

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**EFFECTS OF TEAMWORK ON ORGANIZATIONAL PRODUCTIVITY OF
RETAIL COMPANIES: A CASE OF TWIGA FOODS IN NAIROBI, KENYA**

MASTER'S THESIS

Shafie Aden MOHAMED

**Business Administration Department
Business Administration Master in English Program**

JANUARY 2022

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz, Business Administration Department İngilizce Tezli Yüksek Lisans Programı 191285006 numaralı öğrencisi Shafie Aden Mohamed'in "Effects of Teamwork on Organizational Productivity of Retail Companies: A Case of Twiga Foods in Nairobi, Kenya" adlı tez çalışması Enstitümüz Yönetim Kurulunun 27.01.2022 tarihinde oluşturduğu jüri tarafından *Oy Birliği* ile Yüksek Lisans tezi olarak *Kabul* edilmiştir.

Öğretim Üyesi Adı Soyadı

Tez Savunma Tarihi: 27/01/2021

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DECLARATION

I, Shafie Aden Mohamed, do hereby declare that this thesis titled as “Effects Of Teamwork On Orgazinalional Productivity Of Retail Compnies: A Cace Of Twiga Foods In Nairobi, Kenya” is original work done by me for the award of the masters degree in the faculty of Business Administration. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (27/01/2022)

Shafie Aden Mohamed



DEDICATION

I thank Allah for giving me grace to complete this thesis. My special thanks go to my advisor for guiding and mentoring me to complete this thesis.

I dedicate my thesis work to my lovely parents. (Father and Mother). My father and mother deserve everything I can give, because I love them so much. They always encourage me to work hard and achieve my dream goals. I also dedicate my thesis work to my dear and lovely friends. They always stands for me and gives support. I feel so greatly privileged to have them in my life.



PREFACE

I would thank my thesis advisor Assist. Prof. Dr. Ahmet Erkasap for all support and guidance during my research work. It is in my pleasure also to thank my father, mother, and friends for their help and support. Finally, it is in my pleasure to thank all people who stood by me during my study and offered their help and support.

January 2022

Shafie Aden Mohamed



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ABBREVIATIONS

HRM	: Human Resource Management
OLS	: Ordinary of Least Squares
SPSS	: Statistical Packages for Social Sciences
TMI	: Team Management Index
UK	: United Kingdom
VIF	: Variance of Inflation Factors



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EFFECTS OF TEAMWORK ON ORGANIZATIONAL PRODUCTIVITY OF RETAIL COMPANIES: A CASE OF TWIGA FOODS IN NAIROBI, KENYA

ABSTRACT

The concept where work groups are delegated task is disseminated using a variety of names. The practice of collaborating with individuals in a group in order to accomplish a goal is called teamwork. Other than cooperation being an all good management backbone, it is also well known that it is a way of maximizing total corporate performance efficiency. In an organization, teamwork definition implies that it is a vital aspect which involves all working with one another to accomplish the objectives of the organization. Theoretical point of view on team's effectiveness is meager. Despite teamwork's impact on the productivity of an organization, it is limited when conflict arises from disagreements among members of a team, when communication is poor or ineffective, when teamwork cannot harmonize work pace and some team members not cooperating due to their relaxed attitude. This study aimed at investigating effects of teamwork on productivity in an organization. Specific objectives include: to examine impact of leadership styles on the organization's productivity, to identify how the structure of an organization affects the productivity of an organization and to establish the effect of the structure of a team on organizational productivity. Being a cause-and-effect kind of study, the study is considered as causal. To properly examine teamwork's impact on the performance of an organization, this research used a research design that was descriptive survey. The population under this study included all the 411 employees of Twiga Foods Kenya Limited from which 202 were sampled. The sample population was accessed through the Human Resource database of Twiga Foods Kenya Limited. The study relied on primary data sources and as such, the study used a questionnaire that was structured in data collection from the study participants. Descriptive statistics like the mean were employed in data analysis. The study used Order of Least Squares (OLS) analysis. The SPSS version 22 facilitated data analysis and results were presented using charts and tables and accompanied by a descriptive narration of the results. The study established that that organization structures ($\beta=.570$, $t>1.96$ & $p<0.05$) has the largest significant effect on organizational productivity followed by leadership styles ($\beta=.182$, $t>1.96$ & $p<0.05$) and team structure ($\beta=.101$, $t>1.96$ & $p<0.05$). The study concludes that team work has significant effect on organizational productivity. The study recommends that the top leadership at Twiga Foods Ltd should take up refresher courses on leadership style so that they can apply them in the daily decisions and undertakings. There should clear channels of communication to support the flow of information among employees at Twiga Foods Ltd. The team leaders at Twiga should be given clear roles that are different from the team members.

Keywords: *Teamwork, organizational productivity, organizational structure, leadership styles, team structures and Twiga Foods Ltd*

PERAKENDE ŞİRKETLERİNİN ORGANİZASYONEL VERİMLİLİĞİ ÜZERİNE EKİP ÇALIŞMASININ ETKİLERİ: KENYA, NAIROBI'DA BİR TWİGA GIDA ÖRNEĞİ

ÖZET

Çalışma gruplarına görev verildiği kavramı, çeşitli isimler kullanılarak dağıtılır. Bir amacı gerçekleştirmek için bir gruptaki bireylerle işbirliği yapma uygulamasına ekip çalışması denir. İşbirliğinin tamamen iyi bir yönetim omurgası olmasının yanı sıra, toplam kurumsal performans verimliliğini en üst düzeye çıkarmanın bir yolu olduğu da iyi bilinmektedir. Bir organizasyonda, ekip çalışması tanımı, organizasyonun hedeflerini gerçekleştirmek için herkesin birbiriyle çalışmasını içeren hayati bir yön olduğunu ima eder. Takımın etkinliğine ilişkin teorik bakış açısı yetersizdir. Ekip çalışmasının bir organizasyonun verimliliği üzerindeki etkisine rağmen, bir ekip üyeleri arasındaki anlaşmazlıklardan kaynaklanan çatışmalar, iletişim zayıf veya etkisiz olduğunda, ekip çalışması çalışma temposunu uyumlu hale getiremediğinde ve bazı ekip üyeleri rahat tavırları nedeniyle işbirliği yapmadığında sınırlıdır. Bu çalışma, bir organizasyonda ekip çalışmasının verimlilik üzerindeki etkilerini araştırmayı amaçlamıştır. Spesifik hedefler şunları içerir: liderlik tarzlarının organizasyonun verimliliği üzerindeki etkisini incelemek, bir organizasyon yapısının bir organizasyonun verimliliğini nasıl etkilediğini belirlemek ve bir takım yapısının organizasyonel verimlilik üzerindeki etkisini belirlemek. Sebep-sonuç türünde bir çalışma olduğundan, çalışma nedensel olarak kabul edilir. Ekip çalışmasının bir organizasyonun performansı üzerindeki etkisini doğru bir şekilde incelemek için bu araştırma, tanımlayıcı anket olan bir araştırma tasarımı kullandı. Bu çalışma kapsamındaki popülasyon, 202'si örneklenen Twiga Foods Kenya Limited'in 411 çalışanını içeriyordu. Örnek popülasyona Twiga Foods Kenya Limited'in İnsan Kaynakları veritabanı aracılığıyla erişildi. Çalışma birincil veri kaynaklarına dayanıyordu ve bu nedenle, çalışma katılımcılarından veri toplamada yapılandırılmış bir anket kullandı. Veri analizinde ortalama gibi tanımlayıcı istatistikler kullanılmıştır. Çalışma, En Küçük Kareler Sırası (OLS) analizini kullandı. SPSS versiyon 22, veri analizini kolaylaştırdı ve sonuçlar, tablolar ve tablolar kullanılarak sunuldu ve sonuçların açıklayıcı bir anlatımıyla birlikte sunuldu. Çalışma, organizasyon yapılarının ($\beta=.570$, $t>1.96$ & $p<0.05$), organizasyonel verimlilik üzerinde en büyük anlamlı etkiye sahip olduğunu, bunu liderlik tarzlarının ($\beta=.182$, $t>1.96$ & $p<0.05$) ve ekip yapısının izlediğini ortaya koymuştur. ($\beta=.101$, $t>1.96$ & $p<0.05$). Çalışma, ekip çalışmasının örgütsel verimlilik üzerinde önemli bir etkiye sahip olduğu sonucuna varmıştır. Çalışma, Twiga Foods Ltd'deki en üst düzey liderliğin, günlük kararlarda ve taahhütlerde uygulayabilmeleri için liderlik tarzı hakkında tazeleme kursları almalarını önermektedir. Twiga Foods Ltd'de çalışanlar arasında bilgi akışını desteklemek için net iletişim kanalları olmalıdır. Twiga'daki ekip liderlerine ekip üyelerinden farklı net roller verilmelidir.

Anahtar Kelimeler: *Takım çalışması, organizasyonel verimlilik, organizasyon yapısı, liderlik tarzları, takım yapıları ve Twiga Foods Ltd.*

1. INTRODUCTION

1.1 Background and Context

Organizations are social entities having people, arranged and managed for the purpose of meeting needs or pursuing mutual goals. In other words, organizations are logical array of individuals to realize a similar precise purpose. The following three elements comprise an organization: goals, people and systems. The systematic arrangement in an organization defines members of whom there are some members who are operative and others managers. According to Caroline (2008) organizations are social entities with a directed goal, activity systems that are structured deliberately with a preamble boundary. The point of view of Alan (2008) was that productivity means employer, company or country's goods' production rate and the produced quantity in comparison to the length of time, how much work and money is required to manufacture them. Productivity involves best resource combination by individuals for goods and service production; resources like capital, equipment, skills, raw materials, land, managerial capability, intellectual property, labor and financial capital.

According to Waterson et al., (1997); Osterman (1994), in the recent past, teamwork has emerged as one most significant way that reorganization of work is evident. The idea of work group responsibility delegation has been dispersed under a number of varying labels. Teamwork involves working together as a group of people for the purpose of attaining a goal. It is affected by external factors like technological factors, political, economic and social factors and internal effects like leadership style, diversity (culture, personalities and talents) cohesiveness and communication. Okoh (2006) said it is factual many brains work better sometimes than one single mind. Team members allowed to come with their particular training and education to a task or a project increase the scope of work accomplished by the team in addition to the number of completed tasks with no expense added.

A fundamental portion of work places is usually teamwork. Teamwork basically encompasses everybody functioning with one another for the organization's support.

A team may refer to the entire organization, the crew in management or the team involved in production. Actions of persons coming together for a mutual resolution or goal, which substitutes the necessities of the person to the group's necessity is teamwork. In principle, every team's individual sets apart his/her personal necessities to function in the direction of the objectives of the organization. Members' interaction and the duty they accomplish is known as teamwork. Real teamwork is indispensable to any business success (Wage, 1997).

According to Cook (1998) scholars in the world are increasingly agreeing that individuals may still be working in organizations, but ideal accomplishments lie in teamwork's goals' realization. It is widely known that not only does teamwork serve as the sole foundation all managements that are successful but also is a vehicle to cultivating total outcomes in the productivity of an organization. Teamwork involves groups of people who work together to get similar objectives and goals for the value of users of a service and organizations for the purpose of delivering services that are of good quality (productivity).

