

**THE EFFECT OF TEAMWORK ON PRODUCTIVITY IN SALES AND MARKETING  
DEPARTMENTS: A CASE STUDY OF NAIROBI BOTTLERS LIMITED**

**FRANCIS WAINAINA CHEGE**

**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF MANAGEMENT AND  
LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE  
AWARD OF THE DEGREE IN MANAGEMENT AND LEADERSHIP  
THE MANAGEMENT UNIVERSITY OF AFRICA**

**November, 2017**

## **DECLARATION**

This research project is my original work and has not been presented for the award of a degree in any other University or Institution.

**Signature:** ----- **Date:**-----

**Francis Wainaina Chege**

**BML/12/00458/3/2015**

### **SUPERVISOR:**

This research project has been submitted for examination with my approval as the appointed University Supervisor.

**Signature:** ----- **Date:**-----

**Dr. Maureen Kangu,**

**Lecturer, The Management University of Africa**

## **DEDICATION**

First I dedicate all the Honor and Glory to the most high for giving me the gift of life to concentrate with my higher education. I also dedicate my special gratitude to my immediate family members who have stood by me throughout the research journey.

## **ACKNOWLEDGEMENT**

My appreciation goes to my supervisor, Dr. Maureen Kangu, for her willingness to guide me across the whole of the research journey. Also special appreciation to the Management University of Africa for offering me the opportunity to study in this University and much more so conduct the research in my field of study . May I also take this opportunity to appreciate my immediate supervisor at my place of work for granting me the opportunity to further my studies under the program of employee's capability development as guided by the company education support policy.

## **ABSTRACT**

In order for organisations to improve on the performance, teamwork is very key across all the departments. According to a research by Cheruvelil (2014) most organisations globally are struggling to enhance teamwork in their operations. The main objective of this study is to identify the effects of teamwork on productivity in Sales and marketing departments in Kenya, a case study of the Nairobi Bottlers Limited. The specific objectives of this study were to find out if communication affects productivity in sales and marketing department; identify whether the various styles of leadership of teams affects productivity in sales and marketing department; if compensation affects productivity in sales and marketing and finally to determine if cohesiveness affects productivity in sales and marketing departments of Nairobi Bottlers. In this study, Belbin team roles theory was applied across the whole of my research in this field. The study adopted the descriptive research design. The target population of the study was 420 team members in the sales and marketing work in the selling territory. Using the random sampling technique, a sample representative of 80 team members participated in the study. Both Primary and Secondary data were used in making factual decisions. The questionnaire was used to collect the Primary data. Data analysis was done using the Statistical Package for Social Sciences (SPSS) Version 20.1 Data was analyzed by using descriptive statistical methods like the mean, averages and percentages. Data was presented using tables, figures, bar graphs and pie charts. The study concluded that all the four independent variables influence team productivity. Communication, leadership, employees' compensation and cohesiveness positively impact the team productivity in the sales and marketing department of Nairobi Bottlers.

## TABLE OF CONTENTS

DECLARATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
ABSTRACT .....	v
TABLE OF CONTENTS .....	vi
LIST OF TABLES .....	ix
LIST OF FIGURES .....	x
OPERATIONAL DEFINITION OF TERMS .....	xi
ABBREVIATIONS AND ACRONYMS .....	xii
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.0 Introduction.....	1
1.1 Background of the Study .....	1
1.1.3 Profile of Nairobi Bottlers Limited. ....	6
1.2. Statement of the Problem.....	7
1.3 General Objectives of the Study. ....	8
1.3.1 Specific Objectives of this Study .....	8
1.4 Research Questions .....	8
1.5 Significance of the Study.....	9
1.6 Scope of the Study.....	9
1.7 Chapter Summary.....	9
CHAPTER TWO .....	11
LITERATURE REVIEW .....	11
2.0 Introduction.....	11
2.1 Theoretical Literature Review .....	11
2.1.1 Belbin’s Team Roles Theory .....	11
2.2 Empirical Literature Review .....	12
2.2.1 Communication and productivity.....	13
2.2.2 Leadership and productivity .....	16
2.2.3 Team compensation and productivity .....	18
2.2.4 Cohesiveness and productivity.....	19

2.3 Summary and Research Gaps .....	21
2.4 Conceptual Framework .....	21
2.5 Chapter Summary.....	23
CHAPTER THREE.....	24
RESEARCH METHODOLOGY.....	24
3.0 Introduction.....	24
3.1 Research Design.....	24
3.2 Target Population .....	24
3.3 Sample and Sampling Techniques .....	25
3.4.1 The Questionnaire .....	26
3.5 Pilot Test.....	27
3.5.1 Validity .....	27
3.5.2 Reliability.....	28
3.6 Data Processing and Analysis. ....	28
3.7 Ethical Considerations .....	29
3.8 Chapter Summary.....	30
CHAPTER FOUR.....	31
DATA ANALYSIS INTERPRETATION AND INTERPRETATION .....	31
4.1 Introduction.....	31
4.2 Response rate.....	31
4.3 Demographic Information .....	32
4.3.2 Distribution of the respondents by gender .....	32
4.3.2 Distribution of respondents by age .....	32
4.3.3 Distribution of the respondent by education level .....	33
4.3.4 Distribution of the respondent by sales region .....	33
4.3.5 Distribution of the respondents by department .....	34
4.3.6 Position held by the respondents .....	34
4.4 Effects of team work on productivity .....	35
4.4.1 Impact of communication on team productivity.....	35
4.4.2 Impact of leadership on team productivity.....	37
4.4.3 Impact of employee’s compensation on team productivity .....	39
4.4.4 Impact of cohesiveness on team productivity .....	40



