed that in the future the employees expected the management to delegate more authority to them, offer incentives, and compensate them on the liabilities incurred during team work, frequent recognition and more top leadership involvement.
Contrary still there was no need of formalizing the teams as forty six respondents (86\%) were satisfied with using the teams at their current status of recognition neither did they want frequent restructuring on their teams.

The employees were also indifferent on whether to increase more team building activities with (30) 50\% of the respondent agreeing while the other half opposing. This might be due to the fact that they might be viewing incentives in terms of monetary gains.

4.4.5 Professional Assistance for Team Development

It is evidently clear from the research that these firms seeks assistance from professionals in managing their teams since 68\% agreed to this while 25\% were not in a position to answer this. Only 7\% objected this question. All the managers interviewed agreed to the fact that their firms seeks professional assistance.

![Figure 4.6: Professional assistance](image)

4.4.6 Successes in Using Teams

Twenty percent (20\%) of the employees who participated in the research viewed their firms to be very successful in using teams, 68\% viewed their firm as successful while the remaining 12\% viewed their firm as somewhat successful hence the general conclusion is that manufacturing firms are successful in using teams.
4.5 The Impediments to the Effective Utilization of Teams

Many barriers were cited as the impediments to effective team work; these included: Communication, reporting hierarchy, members’ background, attitude, management policy, lack of role clarity and lack of trust among members. Attitude was viewed as the major barrier effective teamwork thirty three respondent 56% championed for it while management policy at three (3%) was never viewed as an impediment but rather part of job description. The above information is presented in the bar chart drawn below.

![Figure 4.7: Organization success in using teams](image)

![Figure 4.8: Barriers to effective teamwork](image)
4.5.1 Challenges Facing the Use of Teams

Even though the study showed that the use of teams had a great impact in production department, few challenges lie ahead though in implementing this and make teams become fully operational. The firms were faced by lack of integrity amongst the employees since majority of them view attitude poised by fellow employees as the greatest barrier and lack of trust amongst them, these might be tentatively due to the fear of who takes the credits and the blames when the teams succeed or fail respectively. Employees were not readily available to help in the integration of the teams as a whole; some of the employees were viewed to be resisting the wave of change. From the data analyzed in Table 4.4 below, all the listed problems and issues seemed to be either of little problem or as being some of the major problems in using the teams. Resource shortages had a lower Standard deviation and this presumed closeness to the data point. All the other issues with a relatively higher standard deviation predicted a long range of values and thus making the problems containable in the teams.

Table 4.4: Problems hindering team integration

<table>
<thead>
<tr>
<th>Problems hindering team integration</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistance to change from employees/ members background</td>
<td>2.40</td>
<td>1.067</td>
</tr>
<tr>
<td>Resource shortages</td>
<td>2.16</td>
<td>1.067</td>
</tr>
<tr>
<td>Skills shortages</td>
<td>2.50</td>
<td>1.144</td>
</tr>
<tr>
<td>Insufficient management support</td>
<td>2.19</td>
<td>1.035</td>
</tr>
<tr>
<td>Stringent rules</td>
<td>2.47</td>
<td>1.080</td>
</tr>
<tr>
<td>Integration with other departments</td>
<td>2.49</td>
<td>1.310</td>
</tr>
<tr>
<td>Role clarity / communication</td>
<td>2.70</td>
<td>1.355</td>
</tr>
<tr>
<td>Integrity/ trust / attitude</td>
<td>2.49</td>
<td>1.316</td>
</tr>
</tbody>
</table>

1=No problem at all, 2=Little problem, 3=Some problem, 4=Significant problem, 5=Serious problem

4.6 Chapter Summary

This provided the major findings of the study based on the research objectives. A seventy three (73 %) response rate was achieved. In line with the objectives of the study, eighty
two percent of the respondents are involved in self-directed teams while seventy six percent of the respondents are in self-managed teams. Fifty six percent of the respondents said that attitude was the major barrier in using teams while sixty eight percent of the respondents cited that teams are most effective at operational level.

Ninety three percent of the respondents said that teams are always in existences as an organization policy. Only ten percent of the respondents confirmed that they have ever used virtual teams.

The following chapter will discuss these findings and provide recommendations and conclusions of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the findings recommendation and limitations of the study. It entails the critical aspects of the research in regard to the various information and explanation given by the respondents. The shortcomings of the study have also been addressed. Recommendations on various issues covered have also been given; these recommendations will serve as an important tool for various firms to see the need of using and adopting teams. The recommendation may also bring out areas that need further research.