According to Ruth (2007), the teamwork of employees constitutes a bigger group of individuals than what is described on job positions. Teamwork essence comes in since there is reduction of workloads and everyone takes part since work is broken into pieces. Teamwork is defined as a professionals' grouping with intensely working members on a particular common goal by use of positive collaboration, solitary and common accountability and corresponding skills (Alan, 2003). In order to complete key activity items, employees take baby steps and no significant thing is done. The ability to do tasks together in pursuit of a similar vision is what we call teamwork. It is a force that enables usual individuals get extraordinary outcomes. Collective actions are extensively known as a progressive power for any organization's teamwork or association's teamwork to prosper.

Teams allow persons to strengthen themselves and to escalate profits from collective work involved in as a group. Working together also allows people to comprehend better the significance of teamwork and the way operations of organizations go on, in addition to promoting the culture of success in teamwork. Davis (2007) appealed that managers constantly emphasize the necessity for hiring employees who are able work within a team. Teamwork is normally talked about by employers in the case

where they require to stress the necessity to different aptitudes owned by various workers.

Workers are coordinated into different teams by organizations, which may include management team, production team, among others. The aim is in tapping from the talents of respective human capital working in an association or organization.

A number of opinions have been put forth to elucidate the efficacy of team-based labor. For instance, both the sociotechnical model (Pasmore, 1988; De Sitter, 1994) and the concept of work design (Hackman & Oldham, 1976) concentrated on group's task design to describe consequences that are positive; the self-leadership model has singled out managerial conducts which assist self-managing groups attain victory (Manz & Sims 1987); whereas participative management philosophies claim that some facets of the context of an organization add to teams' efficacy (Lawler 1992; Glew *et al.*, 1995).

Agarwal and Adjirackor (2016) in their research focused specially on uses of this term teamwork that comprises redesigning the method work is done. This embraces arranging workers into teams basing on a particular manufactured good, every team accomplishment of a specific duty. High degree of responsibility is given to the team and is supposed to work with plasticity. From their study Agarwal and Adjirackor (2016), teamwork impact on organization's productivity comprises inside and outward influences which add to increased production. The inner/internal influences are associated to team standards, ground rules, social and coherent skills or attributes which decide how person's or groups will operate while factors that are external include the philosophy of an organization, structures and systems of organizations, where all teams operate decide the teamwork extent in organizations.

The good effects of fruitful teamwork can motivate the whole organization, same as the adverse effects of lack of teamwork will maim an organization. The crucial component to teamwork that is operational is enticing and retaining correct members of the team who will enable organizational efficiency. In such cases many HR methodologies stress on teamwork because of its importance to productivity in an organization, hence, the necessity to carry out a comprehensive paper on teamwork's influence on the productivity/throughput of an organization becomes evident.

1.2 Problem Statement

Organizations, be it small or large, strive to obtain efficiency in order to attain the desired excellence and keep a respected image in the present sphere of organizational rivalries and it is the desire of establishments to see the used input and the goods and services (outputs) they have at the end. The employees may be very many in an organization, yet it (the organization) realizes very little results, with no products' improvement. This may be true because of lack of teamwork in such organizations and if this is the case, there are organizations which are made up of teams yet they accomplish minimal or no productivity at all.

Nevertheless, hypothetical opinions on the efficacy of teams are insufficient. The next coherent stride in the scientific investigation cycle is analysis of the models in operation. Many tactics that are methodological are used in evaluating advantages connected to teams. Experiments in the field or rigorous case studies permit the detailed observing of effects of changes at workplaces on results, both quantitatively, qualitatively, besides over substantial time periods.

The organizational teamwork concept specifies that teamwork is an essential organizational part that comprises everybody functioning collectively to back the organization for it to attain its goals. This denotes that teamwork encompasses joint effort and synergy which enable correct returns done with joint human capital and determination of team members. In spite of the teamwork impact on the productivity of organizations, teamwork is limited by conflicts rising from disagreements among members of a team, communication that is poor or ineffective, teamwork unable to harmonize work pace and absence of collaboration by some members of the team emanating from their relaxed behavior.

The literature reviewed suggests mixed evidence, with inconclusive results on effects of teamwork on the productivity of an organization. Most researches point to organizational performance while sidelining the aspect of organizational productivity. Agarwal and Adjirackor (2016) in their study focused on performance of employees, team trust, teamwork, Esprit de Corps and acknowledgements and incentives as factors among employees in teamwork and their relationship with productivity of the organization in particular elementary schools in Accra- Ghana. The study found that the above named aspects had positive influence on

organizational productivity but up to 70% only. The study fell short of investigating the factors that limit the use of teamwork to achieve positive organizational productivity. This research gap identified by this study will be amply filled by the third objective of the study.

In their study Delarue, Burridgeal, Procter and Van Hootegem (2008) noted that even though overall, teamwork is anticipated to bear a progressive impact on organizational productivity, different organizational factors moderate its effects. However, researchers did not investigate what these moderating factors are, neither did they expound on how these moderating factors affected the use of teamwork in organizational productivity. This research gap will thus be filled by the findings of the third objective of this study.

Diminutive or no statistically substantial proof of advantageous effects of productivity was established in five (5) researches. A research which associated Flemish firms organization's work to diverse gauges of performance (Delarue *et al.*, 2004) established no connection between the teamwork use and productivity of labour, even though positive correlations with novelty and staffs fit were recorded. Ichniowski *et al* (1997) established that packages of practices in Human Resource Management had a great influence on performance; however, teamwork could not if it was measured alone. Likewise, Waddell & Power (2004) established that, though empowerment had a substantial influence, it was not factual with regard to their self-managed labor teams' measure.

Equally, Cappelli and Neumark (2001) and Black and Lynch (200) in their studies that were industry-wide, established trivial evidence of positive output effects, even though it is supposed to be clear that this insignificance applied to some of the independent variables employed in their research (as well as packages of work practices). In conclusion, teamwork is probably going to have a positive impact on performance of operations. Therefore, the study aimed at understanding the effects of teamwork on organizational productivity of Twiga Foods in Nairobi, Kenya.

1.3 Research Questions

Leadership styles have what effects on organizational productivity of Twiga Foods in Nairobi, Kenya?

What effect do organizational structures have on organizational productivity of Twiga Foods in Nairobi, Kenya?

What are the effects of team structure on organizational productivity of Twiga Foods in Nairobi, Kenya?

1.4 Relevance and importance of the research

The academic rationale for this research stemmed from the fact that relatively few studies on the effects of teamwork on organizational effectiveness had been performed in recent years, with the majority of studies concentrating on the effects of teamwork on organizational success. This created a research void, which this study will sought to bridge

This study sought to scrutinize effects of teamwork on the productivity of an organization. Specifically, this study sought to investigate leadership styles' effects on the productivity of an organization, to identify effects of organizational structure on the productivity of an organization and establish the effect of the structure of a team on organizational productivity.

It is of grave importance to keep the vigorous productivity advantages resulting from its significance to organizations. Teamwork is the greatest instrument that is used to achieve better productivity, thus, plays an important role in enabling organizations achieve productivity. In the policy context, study recommendations and findings will be very significant to organizations; to gain a competitive advantage over their competitors. This will be through productivity improvement by understanding and appreciating the essential part teamwork plays to facilitate organizations in achieving higher levels of productivity. It is also hoped that employers and employees will use the findings and recommendations of this study to come up with strong ideas and policies which will cause more improvement in the manner in which employees and employers achieve their desirable objectives and goals through teamwork.

In practice, practicing managers will also be able to use the findings and recommendations of this study to adjust their leadership styles and roles in order to attain productivity in the organization by bringing in teamwork to the organization. Additionally, managers will be able to understand the factors that limit the success of

teamwork in organizational productivity and thereafter, advance ways and means of eliminating these limiting factors.

In the theoretical and academic contexts, it is also hoped that this entire study will be beneficial to students and researchers as it will form basis for future research by providing a base and reference materials. Researchers and scholars who in the future, wish to advance studies related to this topic or critic the study findings will get the study results important in informing their studies by comparing the results over time and circumstances.



2. LITERATURE REVIEW

2.1 Key concepts, Theories and Studies

2.1.1 Blanchard team research

Ken Blanchard (1988) team exploration also requires investigation in the pursuit to comprehend team dynamics. Blanchard is basically perceived as a motivational speaker and trainer and not an academic investigator, however he added to the teamwork body of information by presenting various popular notions used in the business field. He constructed his concept of team roles around the supposition that employees have a tendency to only be productive if they apprehend the significance of their contribution to the “bigger” picture and if their roles are obvious. McCann & Margerison (1990) supplemented to the knowledge in this field by coming up with a tool called the Team Management Index (TMI) to measure roles of team. They also emphasized the necessity of balancing the roles of a team in teams that perform highly. Ken Blanchard (1988) developed his concept of roles of teams around the following conditions:

Employees will only give high output if they appreciate the importance of their involvement to the “bigger” picture; identifying common goals and values leads to commitment; if employees are given control over the work they do, instill respect and pride is instilled in them; Passion in teams is generated by recognizing mutually progress and outcomes.

He came up with the “Gung Ho” methodology in collaboration with Sheldon Bowles after several years of working together with persons and teams. He investigated, observed persons and teams and established that the “spirit of the accumulator/squirrel”, “the way of the persistent/beaver” and “the talent of the goose” is required for ideal team operation (Blanchard, 1988). The squirrel/accumulator is figurative of the necessity of team members to discern that their work is valuable and obsessed by goals and values. The beaver exemplifies the significance of putting employees in control of realizing goals. Lastly, the goose

specifies the importance of team members to applaud each other on. He maintains that teams will be even more operative if constant acknowledgement is given for work well done. Once more, the true test is to use this in a real-world and value-adding system in an assorted and multifaceted workplace.

2.2 Strategic HRM theory

This theory proposes that suitably designed HR structure that classically involves teamwork, shall have an affirmative impact on the job satisfaction of an employee, motivation and commitment, causing behavioral modifications that end up in improving the performance of an organization (Becker et al. 1997; Dyer & Reeves, 1995). This theory's purpose is to describe the organization's role for the purpose of inspiring its personnel to exert finest of their energies and capabilities in a manner that will promote achievement of better results for the goals of the business and the organization (Armstrong, 2001). Due to the rapid pace by which the world is developing and the swift fluctuations; new working techniques and way of managing organizations have developed. These highly collaborated styles of working have also come up like the new work practice as teams: project & management, parallel, work among others. Currently, teamwork and team use is increasing more than before and is theatrically receptive towards competitive encounters. Investigations shows about 82% of the corporations with a hundred or more workers testified to be putting to task teams for work that is competitive (Gordon, 1992). It is generally acknowledged that teamwork has been constantly considered as fundamental towards employee improvement (Beal, 2003), businesses and organizations have continually profited themselves by inspiring individuals functioning in teams successfully.