4.4.5 Team work productivity of the sales and marketing departments.....	42
4.5 Interpretation of the findings .....	44
CHAPTER FIVE .....	46
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....	46
5.1 Introduction.....	46
5.2 Summary.....	46
5.2.1 Impact of communication on team productivity.....	46
5.2.2 Impact of leadership on team productivity.....	47
5.2.3 Impact of employee’s compensation on team productivity .....	48
5.2.4 Impact of cohesiveness on team productivity .....	48
5.3 Recommendations .....	49
5.4 Suggested Areas of Further Research .....	50
REFERENCES .....	50
APPENDIX I: RESEARCH STUDY QUESTIONNAIRE .....	54

## LIST OF TABLES

Table 3.1 Target Population .....	254
Table 3.2 Sample Population.....	265
Table 4.1: Response rate.....	30
Table 4.2: Reliability Analysis.....	31
Table 4.3: Distribution of the respondents by gender .....	31
Table 4.4: Distribution of respondents by age.....	32
Table 4.5: Distribution of the respondent by education level.....	32
Table 4.6: Distribution of the respondent by sales region.....	33
Table 4.7: Duration of experience.....	33
Table 4.8: Distribution of the respondents by duration of service.....	34
Table 4.9: Communication and team productivity.....	34
Table 4.10: Poor communication on team productivity.....	35
Table 4.11: Leadership on team productivity.....	36
Table 4.12: Employee’s compensation on team productivity.....	38
Table 4.13: Cohesiveness on team productivity.....	39
Table 4.14: Impact of tem work on productivity of the sales and marketing departments of Nairobi Bottlers limited.....	40
Table 4.15: Regression Coefficients.....	43

## LIST OF FIGURES

Figure 2.1: Conceptual Framework .....	21
Figure 4.1: Most prevalent Quality managment system failure witnessed.....	42

## OPERATIONAL DEFINITION OF TERMS

- Cohesiveness of the teams** : According to Wheelan, (2010), cohesiveness of teams is realized when team members stick together to enable achieve specific organizational objectives.
- Communication in teams** :Yusuf (2011) argued that, communication is the process of relating information from the sender to the receiver using various mode of communication in teams.
- Compensation in teams** :Kettenring (2012) described compensation as a form of appreciation or recognition to someone who has rendered a service in a certain field.
- Job Satisfaction** :Aristovnik, (2013) described job satisfaction as fulfilling the persons hopes, desires and expectations in an organization.
- Leadership of teams** :According to Leigh (2011), leadership of teams comprises of the influence of all the necessary skills to the team members to enable improve on productivity hence increase on organizational profitability.
- Motivation** :(Pritchard & Ashwood, (2008)described motivation as both the internal and external factors that stimulates the desires and energy to enable an individual gain the strength to enable exceed expectations expectation

## **ABBREVIATIONS AND ACRONYMS**

<b>HR</b>	:	Human Resource
<b>KORE</b>	:	Kenya Office Requirements
<b>SABCO</b>	:	Coca-Cola South African Bottlers
<b>TCCMS</b>	:	The Coca Cola Management Systems

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

The background of the study, the statement of the problem, the objectives of the study, research questions, the significance of the study and the scope are addressed and discussed in this chapter.

#### 1.1 Background of the Study

Organizations globally are embracing working in geographically segmented markets to enable a diverse of more established workforce. This is done through the formation of very strong teams with both local and the global expertise. Clendenin, (2014), argued that by bringing people from different diverse areas with different culture will the help the organizations to improve their performance. Most multinational companies like Coca Cola are good examples where they compete in the existing business environment with other market players. Organization have discovered that embracing the spirit of team work across all the business functions eventually lead to improved performance where employees feel motivated. Aichouni (2005), described a man as being that cannot work without assistance of other fellow men thus are not able to survive without assistance of other people. This makes teamwork crucial since it enhances mutual interactions between man and his fellow men in the organization.