5.2 Summary

This study was aimed at trying to determine the following objectives: -

I. The different types of teams in use and their autonomy levels.
II. The effectiveness of teams and their long run impact on employee’s performers and productivity.
III. The impediments to the effective utilization of teams.

Descriptive survey was the research design was used in the study. To ensure fair representation, a Multi-stage sampling technique was used. This is a technique where a group of subjects are selected from a larger group, the population. Based on the sample frame, stratified random sampling was used to determine the sample for the study. The stratification was defined depending on the level of management. The sample size comprised of 80 respondents that included managers, supervisors, assistant supervisor and operational employees. Structured questionnaires were used to collected the data which was thereafter edited, coded and recorded in excel spreadsheet. Descriptive statistics was used to analyze the data due to its nature. Measures of central tendency which include the mean, median and mode were used. These measures were further presented in frequency distribution tables and pie charts where necessary. Measures of dispersion used were basically the variance and standard deviations. The data was presented in the form of tables, pie charts and graphs in relevant areas.
The findings on the type of the most frequent used team illustrates that most manufacturing firms use self-directed teams in their operations which was closely followed by self-managed teams, virtual teams are not popular Nairobi manufacturing firms.

The study on the effectiveness of teams and their long run impact on employee’s performers and productivity, it was established that teams were very critical in exploiting employees potential and nature the skill they had that could make them be of more importance to the organization. Skill like leadership, communication and self-worth development could only be easily achieved using teams.

Findings on the impediments to effective team work, the study revealed that employees attitude towards each other was the major barrier to effective utilization of teamwork. Little management involvement in teams was also viewed as an impediment to the growth of teams.

5.3 Discussions

5.3.1 The Types of Teams in Use and Their Autonomy Levels

The study aimed to determine the frequent type of teams used in manufacturing firms in Nairobi. The findings illustrates that most respondent (88%) were involved self-directed teams. Self-directed team is defined as “A group of people working together in their own ways toward a common goal which the team defines.” (Junior 2011)

In support of this, Pazos & Beruvides (2011) self-directed teams are the easy to form, manage and maintain, they always consist of 10 to 15 members who perform highly or interrelated jobs.

Self-managed teams are the second most popular teams used with 56% of the respondent being involved in them. The study revealed that self-managed teams are most common amongst the managers.

According to (Pazos & Beruvides 2011) typically, the duty of self-managed teams includes planning and scheduling of work, assigning tasks to members, collective control over the pace of work, making operating decisions, taking action on problems, and working with suppliers and customers. Fully self-managed work teams even select their own members and have the members evaluate each other's performance. As a result,
supervisory positions take on decreased importance and may even be eliminated. These best explains why self-managed teams are more popular with the top management staff as compared to the supervisors.

The findings revealed that the supervisors were popular with cross functional teams. According to Linda (2009) a task force is really nothing other than a temporary cross-functional team. Linda further explains that due to the fact the nature of their work different supervisors are involved in might vary from supervisor to supervisor and hence the meet in these teams to compare notes it assumed.

Productions teams follow self-directed and self-managed teams in popularity, this is simply due to the fact the production of goods and services are the basic activities of these manufacturing firms. Even though the entire managers who were involved in this research are managing employees majorly from the production department, none of them has ever served in a production team.

The least popular was virtual teams with only two respondents of managerial capacity having ever been in virtual teams. Hunsaker (2008) argues that the two characteristics distinguishing virtual from conventional teams are spatial distance and information, data, and personal communication. In support of this Kreitner & Kinicki, (2007) argue that virtual teams have a resource demand that may not be easily available these include getting the appropriate ICT technology media for communication, agreeing on common meeting times when members are across time zones and conflict management.

5.3.2 Effectiveness of Teams and Their Long term Impact on Employee’s Performance and Productivity

The study revealed that the use of teams doesn’t reduce the workload at all as revealed by respondents (91%) but rather it provides a better platform for exploiting their potential the findings revealed the fair level of work to that organization should require from their employees provided that there are no major changes in the industry, in support of these Keith recommends that team members must share a common goal, have respect for each other, and be motivated to use the strengths of each member to achieve their objectives. (Keith 2003). If the employees are performing way below the industry standard, it is important to find out the reason and manage the change towards healthier workgroup norms. On the other hand, if production is far ahead of competition, it is important to
keep employees motivated to continue the favorable situation. It may also be useful to find out about the stress and fatigue levels within your team and manage them wisely so as not to create problems in the future. To get reasonably truthful feedback from your staff, you may want to consider using a team building exercise or an anonymous survey to assist you. Engaging external consultants to conduct these surveys on your behalf will, in many cases, get higher participation and more candid feedback from staff as it guarantees anonymity.