Therefore, if a corporate would need to flourish in the corporate sphere and turn out to be a prominent organization, it is supposed to be extremely conscious of its efficiency, competence, production and make the most out of resources so that it achieves occupational brilliance (Samson & Challis, 2002). The most essential resource that unquestionably has the sturdiest and straight consequence on the development of an organization and its accomplishments. Furthermore, performance of work is very crucial for the growth of a business. In connection to that, it is important for a firm to determine new techniques and methodologies in Human

Resource Management capacities in order to reap from the long-term firm's improvement.

HRM is the center of all organizations, the most crucial operational area that is prerequisite to ensure that work efficiency and a high level of performance is persistent, targeting constant business development. In contemporary organizations where employee motivation is becoming more challenging with each next day, there is need to explore more methods and means other than just financial motivations. Teamwork, one of ancient tactic nevertheless newly embraced by several organizations, is being employed efficiently to inspire workers in order to secure a better prospect for the organization and is predominant at the present time and has momentous benefits (Cohen & Bailey, 1997)

2.3 Teamwork

Teamwork is the capability to work together headed for a mutual vision, the capacity to channel personal achievements toward objectives of the organization. It is the force that permits common individuals to attain exceptional outcomes. According to Wehrich & Koontz (1988:101), teamwork is 2 or more individuals who are codependent in implementing a set of activities, work together face-to-face and interact regularly with one another, make distinction contributions and endeavor to achieve a shared goal in regard to a main task. Self-managed teams are described as teams where members are eager to admit change, attempt new things, take on more obligation, be held accountable for outcomes, take action instead of waiting for directions and perform in the best interests of the team rather than self.

Smith & Katzenbach (1993) emphasize that groups are transformed to teams when they grow a sense of mutual commitment and endeavor for synergy amongst members. Work groups that are effective with their efficiency resting on motivation level, synchronization, determination and interacting with them gives out creativity, that is beyond them individually describe teams, therefore, teams should have membership that is definite, collective perception and a collective purpose sense (Adair, 1988). Teamwork is viewed as work group with a mutual drive to realize goals (Harries & Harries, 1996). It therefore shows that persons work in an accommodating atmosphere taking into account shared goals by bringing skills and

knowledge together and being sufficiently elastic to attend to manifold responsibilities (Onyekwelu et al, 2018).

Everyone is to give the best of himself, to make every effort to get the trade done, not eyeing to outstand his/her colleagues but since it is assured that they will do the same, he/she is aware that this is the sole tactic the team realizes its goal. This is a way of increasing human resource exploitation and hypothetically increasing performance not only of single persons but organizations eventually, because productivity of individuals is increased through association. Teamwork has the probability of increasing performance of each employee and the organization's performance, nevertheless, this should be cultivated with time. Teamwork enables employees to collaborate, causes skills' enhancement, helps in feedback provision and reduction of individual conflicts. It is broadly recognized that change to teamwork from working need employees to collaborate, share facts, deal with their dissimilarities and substitute individual interests to the bigger team's interests (Onyekwelu et al, 2018).

It is common knowledge that teamwork in addition to being the base of all management that is successful it is also the vehicle of increasing total outcomes in the production of an organization. As teamwork is presently prevalent, particularly at places of work, it is a beneficial and effective instrument for the growth of businesses. Collaboration has continuously been a share of the organizations' structure, nonetheless, some republics embraced it earlier whereas some are comparatively novel to this phenomenon. UK & China, for example as United Kingdom (UK) had this operating style in practice for years but China is novel in this extent. Motivation and teamwork is not only essential for the working of a prosperous organization but also offers a superior comprehension of management.

According to Ruth (2007) teamwork among employees is seen as comprising a bigger group of individuals than what employment position designates. The core of teamwork is that workload is broken into pieces of work and reduced for all members to take part. Teamwork is a grouping of experts where members work passionately on a particular, collective goal by use of their positive synergy, individual joint accountability and corresponding skills (Alan, 2003). Teamwork is the capacity to work collectively towards a mutual vision. It is an engine that enables normal individuals to achieve extraordinary outcomes.

Teamwork has a number of benefits that are well-defined by various promising theoreticians in this field. The benefits embrace teamwork as the shrewdest strategy of development (Krotz, 2003). Employees with low trust syndrome overcome the syndrome through teamwork thereby improving social relations (Jin, 1993). In addition teamwork has demonstrated ability to impact positively on the performance, results and organizational objectives (Brown, 1995). Sharing of the same goals and dreams by different people has been enabled through teamwork along with dissimilar tasks that all endeavor to accomplish the same thing, 'collective good of the organization'. It helps in augmenting the productivity of a corporation and enables them increase earnings (Beal, 2003).

2.4 Organizational Productivity

An organization is a social entity of individuals, managed and designed to meet a necessity or to pursue communal goals or it is an arrangement of people that is systematic to realize the same particular purpose. Every organization is made up of 3 (three) components, that is, individuals, systems and goals. In general, purpose is articulated as goals. Every organization has a structure that is systematic that defines members of which some are managers and others are workers. An organization is a social unit with a focused goal, activity systems that are deliberately structured with a preamble borderline (Caroline, 2008). Alan (2008) proposed that output/productivity is the degree at which a manager, corporation or country produces merchandises and the quantity manufactured in comparison to the length of time, how much money and work is required for production. Production is about in what precise manner individuals bring resources together such as labor, raw materials, land skill, intellectual property, capital, equipment, financial capital and managerial capability capital in the services and goods' production.

2.5 Effect of Leadership Styles on Organizational Productivity

Leadership is considered as a progression where one or more individuals influence a group of individuals to change in a particular direction. The term leadership has been put to use in many facets of human work such as business, politics, social and academics works. Krammer & Messick (2004) reasoned that the extent to which the person demonstrates leadership qualities rests on not only his behaviour and

individual capabilities, but also on the features of the environment and the circumstances in which he finds himself. Consequently, a person will support the organization if he has confidence that through it, his individual goals and objective could be realized, if not, the individual's interest will deterioration.

Lawal (1993) says that leadership is the practice of prompting others to work willingly in the direction of an organizational goal with self-assurance. Generally leadership is simply defined as the practice of influencing individuals to channel their energies towards realizing some specific goals (Asika, 2004). The process of guiding and influencing the events of an organized group to achieve goals by collaborating with them is leadership. It is thus founded on social affiliations, therefore a leader must be part of a group. What this indicates is that leadership flourishes in an organization. Adebakin & Gbadamosi (1996) suggested that organizations encompass two or more persons existing on a constant basis with the objective of realizing set goal(s). Leadership is the managing function concerned with constant pursuit of the best approach to influence subordinates to realize objectives and goals within the continuous practice of coordinating material, money and people. It encompasses the entirety of behavior of a manager in his/her direct interaction with subordinates (Igbaekemen, 2015).

Management as a form of leadership decides rules, policies and procedures controlling interactions and actions in an organization, which to a certain degree determines the efficacy in accomplishing the organization objectives and goals. Where two or more individuals interrelate, the atmosphere for the formation of a group is generated. When persons in the group harmonize and associate for conjoint purposes and when the group continues existing for an appropriate period of time, an organization is developed (Igbaekemen, 2015). The function of a leader in the group is to make available the direction, synchronize the activities of a single members establishing the group and to ensure dependability. The leader's image/appearance and the leadership quality is mirrored through the organization and the behaviour of the subordinate in the doing of their responsibilities. Therefore, in using his organizing power the leader chooses the arrangement of work behavior, task procedure and ethic of the juniors (Igbaekemen, 2015).

The degree to which organizational members contribute in organizational resource harnessing similarly is determined by how well the executives or leaders of the

organization comprehend and implement appropriate styles of leadership in accomplishing their obligations as managers and leaders. As a result, efficacy in mobilization of resources, resource allocation, and application of the resources and improvement of organizational production depends, to a large degree on the styles of leadership among other factors. The excellent leader not only motivates subordinates' latent abilities to increase efficiency, but also meets their necessities in the process of attaining the collective aim of the organization. Leadership is a use of important strategy to offer inspirational motive and to increase the staff's potential for progression and development in the organization (Fry, 2003). The methodology of Burn, 1975 is that leadership influences juniors to apply greater power in the pursuit of higher-order necessities; support a bigger vision for their team or organization and in the process perform further than the expectations.

Leadership is important to the performance of employees and excellence of the organization. Subsequently organization devote considerable sum of cash in search of effective leadership in training of their employees in effective leadership manners. There is also comparative inadequacy of effective leadership and that is the reason organizations are constantly looking for it and lead them to put in place, design and come up with all the effective leadership capabilities possible in those who are related to the company management.

Leadership is directly linked to the exercise to which individuals are devoted (Rachin, 2001). The utmost considerable leaders' role is their influential behavior that has positive correlation to the follower, satisfaction on the job and performance (Lian, 2011). The mode and methodology of giving direction, executing strategies and inspiring individuals is in its entirety leadership. Nevertheless, management leadership style towards junior staff and the concentration of authority are better categorized within a three-fold title, namely: democratic, autocratic and Laissez-faire leadership styles.

2.5.1 Autocratic leadership

An autocratic leader is one who is very cognizant of his position and has miniature trust or confidence in the juniors, he/she has an impression that salary is just a prize for labor and it is only the payment which can motivate (Gbadamosi & Adebakin, 1996). Koontz et al. (1978) suggested that leadership that is dictatorial is beneficial

in emergency situations, in the case where uniform workforce are included, and where the leader is prudent, impartial and has substantial understanding of the supporters. He also recognizes some inadequacy of dictatorial leadership as follows: The incapability of the subordinate to cultivate pride of achievement. Denial of private improvement or fulfillment from self-actualization. It also antagonizes human beings and scrubs the organization of long-lasting allegiance and co-operation.

2.5.2 Democratic leadership

Democratic leaders permit decision-making to be mutual by the leader and the group. Condemnation and applauses are impartially given and a sense of responsibility is established inside the group. Democratic leadership is said to be first among all the other styles of leadership (Akpala, 1982). The directors converse with the juniors before issuing overall or extensive orders from which juniors feel free to work on. The superior permits the juniors chance to use their initiative and offer their sentiments. The leaders also give backings to the juniors in completing assignments.

2.5.3 Laissez-faire leadership

It is a leadership style that is at the far end of the scale from the tyrannical leadership style. Leaders endeavor to pass the obligation of decision-making process to the crowd in this style of leadership. The group is slackly organized, as the leader has no self-confidence in his leadership capability. Decision-making under this style is done by anyone who is ready to take it. Decision-making is also very sluggish and there can be excessive “buck passing”.

Quality can be attained only by corporations in which the whole workforce is committed to quality, inspired and trained to manifest it. Therefore, prosperous enterprises do away with the delineations in the middle of departments. ‘Their staff works as a team to execute major commercial procedures and to generate the preferred outcomes. Organizational workforce operates in order to fulfill their internal clientele as well as outdoor clients.