In order for the work environment to be very conducive, mutual trust and respect from all the team members is very key. Aydin *et al.*, (2009) concluded that the basics of employees' relations in organization do not depict teamwork. For teamwork to thrive well among the staff members, effective communication, resolving conflicts and resolutions becomes very key across the whole organization which on the return helps improve the organization performance. According to Wilson, (2008) a team is described as a group of people working jointly to drive certain results thus desired results will be achieved when the right team selected. To improve the organizational performance the individual must succeed first to enable match well when it come the group's performance. This there means that the whole group will perform only well if the individual have fists succeed at his own level. Members in a team are expected to have certain qualities like intelligence, effective communication skills, problem analysis to be solved and willing to work

with the other staff in getting solved solution. (Conti *et al.*, 2009) in argued that in overall company performance is as a results of teamwork but not on individual performance

There are many challenges that face the managers who lead the global teams especially creating successful work groups where everyone is local and people share the same office space in the organization. Koprowska (2008) concluded that team members from different countries and from different functional back ground makes communication to rapidly deteriorate leading to misunderstanding which can end up affecting organizational performance. Social distance is key between the Global workers and those not working in any organization. People working in the same team, their social distance is very low where in return new ideas cannot be generated. People coming from different back ground can interact formally and informally, align, and build trust through the spirit on team networking. This phenomenon help people to arrive at a common understanding of what certain behaviors mean to enable work very closely through the spirit of teamwork which as results will help to achieve the organizational objectives as argued by (Wilson, 2008).

Employees working on geographically separated environment however, can't easily connect and align, leading them in experience high levels of social distance which as a result make them to struggle to develop effective interactions though the introduction of diverse culture in the organization. Pasadena (2010) concluded that one of the biggest management primary challenge is to mitigate the social distance for the global team leaders. Most of the multinational organization like Coca Cola, Safaricom, Airtel, Standard & Chartered bank have embraced the culture of teamwork to enable achieve the organizational goals. Mbinya (2013) argued that most of the multinational organizations have embraced the spirit of teamwork which have enable them to survive in the competitive market environment. Teamwork in not very much embraced by most of the employees in sales and marketing department hence the need for this research project.

West (2012) described a team as an unit of two or more people working or interacting together towards the achievement of the organizational or the group objectives. Exchanging of information, generating improvement suggestions, coordinating teams, helps to form the main tasks where development of new ideas and solutions for existing problems can be addressed in the organization. The same also help the organizations in the development of new practices and policies which helps in continuous improvement. For teams to be very successful they must have unique behaviors where ideas are initiated, various options are given , information is sought and energized team members are put in place to perform the tasks through creating a very conducive working environment. In order to improve the performance, the teams should embrace social emotional behaviors which help to encourage and harmonize the teams, reduce tension among the team members, help in the follow up of the instructions that comes from the organizational top leadership. According to Manasa *et al.*, (2009) teams are units that work continuously and are accountable for the production of goods and services in organizations.

According to a research by Grift (2015), a self-managing team are staff who work together in teamwork and are held accountable for the expected tasks .This therefore means a self-managing team enjoys considerable discretion over how the work gets done in the organization. What therefore this means is that, key major decisions about activities are made by people who have direct knowledge the task to be performed and who are most likely to by the decisions made. According to Grift (2015) the scope of a self-managing team's authority is dependent on the established goals by the others in the team. Effective teamwork can produce extraordinary results irrespective of either the manufacturing or service sectors. Hence, effective teamwork is about good leadership which is as a result of effective teamwork. According to Roger, (2015) on principles of effective teamwork in modern organizations.

The team leader should possess the right skills that create and uphold a very conducive working culture that is positive and helps to drive the organizational objectives. Effective team leadership play a major role in helping to motivate and inspire the team members to get where they are fully involved in working in an environment where there is a positive approach towards work. This also goes along way with high levels of commitment at every level of the organization. For



the purpose and direction of the team the team leader should therefore possess the necessary skills and qualities to lead performance .The team leader should also makes sure that the other members of the team share the same focus in the organization as argued by (Chin, 2015).

Effective teamwork also clearly define what each person is responsible for, what is not within their scope, and the resources required to achieve the organizational goals. To enable this, the team leader has to define the purpose in a very clear manner during the start of the assignment to be performed. The team, on the other side is expected to help by building processes and systems where the roles and scope of every team member is well defined. This will however, enable the team to remain very focused and hence avoid ,anything that distract effective teamwork through resolving conflict in the organization as cited by (Donna, 2011). Effective teamwork is therefore about creating procedures and policies for conflict resolution, irrespective the greatness of the team as conflicts will always be inevitable. Every Team member have the responsibility of experiencing his or her opinions without offending anyone in the team. In conclusion, effective teamwork is as a result of the team leader setting a good example, which can be then be emulated by the all the team members in the group. To keep the team committed, positive, and motivated, the team leader has to apply the necessary leadership qualities to help achieve the organizational goals as cited by (Denhardt, 2008).

Communication is an activity that links people together through transfer of information in addition to creation of relationship. In the organization, the individual employee relates her or himself with others with through the right process of communication process. Again Communication plays a very critical in any organization as it helps reduce certain barriers in among the team members. (Femi, 2014) in his research concluded that effective communication has globally helped most organizations to improve on their performance .New technology in 21t Century has rapidly played a major role in growth of business success hence improving the economic and political wellbeing of these organizations. Every organization has to create a very conducive work environment for its employees in order to improve on its productivity of product or service. In such an environment, the manager is expected to effectively communicate the all the employees in accordance to the set policies. Clearly set objectives can be achieved when both

the manager and the employee communicate effectively. Through this process of communication smart objective will be set where every employee understand their expectation in the organization. The manager will provide the necessary support to the employee to enable achieve the set objectives in a very motivated way.