5.3.3 The Impediments to the Effective Utilization of Teams

The study revealed that the major impediment to a team’s growth was luck of Integrity, trust and attitude (mean 2.49 standard deviation 1.316) Communication and the hierarchical structure (mean 2.41 standard deviation 1.29) were viewed as the major impediments to a team’s growth. Several researches have concur that team effectiveness consists of three dimensions: performance, attitudinal outcomes, and behavioural outcomes Pina, Martínez, & Martínez (2008) and Cohen (1993). Performance effectiveness looks at productivity and efficiency. Attitudinal outcomes include job satisfaction, commitment and trust in management. Behavioural attitudes include absenteeism, turnover and safety issues.

Savelsbergh & Heijden (2010) conducted a study that found that the top three criteria used for team performance is meeting quality requirements, achieving set targets and customer satisfaction.

The major challenges organizations face in changing from a traditional environment to a high-involvement environment include developing the teams and fostering a culture of management support. Teams go through several stages of increasing involvement on their way to self-management. This journey can take between two and five years, and is never-ending from a learning and renewal perspective.

Comprehensive training is also critical to developing effective self-directed work teams. The training for these teams must be more comprehensive than for other types of teams.
5.4 Conclusion

5.4.1 The Types of Teams in Use and Their Autonomy Levels

The formation and management of teams at the moment are at their best. Regardless of the team involved, the training strategy that can enable many manufacturing firms to develop high involvement in many of their businesses is the train-the-trainer approach. They train people to go back into their departments and provide teams with the knowledge and skills to manage their work process. The intent is to transfer as much of the capability as possible. It's imperative that the business units assume ownership for the process to ensure that it "takes." Trainings should focus on developing a customer focus and making customer satisfaction their top priority. All teams exist for an external reason: Their outputs will be used by someone else. By focusing on the customer whether internal or external the team makes sure that it retains its added value.

Becoming aligned around a common vision and mission, and developing a clear understanding of roles and operating guidelines. The team needs to understand not only the organization's mission but also how it links to that mission. The team needs to have a good understanding of the roles of individual members within the team as well as its role with the organization.

5.4.2 Effectiveness of Teams and Their Long-run Impact on Employee’s Performers and Productivity

Front-line and middle management can either enable or stifle employee involvement, empowerment and self-directed work teams. Therefore, it is important to elicit management's active support in these efforts. Special support materials as well as training are also available to facilitate the changing role of supervisors and managers.

Employees need assurance about their futures. Are they being eliminated, or are their current positions being eliminated and their roles being redefined? The company must provide honest answers to employees' concerns and fears.

5.4.3 The Impediments to the Effective Utilization of Teams

By backing self-directed work team efforts with effective training for both employees and management, most manufacturing firms has developed a high-involvement work culture that contains multi skilled jobs, promotes empowerment, is customer-focused, has moved
decision making to the lowest effective level and rewards group performance and continuous improvement. This, in turn, provides them with a competitive advantage in the marketplace as well as in employee hiring and retention.

This is not to say that the change to self-directed work teams does not involve pain and challenge, it does. Nor is it a quick fix; it might take two to five years to develop mature teams and to have the systems in place to support them.

However, manufacturing firms have found that increasing employee involvement through self-directed work teams is not only a good thing to do; it is a "business thing" to do, they have seen teams make improvements in products, services and processes while increasing customer responsiveness and flexibility. At the same time, these teams have lowered operating costs, increased productivity and decreased cycle times. For these firms, teams have been a sound business decision as well as a sound human resources decision.

5.5 Recommendation

5.5.1 Recommendations for Improvement

5.5.1.1 The Types of Teams in Use and Their Autonomy Levels

Teams should center at building skills for working together to make decisions, plan work, resolve differences and conduct meetings. Teamwork needs to be developed. The members learn to become interdependent by building trust. They develop a sense of "we" so that they accept joint responsibility.

Becoming empowered to improve the work to achieve the needed results. The first three areas of effectiveness are really precursors that need to be in place before the empowerment journey can begin. Since empowerment is neither abdication nor anarchy, the parameters need to be set. Then the critical empowerments needed for the team's success must be determined.

Setting goals and solving problems for continuous improvement. The team must consciously strive to improve itself and its processes, outputs and inputs. This means equipping itself with appropriate tools and methodologies and dedicating time to use them. Continuous improvement is a responsibility of the self-directed work team.
5.5.1.2 Effectiveness of Teams and Their Long term Impact on Employee's Performance and Productivity

Management also must be involved in the day to day transition of teams. The pragmatic, day-to-day skill in managerial functions that the team will assume currently resides in the supervisors and managers. They need to learn to guide the work group in its transition, development and empowerment. They need to learn when to hold on and when to let go. This requires planning, training, facilitating and team-building skills. Supervisors should also learn to provide ongoing coaching support, linking the team's role with the rest of the organization.