The employee performance is impacted significantly by leadership and leadership styles that are participative help to improve employee performance (Igbaekemen, 2015). The style of leadership affect the general operational performance of efficiency, effectiveness, productivity, large market segment, in addition to the

commitment of the organization to realize a particular goal. Behind the astonishment of any organization productivity today is the style of leadership adopted by the organization. Efficiency in every organization is principally anchored on labour output, perhaps human-labor is the worldwide main resource necessary for any organization and the claim that a critical component in all successful productivity work to date has been due to a good style of leadership.

Another significant facet that is present on the intersection between leadership and communication is the culture of an organization. Culture is “the human mind’s collective programming that differentiates the members of the humanoid group from those of another”, or in other words, an arrangement of communally held ideals (Hofstede, 1981). Additionally, people partaking same practice are most expected to share and hold same information in a related way (Duguid & Brown, 2001); Iveroth (2012) names this occurrences practice-based culture. Cha & Chatman (2003) argue that such an organizational ethos increases performance by revitalizing workers and modelling their behavior, thus becoming a potent leadership instrument. Nonetheless, promotion of the culture of an organizational depends on the internal organizational communication: the less official directions are given, the superior performance is (Cha & Chatman, 2003). In so doing, it is imperative to study internal group communication.

2.6 Effects of Organizational Structure on Organizational Productivity

The organization’s structure sets the ladder of obligation and crafts the different levels of organizational communication. The way in which the structure of an organization is set up and directed can have a direct consequence on company productivity. When you are observing employee yield, study how the different issues with organization’s structure can affect efficacy.

Miles et al., (1978), says an organization is both its single-mindedness and the devices created to realize the purpose. It means that the notion of organization is embracing both goals and all the components that characterize exceptional amalgamation. Miles et al., (1978) gives the conclusion that arrangement and the ongoing processes inside the organization are closely associated; it is not easy to talk about one without bringing up the other. It is essential to comprehend the conclusion drawn by Miles et al., (1978). It shows how the configuration is interconnected with

such theories as communication & leadership, and how this shared connection effects the processes of the organization's life cycle.

An essential article concerning the structure of an organization is Pugh's et al., (1969) "dimensions of structure", that changed the way of an organization is viewed. Six different dimensions of organizational structure; formalization, standardization, centralization, specialization, configuration and conventionalism (Pugh's et al., 1969). Besides, the writers stated that an organization ought not to be symbolized as bureaucratic without taking the following four primary dimensions into concern (Pugh et. al., 1969).

The first fundamental dimension pointed out is configuring of activities, and it denotes to what degree there is official guideline inside the organization that wheels employees' conduct through the process of specialism, calibration and validation (Pugh et. al. 1969). Second dimension, focuses on authority, concerns to what degree the decision-making is done at the organization's top (Pugh et. al. 1969). The third one, the line regulator of workflow, describes to which degree the executives are regulating the workflow themselves or if it is done through more objective procedures (Pugh et al., 1969). Lastly, the fourth dimension offered by Pugh et al., (1969) is support the element; it proposes that the management size and other secondary non-workflow staff regulates to what level the organization can be regarded as unbending/bureaucratic.

2.6.1 Managerial Influence

The competence of managerial team has a very enormous effect in an organization because of the structure of the organization. Management that is incompetent at any organizational level will spread throughout the corporation as bad managerial choices in those departments also distress the sectors that interact with each one of them and diminish productivity. The management that is good can have the reverse effect, as effectual and smart decision-making help in improving productivity and increase general efficiency.

2.6.2 Team

The structure of a team cannot compete with the operational structure in terms of productivity. In market receptiveness, employee gratification, innovation and

plasticity, nonetheless, it blows the operational/functional design hands down. The structure of a team realizes its compensations by drawing functional professional specialists together into teams that execute tasks, business goals or work procedures. The proprietor comes up with teams with regard to necessity, and authorizes the teams to make decisions. Some output is forewent to meetings -- teams must devote time for communication. Companies in unsteady markets, through the capacity of the teams to respond speedily and innovatively to market forces more than others counterweights disadvantages.

2.6.3 Structural Flaws

If the structure of an organization is not properly set up, conveyance of information to where it is needed is impossible. If there are no effective channels of communication for the middle level manager the executive team, company information that is important may take days before reaching the entire workforce. Organizational structure flaws cause failures in communication or lapses in duty require repair to enable efficacy.

2.6.4 Creativity

Employees' ideas are very crucial to the organization's success. The inflow of workers' contribution increases the current corporation's ideas and gives a variety of sentiments that corporation management may not have taken into account. The bureaucracy that can occasionally grow in the structure of an organizational can smother that creativity and reduce productivity. For instance, if in employee in the manufacturing department gives an idea to make better use of equipment used for manufacturing that would reduce costs, but the idea is lost in the scuffle of company bureaucracy, the corporation could be losing money instead of it seeing an enhancement in productivity.

2.6.5 Growth

Companies growing with weak structures internally, the channels involved with communication and administration are stressed to the point of ineptitude. A robust structure of company that is intended to develop with the organization can sustain corporate productivity during periods of growth and permit improvements structures which will be indispensable as the organization enlarges.

2.7 Effect of Team Structure on Organizational Productivity

The organization dialogue has teamwork in its prominent place, team-based work has demonstrated to be a preferred formula for organizational restructure. It is a promising notion which offers independence, obligation and job improvement in order to meet the ambitions of the workers. Work that is team-based is at the same time, alleged to enhance outcomes of performance such as quality and productivity, on both the group and the level of an organization. Therefore, management styles such as re-engineering of the business process, the contemporary socio-technical methodology, lean production and the HRM, all clasp the main ideologies of team-based labor (Van Hootehem & Benders, 1999; de Sitter et al., 1997; Van Amelsvoort & Kuipers, 1990; Pekruhl & Kleinschmidt, 1995; Womacketal., 1991).

A main argument for bring together and for evolving team-based work emanated from recent awareness into the influence of human resources on the performance of an organization. In the present discussion on HRM, the ‘resource-based interpretation of the firm’ states that the immaterial, imitable but imperfectly and imperfect interchangeable interior possessions of the organization facilitate a firm to produce and to sustain its competitive advantage (Meihuizen & Doorewaard, 2000). This assertion is true particularly with respect to the impression of human resources on the performance of an organization in team-based labor organizations. Team-based working performance basically rests on the workers’ capabilities and attitudes with regard to scheduling, execution and regulating team tasks in an independent way.

In analyzing which structures of team-based labor add to the improvement of performance of a team, literature on management (for instance, deSitter et al., 1997) emphasizes specifically on the responsibility structure of a team: the separation of work regulation responsibilities between the team leader and team participants. A bigger apportionment of work regulation tasks in the team amongst team members is thought to add more efficiently to organizational objectives than the apportionment of these responsibilities to a separate team leader. Nevertheless, scarcely any experimental proof is present concerning the association between team obligation structure and performance of the team (Benders et al., 1999).

Leadership as a process comprises of a number of choices in relation to the coordination and guidance of the processes of work. Such a process of decision-making may be prearranged in numerous diverse ways. In tyrannical or democratic leadership teams, for instance, the obligation for choices is situated in an official team leader position. 'Dispersed' leadership so-called teams (where a team leader seems to be lacking), group members themselves make all the resolutions. In everyday operations, several hybrid configurations of team obligation occur (for example, the team duty for work arrangement, backing and regulate might be restricted to a few team members only, or duties might be separated among a number of team members).

A shared-responsibility team can be found in a team with a high level of duty for all team participants. In this responsibility arrangement, group participants themselves make choices regarding work arrangement, help and regulation in an independent way. At the other complete end, we find ranked teams, in which maximum tasks are allotted to the team leader. The difference amid ranked groups and shared-responsibility groups is very relevant, since several team work studies obliquely accept that group independence represents group member independence (for instance, Van Hootegem & Bendersand, 1999). Nevertheless, various so-called teams (for example, lean production teams) (Womack et al., 1991) do not permit much independence to group participants, whereas all obligation rests in the hands of the leader of the team.

It has also been recommended that the reshape of an organization along team-based lines can comprise the validation of the process of production. Operations that are related are assembled together, hence allowing process flow that is more efficient and a decrease in produce/information handling (Dickson & Guzzo, 1996:329). The application of teamwork makes clear the structure of the organization and reduces the synchronization need. Devolving decision-making to self-directed groups can thus diminish the number of administrators and middle managers (Ichniowski et al. 1996:301). Such a reshape can consequently lead to monumental enhancements in terms of efficiency (costs are lowered and throughput times). State-of-the-art work practices such as cooperation may also lead employees to work more efficiently. In customary working systems, production glitches can only be resolved by well-designed specialists, whereas self-managing groups are able to solve hitches as

rapidly as they happen, thus decreasing disturbances to the process of production (Salas et al. 2000:348).

Furthermore, employees always have statistics that higher management do not have, specifically on how to make their own work more efficient (Campion et al. 1993:826). By inspiring individuals to air out their opinions and to learn from problems' solving, the process of production can be significantly enhanced. Workers could similarly relish expending their scholarly capabilities, finding work more gratifying as a consequence.

Benders et al. (1999) in European study documented a decrease of the throughput time as one of the optimistic effects of team-based effort. Both Weil & Dunlop (1996) and Hamilton et al. (2003) report an influence on manufacture lead time, though in both researches this variable was deliberated as a portion of 'operational performance'. A different facet of the structure of an organization related to teamwork is ranked structure. Devolving decision-making to the bottommost level in groups can mean that there is little need for executives and supervisors. Blyton & Bacon (2000) point out that a decrease in the management layers' number was a significant purpose for the start of teamwork.

Prasad & Tata (2004) give results that illustrate that group efficiency is augmented when teamwork is joint with a devolved structure; and Zwick (2004) displays that a mixture of teamwork and a flatter structure of an organization has an extra positive outcome on profitability. Glassop (2002) established that corporations that labor with self-managing work groups have a bigger area of control, consequently being less ranked. Likewise, Batt (2001) established that the implementation of managerial tasks by employees improved through the presence of self-managed groups.

Osterman (2000) described that teamwork is significantly and positively correlated to formation layoffs; with the layoffs falling unreasonably on managers. The findings recommend that, when teamwork is linked to change in structure, productivity is additionally improved, but there is inadequate confirmation to settle that this is a general spectacle. The other communication mechanism is with regard to changes in structure that have a tendency to be linked to the execution of teams. A streamlining of the process of production and a decrease in the necessity for supervision suggest that administrations are reshaped to display grander plainness and efficiency. In their research of a manufacturer of textile, Hamilton et al. (2003) established that team-

sewing improved production by about 18%. Cohen et al. (1996) says, a method of work organization including teams and strong worker participation had a significant effect on both quality and efficiency. Decreasing the management layers' number, functioning with flexible job descriptions and the bringing in of team-working were all positively linked with different functioning outcomes in the research of Blyton & Bacon (2000).

2.8 Key Debates and Controversies

From the writings and conversation above, it is apparent that organizations are more prosperous when individuals work together on the way to a mutual goal. This remark integrates and integrates several views and notions concerning teamwork, which in itself is a compound domain with multiple scopes. Teams can be portrayed in terms of several viewpoints and theoretical frameworks, and the philosophy that is team-based within organizations is becoming progressively widely held and conventional (Kakabadse & Sheard, 2001).