Leadership is the process a manager can use to influence performance. Through proper influence by the leader, the employees get motivated hence focus in delivering the organizational objectives. Most Organizations view, leadership as an activity that helps employees to work in teamwork in achieving the organizational set objectives. The one who is elected or occupies the Leadership position has to embrace the right skills of leadership to enhance manage the teams well towards achieving the company objectives. (Babatunde, 2015) in his research argued that leadership skill is characterized by leading the teams formally or informally towards delivering the set objectives. Poor leadership skills by some of the leaders create unnecessary pressure where the employees get used to such pressure which end up affecting the expected performance .Good leaders put a lot of focus in coaching their employees and clearly pointing out the critical areas of improvement as cited by (Butt *et al.*, 2014).

According the various research done, performance has been proved to be most broadly studied variable in the study of the group dynamics. Group cohesion has also being proved to play a very positive part in circumstances where the connection between the team performance and structure are positive leading to improved performance as cited by (Rosh *et al.*, 2012). Both the relationship between team cohesion and the team performance has been found to be add values in studies conducted by the various researchers as concluded by (Hornaday, 2014) in his research on team cohesion. How a team performs leads to the managerial unity or integration which helps to give improve coordination of every team efforts in delivering productivity and efficiency in the organization. According to Ooko *et al.*, (2015) people should be cheered to work together to be able to develop new ideas, products, processes, and methods through creative methods. Effective teamwork allows the organizations to clearly define straightforward roles for the team members which also necessary, for teams to know clearly what their purpose is across the

organization. It also helps to define what role each team member has to play to support the organizational objectives.

Remuneration is the most important element to eradicate employee for paying their efforts to generate the innovation and new ideas across the company. According to Dewhurst *et al.*, (2010) relationship of the supervisor and the reward power positivity linked with employee performance thus leading to more productivity, satisfaction and turnover and organization citizenship behavior. Employees motivation is determined by factors such as the job satisfaction, recognition appreciation, encouragement and through proper compensation .When Organizations motivates and take care of their employees, improved efficiencies and productivity will be realized hence high profitability .To motivate the employees, the management can apply certain strategies such as proper employee compensation, all employee participation, regular feedback on expected performance of the whole organization. Effective employee compensation have been proved to be one of the key drivers of motivation since individuals are naturally persuaded to perform since they are well remunerated by the organization for their full efforts in delivering in the allocated objectives. Employees will put all the efforts towards all the objectives as they will expect to get compensated at the end of the day as cited by (Mwangi, 2014).

### **1.1.3 Profile of Nairobi Bottlers Limited.**

Nairobi Bottlers Limited is engaged in bottling and distribution of the various soft-drinks. The company was founded in 1948 and based in Nairobi, Kenya where it operates as a subsidiary of the Coca-Cola South African Bottling Company (SABCO). Nairobi Bottlers Limited Operates on a local scale in Kenya where it creates the customers reach with local focus because of the strength of the Coca-Cola quality management systems which integrates its operations with the other bottling companies within the whole country. Nairobi Bottler is the largest company that enjoys the biggest market share with more than 50% contribution in the soft drink industry. To ensure consistency and reliability, the Coca-Cola quality management system is governed by the Coca-Cola Operating requirements referred to as (KORE).This systems as guided by the Coca Cola technical manual enables the organization to address the changing business landscape while

supporting the company's strategic growth. In the operating business environment as guided by the (SABCO ANNUAL REPORT, 2016).

## **1.2. Statement of the Problem**

It is the role of every organization, either large or small, to improve on its productivity to enable achieve the success of the business landscape hence maintain the valuable image and reputation in the dynamic market environment. The total population of workers in every organization may be large yet that organization achieves poor productivity with no improvement in their products and services as observed in a research by (Saari, 2011). However, this might not be the case as a result of absence of teamwork in the organizations, and as a result of the failure of the organization in coordinating works into specific work groups in order to tap from the organization human resources. Poor Leadership of the various teams in the sales and marketing department has a major impact on which in the overall affect the organization performance. Therefore, in this research, various variables that impact productivity in sales and marketing department of Nairobi Bottlers Ltd: are highlighted as team communication, team leadership, team compensation and team cohesiveness which will be discussed in details in the later chapters.

Studies conducted recently show that employees working within the team can exceed the expectation than when employees work as individual. This is as a result of a study conducted by Boddy (2010) on improving productivity management in modern organization. Further study on effectiveness of teamwork showed that individuals have the tendency of hiding inside a group. Similar study by Riki (2013) reviewed how effectiveness of a team impact on high productivity in an organization. As results, this has necessitated the importance of investigating the factors that impact on the effectiveness of teamwork on productivity in sales and marketing department of Nairobi Bottlers Limited. Vincent (2011), concluded that, in order for organization to improve on its productivity, effective teamwork is necessary across all the departments. Most of the research from the available literature done on organization performance, there is very little evidence on any efforts done towards improving the employee performance. For instance in Kenya there are no documented studies any researcher have done on teamwork with reference to

a soft drink industry. Hence the need of this study which helped to examine the effect of teamwork on productivity in sales and marketing departments which was a case study of Nairobi Bottlers limited.