Upper management also has a vital role to play in the implementation of self-directed work teams. Senior managers need to strongly champion and sponsor the teams and the process. This commitment must be constantly visible and ongoing. It also should be reinforced with sufficient resources, including time. Last, management must exhibit patience and tolerance because the transition will take time, and delays and mistakes will occur.

5.5.1.3 The Impediments to the Effective Utilization of Teams

Not only must employees learn to work effectively in teams and develop skills in problem solving and decision making, they also must learn basic management skills so they can manage their own processes. Additionally, people must be cross-trained in every team member's job. Therefore, it is not uncommon for self-directed work teams to spend 20 percent of their time in ongoing training.

Social challenges like lack of trust and communication should be addressed at different levels with the management emphasizing on the importance of unity and working as one to deliver.

Education in work culture will help workers be more aware of how they can affect the morale of their team mates and the importance of embracing diversity. Understanding the fact that being positive and supportive is contagious will not only encourage others but also motivate them as it instills a social responsibility. Team building events focusing in this area serve well as an informal approach to inculcate these values. Reward systems that encourage desired behavior in this case will do two things: It will reinforce positive
behavior; and create the “Hawthorne Effect” (bring about positive behavior in the workforce because they know that they are being monitored.

5.5.2 Recommendations for Further Research

A research can be conducted to outline the specific or rather customs that can be used in each manufacturing industry and accurately use to predict possible opportunities arising as a result of increasing productivity for the manufactured company’s products and services in the increasingly available market. This can help firms to use models with high level of surety that they will enable them avoid going under from the increase in the use of such models by other companies in the same industry. This can also benefit small firms which may not have the capacity of hiring experts to help them in applying the knowledge of teams.

Most of the challenges that the firm under consideration face as barriers are social emotional challenges. A study can be carried out to establish whether firms can accurately use non emotional parameters to predict their success or how best they can be curbed.

A study can also be done in how teams are effective in other non-manufacturing organization and also other industries not necessarily manufacturing in trying to broaden the use understanding in use of teams. A further study can also be conducted to understand the factors behind manufacturing firms being in preference of self-directed teams and not production.
REFERENCES


Turner, A. N., & Lawrence, P. R. (1965). *Industrial jobs and the worker*. 49

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN A RESEARCH PROJECT

I am a student at the United states International University (USIU Kenya) pursuing Executive Masters of Science in Organisation Development. As part of my coursework, I am required to carry out and submit a research project report on “The Integration and Impact of Teams in Selected Manufacturing Firms in Kenya”; I would appreciate if your firm participates in this research.

To achieve this objective, I kindly request for your assistance in completing the attached questionnaire. I assure you that the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interest to you or your organization, a copy would be available at the United states International University (USIU Kenya) Library.

Any further communication regarding the above research topic, please feel free to contact me through karekia@gmail.com or through 0726 287 048

Yours faithfully,

Samuel K. Mugo.
A Survey of the Use of Teams in Select Manufacturing Firms in Nairobi

Objectives are to determine:

1. The different types of teams in use and their autonomy levels.
2. The effectiveness of teams and their long run impact on employee’s performers and productivity.
3. The impediments to the effective utilization of teams.
APPENDIX II

Part A – Company Profile

1. Name of Company

2. Address

3. Department

**PARTB:**

This part of the questionnaire only relates to information on your teams, and how frequent they are used.

1. How long have you worked for the current employer?
   - 1 – 2 years [ ]
   - 3 – 5 years [ ]
   - 6 – 15 years [ ]
   - Over 15 years [ ]

2. How long have you been working in your present capacity?
   - Less than 3 years [ ]
   - 3 to 5 years [ ]
   - 5 to 7 years [ ]
   - Over 7 years [ ]

3. What is your position in the organization?
   - Management [ ]
   - Supervisory level [ ]
   - Operational (employee) level [ ]
NB. Useful Definitions

**Team** - A group of people working together *toward a common goal*

**Self-Managed Team** - A group of people working together *in their own ways* toward a common goal *which is defined outside the team* - (Example - Goal defined by executive leadership but Team does their own work scheduling, training, rewards and recognition, etc.)

**Self-Directed Team** - A group of people working together in their own ways toward a common goal *which the team defines*

**Project team** is a team whose members usually belong to different groups, functions and are assigned to activities for the same project. Usually project teams are only used for a defined period of time. They are often disbanded after the project is deemed complete.