Banker et al. (1996) claims that the use of groups has brought about incredible organizational developments in assortment industries. The scenario is the same in South Africa: "Teams, as a replacement for jobs, have developed to be the crucial building block of upcoming organizations" (Robbins et al., 2004:99). It is obvious that teamwork has constantly been viewed as the basis for staff improvement (Beal, 2003) and organizations have continually advanced themselves from fruitfully motivating individuals working in teams.

Managers may be able to increase their performance by growing the size of teamwork and taking action to increase the level of performance of the single person, but to prosper in this they need to take precaution on the quantity and nature of teamwork presented. Teamwork activity within the organization is very much advantageous and its effect is directly on the performance of employees. When worker gets adequate chances of teamwork there is automatic improvement on his/her performance and he/she will be contented with the employment and this could guarantee that skills are better exploited. This might decrease the likelihood of a worker resigning.

Globalization and the subsequent tendencies create massive managing trials since, as organizations and the labor force transform, so the kind of individuals who manage it also require to change. The workplace has certainly changed from being a ranked organization with dictatorial management styles to operational teams, which endow persons who are in turn mentored by inventive and innovative managers of the 21st century. Nevertheless, the test for us as researchers of Organizational Behavior is seeing ahead, and since we are at present in the 21st century, it would be fascinating to guess where organizations will be in the 22nd century and what type of individual dynamics or knowhow will drive them to achievement.

Before evaluating the inferences of discoveries, a word of caution is essential with respect to terms such as 'effects' or 'impact'. This is regarded in the context of the latest move in the HRM–performance literature towards particular consideration of matters of causality. The statistically noteworthy connection between practice in HRM and performance of a company which are offered in the literature arouse challenging 'chicken or egg' queries (Sels, 2002). It is uncertain what comes first: do practices in HRM cause good performance or does good performance result in the execution of certain practices in HRM?

The outcomes of a research by Guest et al. (2003), for instance, on effect of HRM on performance of corporates in the UK, reinforced the opinion that productivity generates possibility for more HRM. Therefore, while the findings show a positive correlation between HRM and productivity, they do not support the causality hypothesis that HRM leads to the greater productivity. Conversely, it can be said that this causality predicament is less relevant here, as the analogy with teamwork investigation only holds to a given extent. Why would a high-performing organization devote their proceeds in a restructure of the process of production when they are self-evidently being well-served by the prevailing one? Besides, the application of a substitute work system such as teamwork would be expensive in terms of both money and time. In this setting, it consequently appears incredible that causality would run in the reverse direction.

2.9 Gaps in Existing Knowledge

A research that connected the work organization of Flemish firms to different indicators of performance (Delarue et al. 2004) established no correlation between

the application of teamwork and productivity of labor, though positive correlations with invention and employees fit were recorded. Ichniowski et al (1997) established that packages of practices in HRM had a significant influence on performance, but teamwork did not when investigated alone. Likewise, Waddell & Power (2004) realised that, though enablement had a significant influence, this was not true of their calculation of self-managed work groups. Lynch & Black (2001) and Cappelli & Neumark (2001) got slight proof of positive production effects in their industry-wide research, though it should be well-known that this absence of significance was practical to certain of the independent variables used in their investigation (including bundles of work practices).

Glassop (2002) tried to measure the effect of self-managing work groups on productivity, but the outcomes were inadequate at the 5% significance level. Whitfield & McNabb (1997) got the effect of team-working on comparative financial performance to be substantial only at the 10% level. Neumark & Cappelli (2001) established their different measures of teamwork had no influence on proceeds per worker. Their deduction was that high-performance labor practices tend to increase both production and employee recompense, with the net influence on total productivity being unclear.

Agarwal and Adjirackor (2016) in their study focused on performance of a worker, group trust, teamwork, Esprit de Corps & acknowledgement & recompenses as influences within cooperation among employees and their relationship with productivity of an organization in particular basic institutions in Accra- Ghana. The study found that the above named aspects had positive influence on organizational productivity but up to 70% only. The study fell short of investigating the factors that limit the use of teamwork to achieve positive organizational productivity. This research gap identified by this study will be amply filled by the third objective of the study.

Van Hootegem, Delarue, Procter and Burrirdgeal (2008) in their study noted that though overall teamwork is anticipated to have a positive effect on organizational productivity, the influence will be regulated by diverse factors in the organization. However, the researchers did not investigate what these moderating factors are, neither did they expound on how these moderating factors affected the use of

teamwork in organizational productivity. This research gap will thus be filled by the findings of the third objective of this study.

Different procedural methodologies can be used to evaluate the profits accompanying teams. Field tests or exhaustive case studies permit the vigilant observation of the special effects of workplace modifications on results, both qualitatively and quantitatively along with over substantial time periods. Such investigation offers perception and proposes hypotheses, but it is hard to take a broad view on the basis of its findings (Ichniowski et al. 1996, 303). In disparity, survey-based research, if properly steered, does permit generalization to the population at large. Two assessments of the team-working writings carried out roughly ten years ago exhibited that some survey-based investigation was already there (Bailey & Cohen, 1997; Dickson & Guzzo, 1996), but they similarly showed that very diminutive of this experimental effort regarded issues of general corporate productivity.

Certainly, some writers have contended that the proof concerning the effect of teamwork at the level of the workplace is regularly founded upon stories or evocative case studies (Appelbaum et al. 2000, 13; Ledford & Cohen, 1994, 13–15). Nevertheless, over the past years, researches have begun to emerge that try to appraise performance of a team at diverse stages of the organization and to weigh the broader profits of teamwork. The current study is thus one of the better defined, methodologically enhanced and well placed in context and time, and will provide updated and valid results to fill in the methodological and empirical gaps.

3. RESEARCH METHODOLOGY

3.1 Aims and Objectives

The aim of this research was to examine the effects of teamwork on organizational productivity of retail companies using a case of Twiga Foods in Nairobi, Kenya

The specific objectives included:

1. To investigate effect of leadership styles on the productivity of Twiga Foods in Nairobi, Kenya
2. To identify effects of organizational structure on the productivity of Twiga Foods in Nairobi, Kenya
3. To establish effect of the structure of a team on organizational productivity of Twiga Foods in Nairobi, Kenya

3.2 Research Type

Being a cause-and-effect kind of study, the study is considered as causal. For the purpose of investigating the influence of teamwork on organization performance properly this research work used a research design that was descriptive survey. The kind of design facilitates data description and behavior of the variables being studied. Descriptive research tries to expound analytically a condition, problem or service and offers evidence about, for instance an existing situation of people. A study that is descriptive is concerned with defining the regularity with which something take place or variables' relationship (McCabe & Moore, 2006). The design was suitable because it described the condition of matters as they really are. (Tromp & Kombo, 2006). Descriptive analyses are effectual because several variable can be measured minus considerably swelling the cost or time.

3.3 Data Sources

This study was based in Kenya and focused on Twiga Foods Kenya Limited to be its case study. The research population included all 411 employees of Twiga Foods Kenya Limited. The target population was accessed through the Human Resource database of Twiga Foods Kenya Limited. Authorization to access this information was sought from the management..

The study used Yamane (1967) formula as follows:

$$n = N / (1 + Ne^2)$$

n = is the desired sample size (when population is less than 10,000)

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size (n) = $411 \div (1 + 411(0.0025))$

$$= 411 \div (1 + 1.0275)$$

$$= 411 \div 2.0275$$

$$n = 202 \text{ respondents}$$

3.4 Data Collection Methods

The study relied on primary data sources and as such, the study used a questionnaire that was structured. The structured questionnaire was self-administered and targeted employees who were not in management positions. The questionnaires was delivered through the drop and pick methods after identifying the sites and offices where the employees are based. Upon explanation of the course of the study, the employees were given time to respond to questions on questionnaire. The investigator then gathered questionnaire that was filled later.

3.5 Limitations and Assumptions

The study targeted to obtain information from employees who are in senior management positions. Such employees were usually busy and have limited time for sit-down interviews. However, to address these challenge, the researcher made prior bookings for appointments at the convenience of the targeted participants. This

eliminated cases where interviews could be postponed or interrupted midway due to work engagements.

Insights or interference due to probing queries where the collection of data is assisted by an interrogator, and non-response to certain questions when the tool is entirely self-administered, are recognized demerits (Houser, 2011). To evade these hindrances while making the most of an instrument's strength, the questionnaire will be fashioned in a way that is pliable to complete self-administration. Likert scales employing five points to minimize the response time and efforts of participants (Zainol & Ayadurai, 2011). Studies have showed that a 5 point scale is one of the best, and a rise from 5 to 7 or more rating scale points adds nothing to the ratings' reliability (Kline, 2011).

The study made the assumption that all the employees of Twiga Foods Kenya Limited were literate and was able to read and write in English. This was in view of the fact that the tool for data collection (questionnaire) was self-administered and thus, requires knowledge of English language; both spoken and written.

The study also assumed that all the employees of Twiga Foods Kenya Limited work as part of a team in their different working departments and stations.

3.6 Methods of Data Analysis

Analysis of data is the practice of examining, cleaning, converting, and modelling data with the goal of determining useful info, proposing deductions, and contributing to decision-making (Cozby, 2001). Analysis of data involved reduction of the amassed facts to a convenient size, coming up with synopses, observing patterns, and making use of numerical procedures to produce information, useful to respond to study research queries and present results in a way that is appealing and understandable. At first, questionnaire data went through the data management process. The procedure involved cleaning of data, categorization, pointing out of replicas and finding of missing data (IBM, 2017). Data management is defined as sequences of labor-intensive, automated or electronic processes like authenticating, categorization, summarizing, and grouping data. Afterwards, the data was given codes and keyed into a computer software program- SPSS version 22 during data analysis. Version 22 of this program employed in analysis is among the modern in its

class and has cutting-edge tools used for analysis, tools used to capture data and presence of tools that analyze. Descriptive measurements like means were employed in data analysis and presentation of results was done using tables and charts.

The model of this study was based on dependent variables and independent variables. The study's dependent variable was organizational productivity in firms. The independent variables were team leadership (measured by types of team leadership types: Laissez-faire leadership, democratic leadership, autocratic leadership), organization structure (measured by managerial structure, structural flaws, work teams, decentralized decision making, creativity) and team structure (measured by division of labor, shared responsibility, information flow, hierarchical structure).

The study used Order of Least Squares (OLS) analysis. The use of Statistical Packages for Social Sciences (SPSS) version 22 facilitated the use of OLS analysis. The OLS model estimated the relationship between the variable that is dependent by reducing the total squares in the variance between the experiential and foretold values of the dependent variable. OLS was discussed in a multivariate model in which a single dependent variable and multiple independent variables are used. The legitimacy and reliability of the structure was assessed by investigating single item dependability, consistency –internal and discriminant validity of hidden constructs.

3.7 Results

This section is set out to detail the findings of analysis from the data that was gathered from the field. The specific contents of the chapter include the response rate, reliability results, the analysis of the demographic information, descriptive statistics and factor analysis, diagnostic tests the findings of inferential statistics covering correlation and regression results. The findings are discussed by linking with the literature that had been reviewed in the previous chapters.