### **1.3 General Objectives of the Study.**

The main objective of this study was to determine the effects of teamwork on productivity of the sales and marketing departments of Nairobi Bottlers limited.

#### **1.3.1 Specific Objectives of this Study**

- i. To establish if communication has an impact on productivity in sales and marketing department of Nairobi Bottlers.
- ii. To identify the impact of leadership of teams how it can affects productivity in sales and marketing department of Nairobi Bottlers.
- iii. To establish if impact of compensation on team productivity in sales and marketing department of Nairobi Bottlers.
- iv. To determine if cohesiveness has an impact on team productivity in sales and marketing departments of Nairobi Bottlers.

### **1.4 Research Questions**

The following research questions guided the study

- i. Does communication impact productivity in sales and marketing department of Nairobi Bottlers?
- ii. To what extent does leadership impact productivity in sales and marketing departments department of Nairobi Bottlers?
- iii. To what extent does compensation impact productivity in sales and marketing department of Nairobi Bottlers?
- iv. To what extent does cohesiveness impact productivity in the sales and marketing department of Nairobi Bottlers?

### **1.5 Significance of the Study.**

The study findings will be very significant to the employer, employees, students, managers and future researchers. Results collected from this study will serve as an input for the Management of Nairobi Bottlers Limited in improving the effectiveness of teamwork in the sales and marketing department. This will also help to refocus on ways of motivating staff and increasing training budgets as this will help in improving the performance of the workforce and taking any corrective action for the future.

The study will be of great help to the researchers because after the completion of this study, information collected will be used for future studies in this field. HR professionals will also benefit from this study since they will be able to reorganize the gaps that can affect the organizational performance. The policy makers will also benefit from this study as driving teamwork to improve on the set organizational objective will require the top level management support. The government will also benefit from this study as the findings will help influence teamwork as they are also suppliers in the organization especially on the on employee taxation.

### **1.6 Scope of the Study**

The study focused on impact of teamwork on the productivity in sales and marketing departments of Nairobi Bottlers Limited which is located in Embakasi. The scope of this study was taken between the months of Jan and Sep 2017. The researcher sampled employees from the top management, middle level management and lower level management from the target department in providing the needed information. The researcher sampled employees from all the levels of management to enable facts based decision.

### **1.7 Chapter Summary**

The purpose of this chapter was to explore the background basis upon which this study to be conducted in accordance to the topic of study; which is highlighted as the effect of teamwork on productivity in sales and marketing departments of Nairobi Bottlers. Through clearly identifying the objectives of the study, research questions which act as the fundamental variables, then the research guide lines of the study were established. This chapter also acts as the guide as to the

principle upon which literature was reviewed, research carried out and analysis made to enable come up with the recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter the researcher, reviews the literature from other researchers who have studied the same field in their quest to seek knowledge on the impact of effectiveness of teamwork in organizational performance. In most cases, literature review helps the researcher to determine new approaches and encourages new ideas in the field of study. This chapter summarizes all the theory related to the study, where it further presents empirical literature and gaps to be filled, the summary and the conceptual framework of the study.

#### **2.1 Theoretical Literature Review**

One of the broad approach to effectiveness of teams in any organization includes the diversity of outcomes which is critical in setting the organizational objectiveness. Research done has shown that any outcome can occur at the various levels at the individual performance, also at the group group level at the business unit and finally at the administrative levels. Argote (2011) in a study established that conclusions can be related to one another in compound and contradictory ways .The study also concluded that effectiveness of teamwork at one level of analysis is most likely to interfere with effectiveness of teamwork at another level of the organization. Therefore it is important to have perfect dimensions of effectiveness of teamwork that is being considered at the extent at which they are being considered to enable improve on organizational overall productivity and profitability.

##### **2.1.1 Belbin's Team Roles Theory**

Belbin Associates retrieved 20 February 2012 brought the concept of a theory on the characters of the specific team members which describes each team participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization.. To support this argument, he used self-perception some questionnaire in his research in order to identify the various team roles in the group in the organization. Out of his research, Belbin found nine



different roles that form very unique characteristics of individual in a team. Belbin in addition determined that every team's role has strengths and weaknesses which must be clearly understood by all the leaders. To drive great teams, it is imperative for the team leader to clearly understand every role played by the team member. According to him the highly performing teams members had to apply all the combinations of team characters in order to increase team overall organizational productivity and profitability. According to another analysis by Belbin, the team forms the observation that displayed that team characters have important roles in building productive teams in every organization. According to Myers- Briggs he helped the team coordinator to find the behaviour of teams and accordingly place them in relevant groups to drive the organizational performance. According to this, all the above theories are supported.