**Virtual Team** - also known as a Geographically Dispersed Team (GDT) – is a group of individuals who work across time, space, and organizational boundaries with links strengthened by webs of communication technology.

4. What type of team(s) have you ever used while working for this firm? (Tick the ones that are applicable)
   - Production teams
   - Project teams
   - Self-Managed
   - Self-directed teams
   - Virtual teams
   - Cross-functional teams

5. What type of team are you currently involved in?
   - Production teams
   - Project teams
   - Self-Managed
   - Self-directed teams
   - Virtual teams
   - Cross-functional teams
6. How do you form your teams? Tick all that apply
   - During crisis
   - Organisation policy
   - Informal groupings
   - Shuffle of employee(e.g. active and non-active or new and old)

7. What is the average size of a team in your organization?
   - 3-5 members
   - 5-10 members
   - 10-15 members
   - Above 15 members

8. Do you have a choice in the kind of team you are involved in your Organization?
   - YES
   - NO

9. Does your company have a clear policy on teams?
   - YES
   - NO

SECTION C
Factors affecting teams’ effectiveness

1. Do your teams encounter challenges?
   - Yes
   - No

2. If yes what is the impact of these challenges on team effectiveness?
   - High
   - Moderate
   - Low

3. Are you aware of any penalties issued to non-cooperating team members? (Tick the one that is applicable)
   - Yes
   - No
   - Don’t know

4. Are these measures effective in correcting behaviors?
   - Yes
   - Somehow
   - No
5. What are the barriers to effective team work in your organization? (Tick all applicable)
   - Communication □
   - Management policy □
   - Reporting hierarchy □
   - Members background e.g. education, experience, nature of work, gender □
   - Attitude □
   - Lack of role clarity □
   - Lack of trust amongst team members □

6. At what level in your organization are teams FREQUENTLY used?
   - Top management □
   - Supervisory level □
   - Operational level □
   - All levels □

7. At what levels in your organization are teams MOST effective?
   - Top management □
   - Supervisory level □
   - Operational level □
   - All Levels □

8. At what level in your organization are teams LEAST effective?
   - Top management □
   - Supervisory level □
   - Operational level □
   - All Levels □
9. How important are the following factors viewed by fellow employees in regard to improvement or sustaining of team work?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Not at all</th>
<th>Somewhat Important</th>
<th>Important</th>
<th>Quiet Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>More education, e.g. formal qualification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Easier access to vocational training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More funding and financial support from the management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-existence with colleagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration with other departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperation amongst all team members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co creating i.e. easy penetration of new ideas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. How do you benefit as an employee from using these teams?

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Not at all</th>
<th>Little</th>
<th>Average</th>
<th>Greatly</th>
<th>A lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better quality of information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better access to information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieving performance objec</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploiting your potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhancing leadership skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better operational efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced work load</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better co-existence with colleague</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. How does (has) your firm/organization benefit from using these teams?

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Little</th>
<th>Average</th>
<th>Greatly</th>
<th>A lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher Quality of Service or</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monetary Savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better Employee Retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pleasant Work Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieving organization objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It's a quick problem solving tool</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are fully engaged</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execution of new ideas/innovations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Which of the following do you think that your organization needs to do in order to manage its team better?

<table>
<thead>
<tr>
<th></th>
<th>Improve</th>
<th>Implement</th>
<th>Satisfied already</th>
<th>Not appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor them closely</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delegate more authority to them</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formalize the teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offering incentives to members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequent restructuring</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequent recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced supervision</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More Top leadership involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More team building activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply nothing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. Does your organization seek assistance from professionals in regard to team management?

Yes ☐ No ☐ I am not in a position to answer this ☐

14. How successful do you think is your company in managing its teams in general?

Not successful at all ☐ Not successful ☐ Somewhat successful ☐ Successful ☐ Very successful ☐

THANK YOU FOR YOUR PARTICIPATION
**APPENDIX III**

**Time schedule Gantt chart and budget**

The study is estimated to take a total of thirty three (33) working days for the final report to be published.

**Estimated budget**

The research is estimated to cost a total of KShs. 40,000.

This will be spent in conducting the pilot stage, reviewing the questionnaires and printing them out, purchasing and installing of the necessary software, logistics and telephone airtime.

The researcher will fund the research from his own source of income.

<table>
<thead>
<tr>
<th>Activities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek clearance from the supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seek authority to conduct the research from the relevant firms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the research instrument and conduct a pilot test</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administer the questionnaire to the respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sort and analyse the data collected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present the data using the right format and revises the literature</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present the final report and findings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final review of and the publication of the last edition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>