3.7.1 Response rate

From the 202 questionnaires that were administered to employees of Twiga Foods Ltd in Kenya, 143 of them were completely filled and returned. This translated to a response rate of 71% as summarized in Figure 3.1

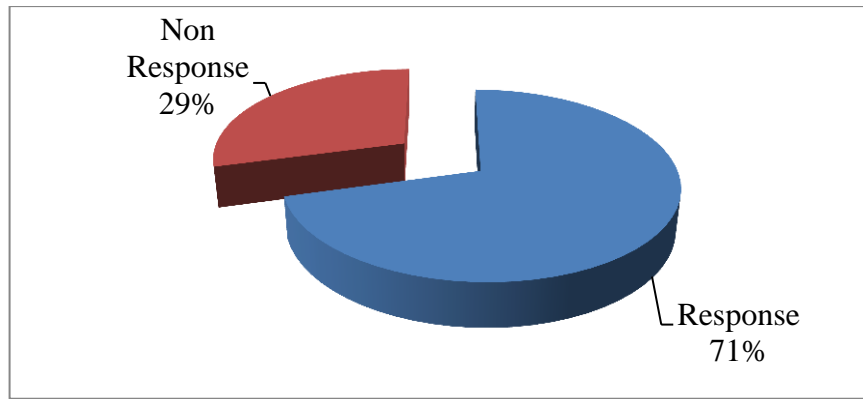


Figure 3.1: Response Rate

The response rate in Figure 3.1 was consistent with an assertion of Babbie (2010) who observed that a response rate of above 70% is adequate to support the analysis of the findings in a survey.

3.7.2 Reliability Results

A pilot study was conducted prior to the actual study and the dully filled questionnaire was used to compute the values of Cronbach Alpha coefficients as summarized in Table 3.1.

Table 3.1: Cronbach Alpha Coefficients for Reliability

	Cronbach's Alpha	No. of Items
Organizational Productivity	.942	6
Leadership Styles	.901	6
Organization Structures	.788	6
Team Structure	.959	6
Average	.898	

Source: Field Data (2022)

Table 3.1 gives the average value of Cronbach Alpha Coefficient as .898, with the respective values of organizational productivity, leadership styles, organization structures and team structure being .942, .901, .788 and .959 respectively. These findings are consistent with Zainol and Ayadurai (2011) who noted that Cronbach Alpha Coefficient above 0.7 signify that the scale used in design of the study instrument is reliable.

3.7.3 Demographic Information

The study examined the demographic information of the respondents covering their gender, age, marital status and levels of educations. The results were determined and presented as indicated in the subsequent sections.

3.7.3.1 Gender Distribution

Figure 3.2 provides an overview of the distribution of the respondents based on their gender categories.

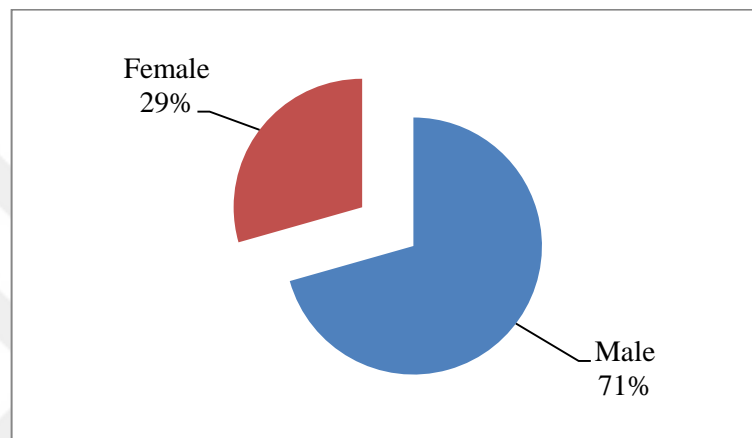


Figure 3.2: Gender of Respondents

Figure 3.2 shows that while 71% of the respondents were male, 29% were female. This shows that both male and female genders were involved in the study an indication that diverse responses were sought as far as team and productivity of their organization was concerned.

3.7.3.2 Age distribution

The findings of the age of the respondents were determined and summarized as indicated in Figure 3.3.

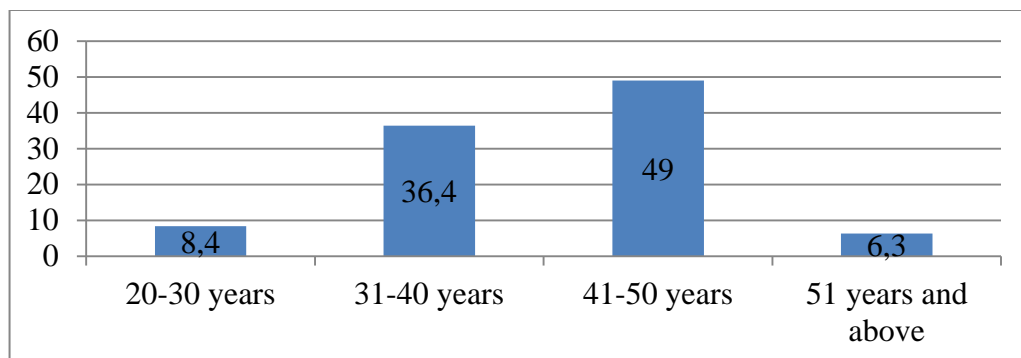


Figure 3.3: Age Distribution of Respondents

Figure 3.3 shows that while 49% of the respondents were 41-50 years, 6.3% were above 51 years. This shows that there was a proper blend between youthful and relatively older respondents which probably resulted into relevant responses on team work and productivity in their organization as sought by the study.

3.7.3.3 Marital status

The findings of marital status of the respondents were determined and summarized as indicated in Table 3.2.

Table 3.2: Marital Status

	Frequency	Percent
Single	28	19.6
Married	68	47.6
Divorced	13	9.1
Separated	20	14.0
Widowed	14	9.8
Total	143	100.0

The results in Table 3.2 show that while 47.6% of the respondents were married, 9.1% were divorced. This means that the responses obtained from the respondents in the study versatile as they were drawn from participants with varied marital status.

3.7.3.4 Level of education

Table 3.3 gives a breakdown of the level of education of the respondents.

Table 3.3: Level of Education

	Frequency	Percent
Secondary	24	16.8
College/TTI	74	51.7
University	45	31.5
Total	143	100.0

As per the results in Table 3.3, while 51.7% of the respondents had college/TTI level of education, 16.8% had secondary education. This means that respondents who participated in the study were learnt and could probably read, understand and interpret the research questions raised on team work and organizational productivity.

3.7.4 Descriptive statistics and factor analysis

This section is set out to detail the findings of means as descriptive statistics and factor analysis.

3.7.4.1 Descriptive statistics

The findings of means are presented in the subsequent sections on each of the objective variables of the study.

3.7.4.1.1 Organizational productivity

Organizational productivity was the dependent variable of the study and it had items that were structured on a 5-point Likert scale where 1: strongly-disagree, 2: -disagree, 3: -neutral, 4: -agree, 5: -strongly agree. This Likert scale was interpreted by generating values of means for each item as summarized in Table 3.4.

Table 3.4: Organizational Productivity

	Mean
This firm has been effective in attracting new customers	3.73
Employees are efficient in carrying out their assigned tasks in this firm	3.73
The firm has an outstanding service delivery mechanisms	3.76
The firm has grown its market share	4.03
The firm has grown its customer base	3.81
The firm has grown its branch network	3.94
Average	3.83

Table 3.4 indicates the value of average as 3.83, which is interpreted to imply that respondents agreed on the statements that were provided on productivity of their organization. While growth in market share (M=4.03) was highly rated by the respondents, effectiveness (M=3.73) and efficiency (M=3.73) received relatively low scores. This means that Twiga Foods was doing relatively well in terms of its market share as compared to effectiveness and efficiency. These findings are corroborated by Alan (2008) who proposed that output/productivity is the degree at which a manager, corporation or country produces merchandises and the quantity manufactured in comparison to the length of time, how much money and work is required for production.

3.7.4.1.2 Leadership styles

The first independent objective variable of the study was leadership style that had items designed on a 5-point Likert scale where 1=none of the time; 2= at times, 3= either at times or some of the times, 4=some of the time; 5=All of the time. When

this scale was converted into a continuous scale, it was interpreted to the means presented in Table 3.5.

Table 3.5: Leadership Styles

	Mean
Autocratic leadership style is practiced in some emergency situations	3.57
Decision-making is permitted to be mutual by the leaders of this firm	3.01
The leadership converse with the juniors before issuing extensive orders in this firm	3.46
Leaders permit the juniors a chance to offer their sentiments in this firm	3.91
Decision-making is done by anyone who is ready to take it in your firm	3.80
Decision-making is also very sluggish in your firm	3.13
Average	3.48

The results from Table 3.5 show the value of average as 3.48, which infers that respondents believed that leadership styles were at times or some of the times practiced in their organization. Although in some of the time, leaders permitted the juniors a chance to offer their (M=3.91), the decision-making was however either at times or some of the times permitted to be mutual by the leaders (M=3.01).

3.7.4.1.3 Organizational structures

Respondents were asked to estimate how often some established events occurred in their organization using the scale: 1=none of the time; 2= at times, 3= either at times or some of the times, 4=some of the time; 5=All of the time. Table 3.6 provides a summary of the values of means generated from the responses obtained from the participants.

Table 3.6: Organizational Structures

	Mean
Managers at all levels in your firm are competent	3.48
The structures of your firm are properly set up	3.69
The structure of your firm permit the flow of information among staff	3.78
The structure of the your firm promote creativity among employees	3.72
The firm has robust internal structures to permit its growth	3.73
The existing structure of the this firm permits high degree of formalization	3.76
Average	3.69

On average (M=3.69), Table 3.6 shows that respondents rated organizational structures of their organization as being there some of the time. The key finding from Table 3.6 is that while in some of the time, the structure of firm permitted the flow of information among staff (M=3.78), respondents believed that only at times or some of the times were managers at all levels competent (M=3.48). Thus, managerial competency was an issue as far as team work was concerned at Twiga Foods Ltd.

3.7.4.1.4 Team structure

Table 3.7 provides a summary of the descriptive statistics on team structure as an independent objective variable of the study.

Table 3.7: Team Structure

	Mean
There is clear separation of work regulation responsibilities between the team leader and team members in this firm	3.79
All resolutions are made by group members in your organization	3.68
There are shared-responsibility teams in you organization	3.65
Group members make choices on their own regarding work arrangement in this firm	3.96
All obligation rests in the hands of the leader of the teams in this firm	3.09
Decisions are devolved to self-directed groups in this firm	3.65
Average	3.64

The value of average from Table 3.7 is given as 3.64, which imply that respondents believed that team structures were in place in their organization in some of the time.

In particular, while respondents believed that clear separation of work regulation responsibilities between the team leader and team members were in place some of the time in their organization (M=3.79), only at times or some of the times were all obligation rested in the hands of the leader of the teams (M=3.09).