## **2.2 Empirical Literature Review**

The significance of organizational communication skills have been well recognized during the years. During the past decades, several communication skills studies relating to the teamwork have been conducted from the different viewpoints as cited by Terrion, (2014) on communication in everyday life. The research analytically reviews literature related to the communication skills in every organization. Coaching the team by the leader has an impact as a key condition of effective team performance which go along with the benefits of individual coaching, or the peer coaching and team other team building activities. According to other new case studies, team coaching results in interactive and communication benefits while the empirical studies indicated improved team performance. Other writers recommended future researchers to focus more on management and leadership of team coaching. Peters (2013) concludes that real teamwork settings help established effectiveness to improve on productivity in an organization.

(Danish *et al.*, 2010) cited that effective implementation of favorable compensation management in an organization will not only aid in stabilizing and retaining employees but will also help in reducing the employee turnover in an organization. Employees' compensation includes all forms of financial benefits that are tangible which the employees receive as part of his or her employment. Employee's compensation can be referred to as the totality of the financial and non-financial rewards given by the employer. According to others researchers in this area,

Compensation management refers to the process of establishing the Structure of remunerations level for the various positions in the organization and designing incentive systems, setting individual Wages and incentives within the established structures. Employee compensation is an integral part of human resources Management that end up affecting the performance of the employees because it institutes the degree of Relationship between employer and the employee in an organization. Effectiveness of the team can, also be referred to as team cohesion, is a team's capacity to achieve its goals and objectives. The capacity to achieve goals and objectives of an organization leads to improved outcomes for the team members. Team member satisfied and are willing to remain together in team (Cummings *et al.*, 2012).

### **2.2.1 Communication and productivity**

Arthur (2013) defined communication as giving, receiving or exchanging information, opinions or ideas by writing, speech or visual means so that the material communicated is completely understood by everyone concerned in the organization. Thus communication is the transfer of meaning or understanding from one mind to another in an organization. This can be accomplished orally, in writing, gesturing and facial expression of the message to be communicated. Through communication, a firm can make contacts with its customers both internal and external, suppliers and the various internal essentials of the organization. Through communication, the organization will also get more information from external sources which end up helping in making informed decision and taking appropriate actions as cited by (Arthur, 2013). In any organizations people typically spend over 75% of their time in an interpersonal situation; leading to a large number of organizational problems as result of poor communications (Koprowska (2008).

Research done has shown that effective communication without barriers is key is an essential element of every organizational achievement at every of management across the business landscape. The best teams improve their communication skills to allow sustenance of the organizational goals and objectives. Effective team get adequate training which help the employees to share their input also suggest ways though which the organization can solve these problems though offering the solutions to these problems. Through the spirit of teamwork improvement opportunities help improve the quality of work to be done the by team members in

organization leading to improved productivity and profitability. Everyone in team is held accountable through connecting well with people in the organization. By establishing a culture of team building communication gives the team the words to use when others are not performing up to the expected expectations. Kakkad (2011) argued that, businesses often ask employees to complete jobs that require they work as a team to improve the organizational productivity.

Working as a team has many benefits, which includes possibility of creating new relationships, a sense of group achievement and distribution of tasks. Equally, teamwork also causes tension and anxiety among employees because of poor communication from the group members. Effective communication can eradicate much of the stress and negative feelings sometimes connected with working closely as a team. Gluck (2011) argued that, business owners should inspire their employees to communicate with one another clearly when working together in the organization. This is becomes very important for smaller companies, where employees often work closely with one another in the spirit of teamwork. Effective communication in a team requires a direct compartment on one's interactions, employee's promotion, the expected pay raises, hold them accountable to help improve their career perspective. Through effective communication the management is bale to give a clear direction where proper feedback is given to all the employees in the organization. It has also been concluded that effective communication and teamwork in the organization helps to improve productivity in every level of performance. This helps in sharing information where every employees is clearly informed on their expectations in the whole organization. This environment assist in resolving certain problems in the organization hence making critical decisions that help the organization to move forward. Through this approach, agreements are reached which help resolve the organizational conflicts from the day to day running of the organization objectives. According to the Statistics conducted, 70% of the organizational mistakes at the workplace are caused by ineffective communications. Also communication survey has shown to have 70% of verbal, 38 % of the tone of voice while 55% is through the body language.

Douglas (2013) in his survey argued that how one start to transfer message from one media to the next governs the outcome of the communication process in every organization. The way a

message is delivered always affects the way it is received by the receipt. For communication to become effective how, one say something in a group becomes more important than what one communicate to and individual. Effective communication is as result of the message received from the sender and not the message intended to be delivered to the receiver. This there means effective communication end up helping to the imperative of what is being communicated to the other person and also find out the previous experience even before the communication takes place . Communication can be perceived to be a two-way traffic where information is given on one way while one receive the information on the return from the person communicating. Kakkad (2011) is his survey cited that effective communication in a team or between a group of people forms a key benefit to the organization performance and profitability.