3.7.4.2 Factor analysis

Factor analysis was conducted to generate values of communalities, total variance explained and the factor loading represented by the component matrix as presented in the subsequent sections.

3.7.4.2.1 Communalities

Table 3.8 provides a summary of the communalities generated after running factor analysis.

Table 3.8: Communalities

	Initial	Extraction
Autocratic leadership style is practiced in some emergency situations	1.000	.767
Decision-making is permitted to be mutual by the leaders of this firm	1.000	.722
The leadership converse with the juniors before issuing extensive orders in this firm	1.000	.755
Leaders permit the juniors chance to offer their sentiments in this firm	1.000	.837
Decision-making is done by anyone who is ready to take it in your firm	1.000	.761
Decision-making is also very sluggish in your firm	1.000	.797
Managers at all levels in your firm are competent	1.000	.765
The structures of your firm are properly set up	1.000	.870
The structure of your firm permit the flow of information among staff	1.000	.855
The structure of the your firm promote creativity among employees	1.000	.849
The firm has robust internal structures to permit its growth	1.000	.775
The existing structure of the this firm permits high degree of formalization	1.000	.839
There is clear separation of work regulation responsibilities between the team leader and team members in this firm	1.000	.785

Table 3.8: (Cont.) Communalities

	Initial	Extraction
All resolutions are made by group members in your organization	1.000	.749
There are shared-responsibility teams in you organization	1.000	.902
Group members make choices on their own regarding work arrangement in this firm	1.000	.884
All obligation rests in the hands of the leader of the teams in this firm	1.000	.772
Decisions are devolved to Devolving self-directed groups in this firm	1.000	.817

Table 3.8 shows that all the items of team work had Communalities of above 0.5, which means that they were suitable for being retained for further analysis as documented in the subsequent sections.

3.7.4.2.2 Total variance explained

The findings of Total Variance Explained were determined and summarized as indicated in Table 3.9.

Table 3.9: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.926	21.809	21.809	3.926	21.809	21.809
2	2.410	13.389	35.199	2.410	13.389	35.199
3	2.117	11.761	46.959	2.117	11.761	46.959
4	1.836	10.198	57.157	1.836	10.198	57.157
5	1.592	8.844	66.001	1.592	8.844	66.001
6	1.391	7.730	73.731	1.391	7.730	73.731
7	1.230	6.831	80.562	1.230	6.831	80.562
8	.735	4.081	84.643			
9	.651	3.618	88.261			
10	.540	3.001	91.262			
11	.381	2.117	93.379			
12	.325	1.805	95.184			
13	.292	1.623	96.807			

Table 3.9: (Cont.) Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
14	.235	1.307	98.114			
15	.159	.885	98.999			
16	.086	.476	99.475			
17	.057	.318	99.793			
18	.037	.207	100.000			

Table 3.9 shows the 18 items developed on team work were reduced into 7 components that cumulatively explained 80.562% variation in organizational productivity at Twiga Foods Ltd.

3.7.4.2.3 Component matrix

Table 3.10 illustrates the component matrix that show how the factors loaded on the identified components.

Table 3.10: Component Matrix

	Component						
	1	2	3	4	5	6	7
• Autocratic leadership style is practiced in some emergency situations						.416	
• Decision-making is permitted to be mutual by the leaders of this firm		.487					
• The leadership converse with the juniors before issuing extensive orders in this firm			.452				
• Leaders permit the juniors chance to offer their sentiments in this firm			.769				
• Decision-making is done by anyone who is ready to take it in your firm			.464				
• Decision-making is also very sluggish in your firm						.688	
• Managers at all levels in your firm are competent	.432						
• The structures of your firm are properly set up	.849						

Table 3.10: Component Matrix

	Component						
	1	2	3	4	5	6	7
• The structure of your firm permit the flow of information among staff	.637						
• The structure of the your firm promote creativity among employees							.573
• The firm has robust internal structures to permit its growth				.486			
• The existing structure of the this firm permits high degree of formalization				.617			
• There is clear separation of work regulation responsibilities between the team leader and team members in this firm		.572					
• All resolutions are made by group members in your organization					.781		
• There are shared-responsibility teams in you organization	.900						
• Group members make choices on their own regarding work arrangement in this firm	.593						
• All obligation rests in the hands of the leader of the teams in this firm	.708						
• Decisions are devolved to Devolving self-directed groups in this firm		.622					

Table 3.10 shows that while component 1 had a total of 6 items; components 2, 3, 4, 5, 6 and 7 had 3, 3, 2, 1, 2 and 1 factor respectively.

3.7.5 Diagnostic tests

Diagnostic tests were conducted to test the assumptions of regression analysis. The specific tests that were performed including normality test and multicollinearity test as presented in the subsequent sections.

3.7.5.1 Normality test

Normality test was conducted using the values of Skewness and Kurtosis as summarized in Table 3.11

Table 3.11: Skewness and Kurtosis

	n	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Productivity	143	-.489	.203	-.192	.403
Leadership Styles	143	-.242	.203	.038	.403
Organization Structures	143	-.422	.203	-.901	.403
Team Structure	143	-.842	.203	.732	.403

The findings in Table 3.11 show that all the values of Skewness and Kurtosis for all the variables are all within a range less than 1. Kothari (2004) argue that Skewness and Kurtosis values ranging from $-/+ 2$ signify that the data is normally distributed.

3.7.5.2 Multicollinearity test

Multicollinearity test was determined through the values of Variance of Inflation Factors as summarized in Table 3.12.

Table 3.12: Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Leadership Styles	.995	1.005
Organization Structures	.984	1.016
Team Structure	.985	1.016
Mean VIF	.988	1.012

Table 3.12 indicates the mean VIF value as 1.012, with leadership styles, organization structures and team structure having VIF of 1.005, 1.016 and 1.016 respectively. Since the VIF values fall within the range of 1-10, it is a clear indication that multicollinearity was not a symptom of the data used in the study.

3.7.6 Inferential statistics

This section is set out to outline the findings of inferential statistics covering correlation and regression analysis.

3.7.6.1 Correlation matrix

Correlation analysis was conducted to establish the nature and strength of relationship between team work and organizational productivity of Twiga Foods Ltd in Kenya. Table 3.13 gives an overview of the results.

Table 3.13: Correlation Results

		Organizational Productivity	Leadership Styles	organization Structures	Team Structure
Organizational Productivity	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	143			
Leadership Styles	Pearson Correlation	.208	1		
	Sig. (2-tailed)	.013			
	N	143	143		
organization Structures	Pearson Correlation	.798	-.051	1	
	Sig. (2-tailed)	.000	.545		
	N	143	143	143	
Team Structure	Pearson Correlation	.106	.044	.113	1
	Sig. (2-tailed)	.009	.600	.177	
	N	143	143	143	143

The results in Table 3.13 show that while organization structures ($r=.798$, $p<0.05$) have positive and significant relationship with organizational productivity of Twiga Foods Ltd in Kenya, leadership style ($r=.208$, $p<0.05$) and team structure ($r=.106$, $p<0.05$) have weak but positive relationship. It then follows that team work has a positive relationship with organizational productivity. The findings are empirically supported by Lian (2011) who argued that the utmost considerable leaders' role is their influential behavior that has positive correlation to the follower, satisfaction on the job and performance.

3.7.6.2 Regression results

Regression analysis was conducted to predict the effect of team work on organizational productivity. Table 3.14 gives the findings of the model summary.

Table 3.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.698	.691	.94269

The results in Table 3.14 indicate the value of R square as .691, which means that the overall regression model of the study was fit. The value of adjusted R square is given as .691, which implies that 69.1% change in organizational productivity at Twiga Foods Ltd in Kenya is explained by team work.

The findings of the regression beta coefficients and significance were determined and presented as shown in Table 3.15.

Table 3.15: Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.409	1.122		5.714	.000
Leadership Styles	.182	.034	.249	5.329	.000
Organization Structures	.570	.033	.810	17.235	.000
Team Structure	.101	.022	.043	4.591	.001

The findings from Table 3.15 show that organization structures ($\beta=.570$, $t>1.96$ & $p<0.05$) has the largest significant effect on organizational productivity followed by leadership styles ($\beta=.182$, $t>1.96$ & $p<0.05$) and team structure ($\beta=.101$, $t>1.96$ & $p<0.05$). This implies that team work has significant effect on organizational productivity of the firm. These findings are empirically supported by Rachin (2001) who observed that leadership is directly linked to the exercise to which individuals are devoted. Similarly, Lian (2011) argued that the utmost considerable leaders' role is their influential behavior that has positive correlation to the follower, satisfaction on the job and performance.

4. CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

This section is set out to provide conclusions on the objectives based on the findings derived from the analysis.

4.1.1 Leadership styles and organizational productivity

Based on descriptive statistics, leadership styles are at times or some of the times practiced at Twiga Foods Ltd. Correlation results show that leadership style has a weak but positive relationship with organizational productivity of Twiga Foods Ltd in Kenya. In light of the regression results, leadership styles had significant effect on organizational productivity. Therefore, leadership style is a critical aspect that enhances organizational productivity. Excellent leadership inspires and motivates others to work as a team therefore meeting their established goals. Successful organizations are those that have learnt the need to tap in leadership for improved productivity.

There are several leadership styles than an organization can adopt: democratic, autocratic and Laissez-faire leadership styles. Each of these leadership styles have their own unique attributes. For instance, while democratic and laissez-faire leadership styles permit collective decision making that can promote team work, autocratic leadership style limits participatory decision making among employees in an organization. Depending on the prevailing circumstances, an organization can adopt either of the above leadership styles in isolation or they can be blended to meet the desired goals. Organization should learn the need of investing in leadership if they are to remain productive. This can best be achieved through training and mentorship.

4.1.2 Organizational structures and organizational productivity

Organizational structures are there at Twiga Foods some of the time. In view of correlation results, organization structures have positive and significant relationship

with organizational productivity of Twiga Foods Ltd in Kenya. As per regression results, organization structures had the largest significant effect on organizational productivity. The implication of these findings is that organizational structure is important aspect of teamwork that contributes towards organizational productivity. The type of structures in place can promote or limit the flow of information between team members. Clarity of information is important as it sets out what an organization expects of the employees. The other important role of an organizational structure in the firm is to establish the roles and responsibilities of employees. This contributes towards establishment of clear reporting structure, chain of command and span of control.

Organizational structure can best be recognized through its constituent constructs: formalization, standardization, centralization and specialization. Formalization determines how team members relate and communicate with each other as they work to contribute towards organizational products. Standardization determines the level of consistency among team members as they work to meet the goals of the organization. Centralization is used to denote the decision making processes as whether it is participative or the authority is vested from top moving upwards. Specialization allows employees to carry out their respective roles repeatedly this resulting into a pool of experts that can drive organizational productivity. All these contribute towards attainment of team goals and thus impacting on organizational productivity of the firm.

4.1.3 Team structure and organizational productivity

Team structures are in place at Twiga Foods Ltd some of the time. Based on correlation results, team structure has weak but positive relationship with organizational productivity of Twiga Foods Ltd in Kenya. From regression analysis, team structure has significant effect on organizational productivity of the firm. The team structure determines and shapes the flow of information and informs the decision making process in the group. There are teams that vests the decision making power to a team leader. On the other extreme, there exist other teams where members have the responsibility of making decisions.