Berries in Communication sometimes may occur in communicating with others forms the difficulties inside the individual who tends to monitor information and messages hence ending up limiting his understanding and communication competence. This will however end up in the self-beliefs and mind sets which prevent the individual from getting the bigger picture of the whole organization hence affecting his performance. Some of the physical communication barriers like noise, make attention on what is being communicated rather difficult. The compatibility between the communicators tends to make it tight and difficult to communicate hence introducing barriers to the two parties where (Kakkad, 2011) cited that the tendency evaluate, judge, and approve or even criticise the performance of an organization. In communication, one should limit jokes, personal stories and over explaining to effectively communicate. In an organization, the team leader should avoid giving a speech to the team he leads, but instead guide them to deliver the results. This will enable honest feedback and positive exchange among all members of the team. A study conducted by Nancarrow (2013) concluded that that at the beginning of the work and throughout, everyone should be able to clearly communicate with one another about the expected objectives.

In order to manage the organization well the managers requires effective communication to enable the team members to perform the basic functions of organization (DE McNamara, 2009). In every organization, effective communication supports every managers to perform their duties

in and responsibilities well hence improving the overall organization performance and profitability. This therefore help the manager to communicate all the significant information where in-turn he must communicate the strategies to help improve the business as per organization policy. Proper organizing requires effective communication with others in the team to enable the tasks to be effectively done. Leaders and managers must communicate effectively with their subordinates so as to achieve the team goals. For controlling to be possible written and oral communication is very important (Gluck, 2011). Only presence of another individual promotes communication in today's life. It is also argued that one cannot survive without communication in day to day activity. It also helps in the controlling of the organizational member's behaviour in various ways.

All the Team members in the organization has the responsibility of complying with organizational policies and procedures in order to perform their duties. This will also help them to clearly know their rolls and effective communicate any work related problems and conflicts to their line managers , Arthur (2013) in hid study argued that effective communication helps in controlling the various function of management in every organization. Good managerial input is key for every effective communication system in the organization. Boyle (2011) in his research determined that the major obligation of every manager is to develop and maintain an effective communication system for the whole group. Hence the critical position of effectiveness teamwork and communication end up providing a good working environment where every employee enjoys job security hence improving their performance. The effective communication is position or atmosphere dependent on other high consistency fields, such as commercial engineering medical, manufacturing, aviation where information relayed helps majorly in make key decision in delivering the expected results.

### **2.2.2 Leadership and productivity**

Yukl (2013) concluded that leadership refer to the process of leading people through a shared vision, those entities that perform one or more functions of leading, or the ability to affect human behaviour so as to achieve a mission entitled by the leader. He further defined leadership organizationally and narrowly as the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization objectives.

Hackman (2013) stated that leadership involves moving a system from where it is to locate to some better place through the leaders influence. Offerman (2016) stated that the contemporary organisational focus on uplifting and converting organizations in order effectively survive in the competitive operating environment. Barth-Farkas (2014) in his survey argued that through transformational leadership a manager can produce comprehensive changes in the organizations and societies by demonstrating three types of actions which includes; personality, intelligent inspiration and personalised consideration.

Iván (2009) concluded that charismatic leaders are distinguished from non-charismatic by their endeavouring to change the status quo. The researchers claim that it is broadly agreed upon that transformational leaders are capable of changing the organizational culture, follow the norms, goals and ideas as per the company policies. Further study reviewed that the transformational leaders are rated expressively higher on measures of gender characteristics and practicality and rated lower on feminine qualities such as authority, aggression and criticalness. The researcher also concludes that transformational leaders are more flexible, more empathetic, more perceptive, less tough and less forceful than their non-transformational counterparts in the organization. Fein et al, (2010) in his study concluded that leadership has shifted from traditional understanding and control to transformational leadership in a modern organization. Transformational leaders have team members who report improved satisfaction for the extra work and effort they do. These leaders have higher performing groups and receive high ratings on effectiveness on the set organizational objectives.

Transformational leaders create a self-motivated organizational vision that demands a change in cultural values, reflecting greater improvement and enabling of the team members. Farjame (2009) suggests that empowerment techniques play an important role in inspiration of teams that reflects on individual's orientation to his/her work role in the organization. Team members who are empowered see themselves as capable to influence their work in meaningful ways which results to improved results. Feelings of empowerment shared in a group powered by a transformational leader can result in high team effectiveness hence improved organizational productivity. According to Huang (2009) there is little argument regarding the possible

relationship between transformational leaders and their follower's attitudes. These relationships includes; employee trust, job satisfaction, organizational commitment and behaviours such as job performance at the individual, group and organizational levels. Wang *et al.*, (2009) also experimented the essential concepts underlying transformational leadership theory and the self-concept based theory that followers of transformational leaders find their work more significant and therefore help them to become more self-engaged.

According to Scouller (2011) he viewed team leadership as creating conditions that increase the chances that a team will develop into an effective performing unit of the organization. Leadership performances and their styles are observed as strongly responsible for the team behaviours and performance in any organization. Scouller (2011) in his study argued that leaders should surpass the common human behaviour to assign the blame game for the collective performance of a team member. This behaviour follows the positioning of involvements which are intended to improve the team performance. The goal of the team behaviour is to have group leaders and team members become more informed on the aspect of their personalities, attitudes and other behavioural styles that change agents tend to think are very key to the team efficiency. This phenomena is purely based on the theory that improved team functioning will come about more or less if every member recognises their personal style and hence the need for good communication and team co-ordination.