Team structure determines how the responsibilities are shared among members for productivity of the organization as a whole. Devolving decision-making in groups

can mean that there is little need for executives and supervisors. Group efficiency is augmented when teamwork is joint with a devolved structure. A mixture of teamwork and a flatter structure of an organization has an extra positive outcome on profitability. Corporations that labor with self-managing work groups have a bigger area of control, consequently being less ranked. The implementation of managerial tasks by employees improves through the presence of self-managed groups.

4.2 Recommendations of the Study

Based on the analyzed findings, the study suggests the following recommendations:

- i. The top leadership at Twiga Foods Ltd should take up refresher courses on leadership style so that they can apply them in the daily decisions and undertakings
- ii. There should clear channels of communication to support the flow of information among employees at Twiga Foods Ltd
- iii. The team leaders at Twiga should be given clear roles that are different from the team members

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

I am currently carrying out a study titled **EFFECTS OF TEAMWORK ON ORGANIZATIONAL PRODUCTIVITY OF RETAIL COMPANIES: A CASE OF TWIGA FOODS IN NAIROBI, KENYA** as part of my academic requirements.

I therefore request you to facilitate my data collection by filling in this questionnaire as honestly as possible. All the information you provide shall be held in confidentiality and shall only be used for purposes of this study. Your identity shall also not be revealed as you shall not write your name on this questionnaire.

Section A: Demographic Information

1. Kindly indicate your gender?

Male () Female ()

2. Please, indicate your age group?

20-30 years () 31-40 years () 41-50 years () 51 years
and above ()

3. Kindly indicate your marital status

Single () Married () Divorced () Separated () Widowed ()

4. Kindly indicate your highest level of education

Secondary () College/TTI () University ()

Section B: Organizational Productivity

5. Kindly indicate the appropriate answer between scale-of-1-to-5. 1: Strongly-disagree, 2: -Disagree, 3: -Neutral, 4: -Agree, 5: -Strongly Agree.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	This firm has been effective in attracting new customers	strongly disagree	disagree	neutral	Agree	strongly agree
2.	Employees are efficient in carrying out their assigned tasks in this firm	strongly disagree	disagree	neutral	Agree	strongly agree
3.	The firm has an outstanding service delivery mechanisms	strongly disagree	disagree	neutral	Agree	strongly agree
4.	The firm has grown its market share	strongly disagree	disagree	neutral	Agree	strongly agree
5.	The firm has grown its customer base	strongly disagree	disagree	neutral	Agree	strongly agree
6	The firm has grown its branch network	strongly disagree	disagree	neutral	Agree	strongly agree

Section C: Leadership Styles and Organizational Productivity

6. Based on your **OVERALL** experience with the team in your organization, please estimate **HOW OFTEN** the following events occurred using the scale: 1=none of the time; 2= at times, 3= either at times or some of the times, 4=some of the time; 5=All of the time.

	Statement	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
1.	Autocratic leadership style is practiced in some emergency situations	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
2.	Decision-making is permitted to be mutual by the leaders of this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
3.	The leadership converse with the juniors before issuing extensive orders in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
4.	Leaders permit the juniors chance to offer their sentiments in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
5.	Decision-making is done by anyone who is ready to take it in your firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
6	Decision-making is also very sluggish in your firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time

Section D: Organizational Structures and Organizational Productivity

7. Based on your **OVERALL** experience with the team in your organization, please estimate **HOW OFTEN** the following events occurred using the scale: 1=none of the time; 2= at times, 3= either at times or some of the times, 4=some of the time; 5=All of the time.

	Statement	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
1.	Managers at all levels in your firm are competent	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
2.	The structures of your firm are properly set up	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
3.	The structure of your firm permit the flow of information among staff	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
4.	The structure of the your firm promote creativity among employees	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
5.	The firm has robust internal structures to permit its growth	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
6	The existing structure of the this firm permits high degree of formalization	None of the time	At times	Either at times or some of the times	Some of the time	All of the time

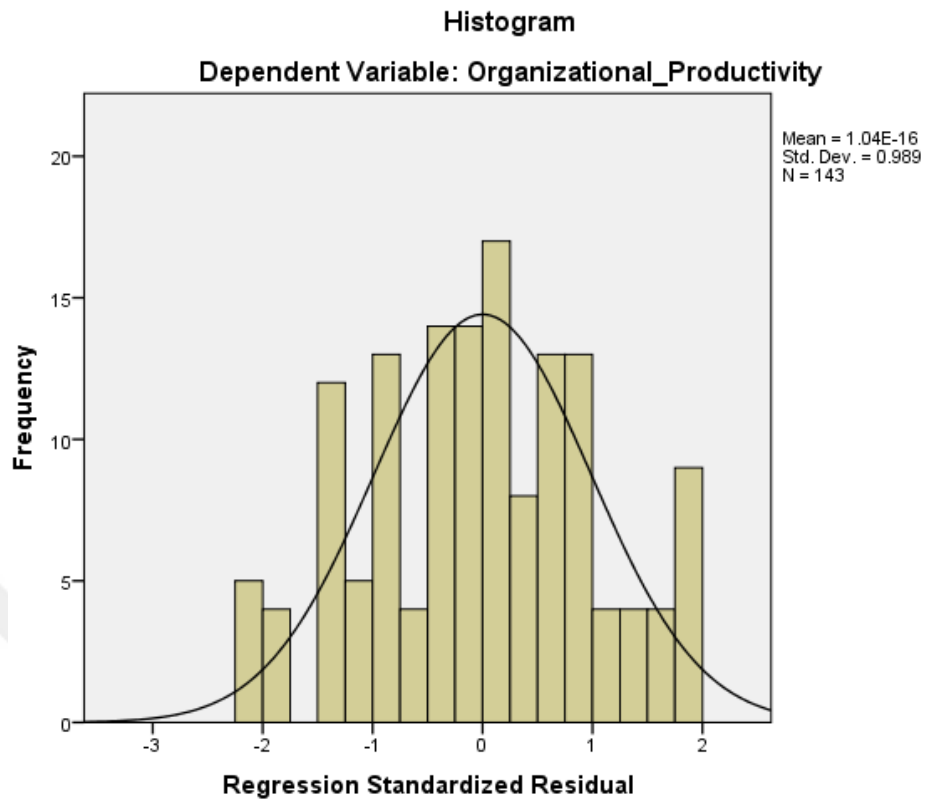
Section E: Team Structure and Organizational Productivity

8. Based on your **OVERALL** experience with the team in your organization, please estimate **HOW OFTEN** the following events occurred using the scale: 1=none of the time; 2= at times, 3= either at times or some of the times, 4=some of the time; 5=All of the time.

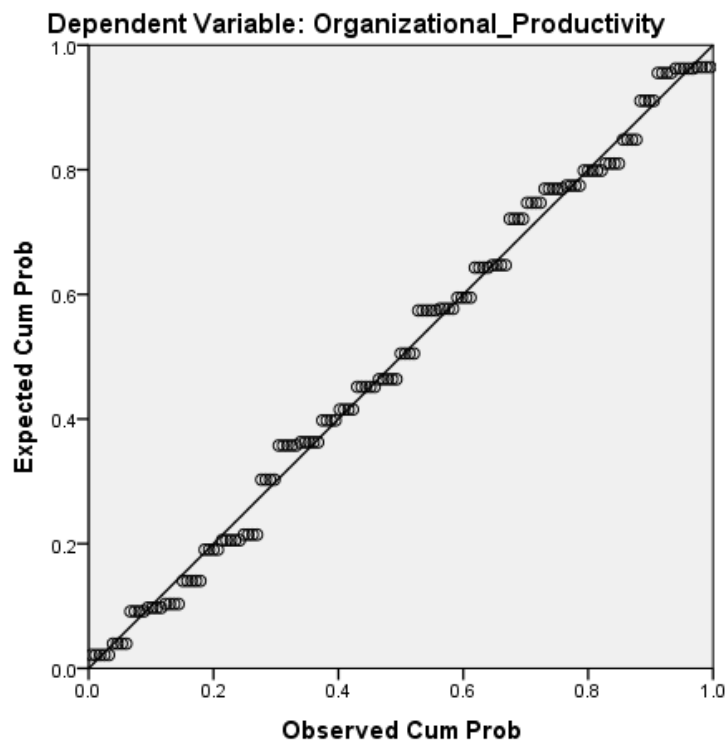
	Statement	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
1.	There is clear separation of work regulation responsibilities between the team leader and team members in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
2.	All resolutions are made by group members in your organization	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
3.	There are shared-responsibility teams in you organization	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
4.	Group members make choices on their own regarding work arrangement in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
5.	All obligation rests in the hands of the leader of the teams in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time
6	Decisions are devolved to Devolving self-directed groups in this firm	None of the time	At times	Either at times or some of the times	Some of the time	All of the time

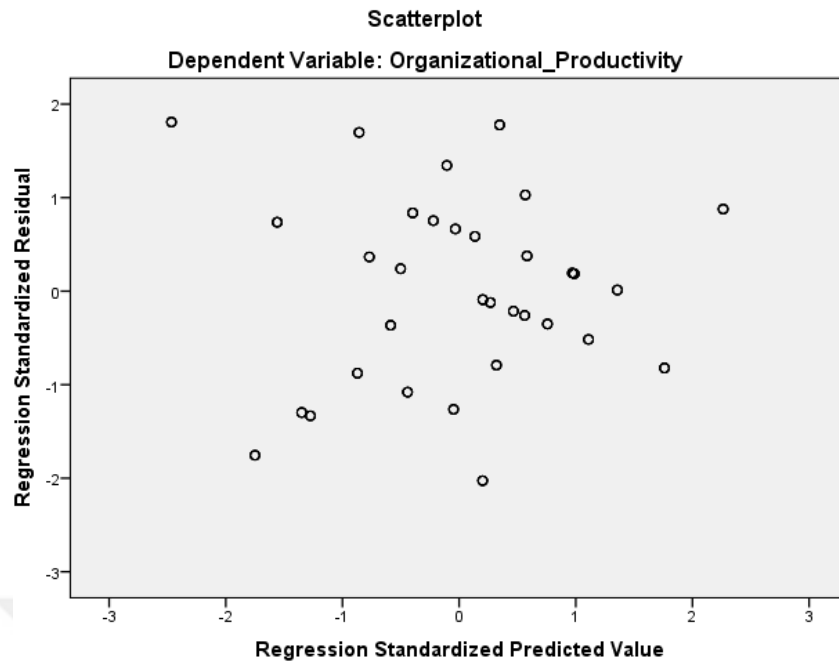
THANK YOU

Appendix II: Statistical Abstracts and Outputs



Normal P-P Plot of Regression Standardized Residual





RESUME

EDUCATION:

- Bachelor of administration

PROFESSIONAL EXPERIENCE AND REWARDS:

- Teaching in private schools.
- Digital marketer.
- Sales Consultant.