### **2.2.3 Team compensation and productivity**

According to study by Bob (2011) he described compensation as a efficient method to where employees are rewarded with monetary compensation to motivate them on the return of the work they do for the organization. Bob Further argued that compensation will help the employee to achieve several personal purposes which on the return helps them get the job satisfaction. A good compensation management system will help the employee increase their performance hence create a more engaged workforce that in the organizational hence improved performance across . Such kind of systems should be clearly defined and uniform and should apply in all the levels of the organization as a general system that can acts as a guide. These systems will also help the individual employee to improve on their performance when it comes to making very critical decisions on reward planning. Pearce (2010) in his study concluded that effective compensation

management helps the employee to enjoy stronger visibility in the team when it comes to making critical compensation planning decisions.

Effective compensation management systems helps employee to get more motivated and hence improve their performance. Performance appraisals assist organizations in determining compensation and their benefits to the employees. These appraisals are also influential in identifying ways to help the individuals improve their current positions and prepare for future opportunities within the organization. Research done has shown that human resource is the most vital resource for any organization. It involves every decision taken, and each and every work done to drive the results in the organization. In order to improve on performance, Employees should be managed properly and motivated by providing best remuneration and compensation as per the business standards. Harrison et al., (2008) in their study on rewarding compensation concluded that good compensation and rewarding will help attract and retain the best employees in an organization.

#### **2.2.4 Cohesiveness and productivity**

According to the survey done, effectiveness of teams can be judged through the overall team performance in delivering the wider organizational goals and objectives. Specialized teams are expected to achieve and surpass the set goals and objectives of the organization. These teams are responsible for solving the complex problems affecting the business performance and offer lasting solutions. (Bruce, 2009) in his research concluded that the highly specialized teams are only considered as successful once they sort the major problems escalated to their attention. Various teams in every organization is expected to pursue goals and objectives that reflect the organizational direction. This can be achieved through the organization embracing its beliefs and values consistently.

When ideas are distributed by the teams, priorities are developed which end up helping in making decisions about goals and strategies. This as a result has a major impact to delivering the organizational objectives through the spirit of teamwork. Major involvement of the team in planning enable the team to contribute both to high-quality planning which can be translated to



good results. Team involvement also helps the leaders to understand the position of their own roles in accomplishing the team's accomplishments, hereafter helping to improve the employee's perceptions at the individual-level. (Macmillan) in his survey cited that employee empowerment help the individual to get self-motivation hence improving the organizational performance, (2008). Staff training, problem-solving, planning and empowering to people in the organization increase team productivity. Through this involvements, improved goal-related intelligent and opinions of effectiveness of teams is achieved across the whole organization , this in turn are connected the power of positive thinking which can easily be attained through building effective team cohesiveness as cited by (Halpin, 2008) in a study conducted .

Exceptional team's consequences include clear understanding and adaptive relationships, where some of those interactions are designed or supported between team members in the organization. Through these relationships, knowledge and involvement is provided to enable the cohesive of the team members. This as well provides the traditional for the team member's commitments to build related adaptive and supportive communications process outside the team context after the team accomplish the objectives assigned by the manager. Specialized teams in the organization should also be treated fairly like any other team in the organization to enable have a cohesion in delivering the company set goals and objectives. Forsyth (2010) in his study concluded that team are more effective when they embrace the common values and beliefs as this is significant in helping the organization to achieve its goals and objectives. Some of the shared values help to drive to the effectiveness of the team's performance through reduced organizational conflict that can hamper the productivity and profitability. Further argument has concluded that shared interpretations regarding the specialized teams are viable consequences and coping with the effectiveness of the teams. (Watt, 2010) in his study concluded that specialized teams should be held accountable for the productivity of every organization.

According to the study, it was established that through enforcing an effective team which is well aligned with specialized team, the organization is able to operate well in all its framework hence improving performance due the teamwork embraced. However, some of the team members sometimes are somehow unwilling to share sensitive information with the other team members in the organization due to lack of trust. The Managers supervising such team members have the responsibility to address such as this can have a major drawback the individual productivity. However for the specialized teams in the organization it is important to build perception of

cohesiveness where the group's members are expected to work in cohesion to enable realize the company objectives. In order to motivate the specialized teams in the organization the managers has to listens to their viewpoints and, opinions tastes and preferences as this has a lot to do with the overall organization performance. According to Myra (2012) in his research concluded that teams are more likely to work in cohesion hence became effective in their areas of operations, To achieve this, team working and holding people accountable will help in achieving the company goals and objectives. Finally to achieve the organizational objectives, it is critical to enhance the shared opinions through the spirit of teamwork across the whole organization to enable drive the performance hence the important of the study.

### **2.3 Summary and Research Gaps**

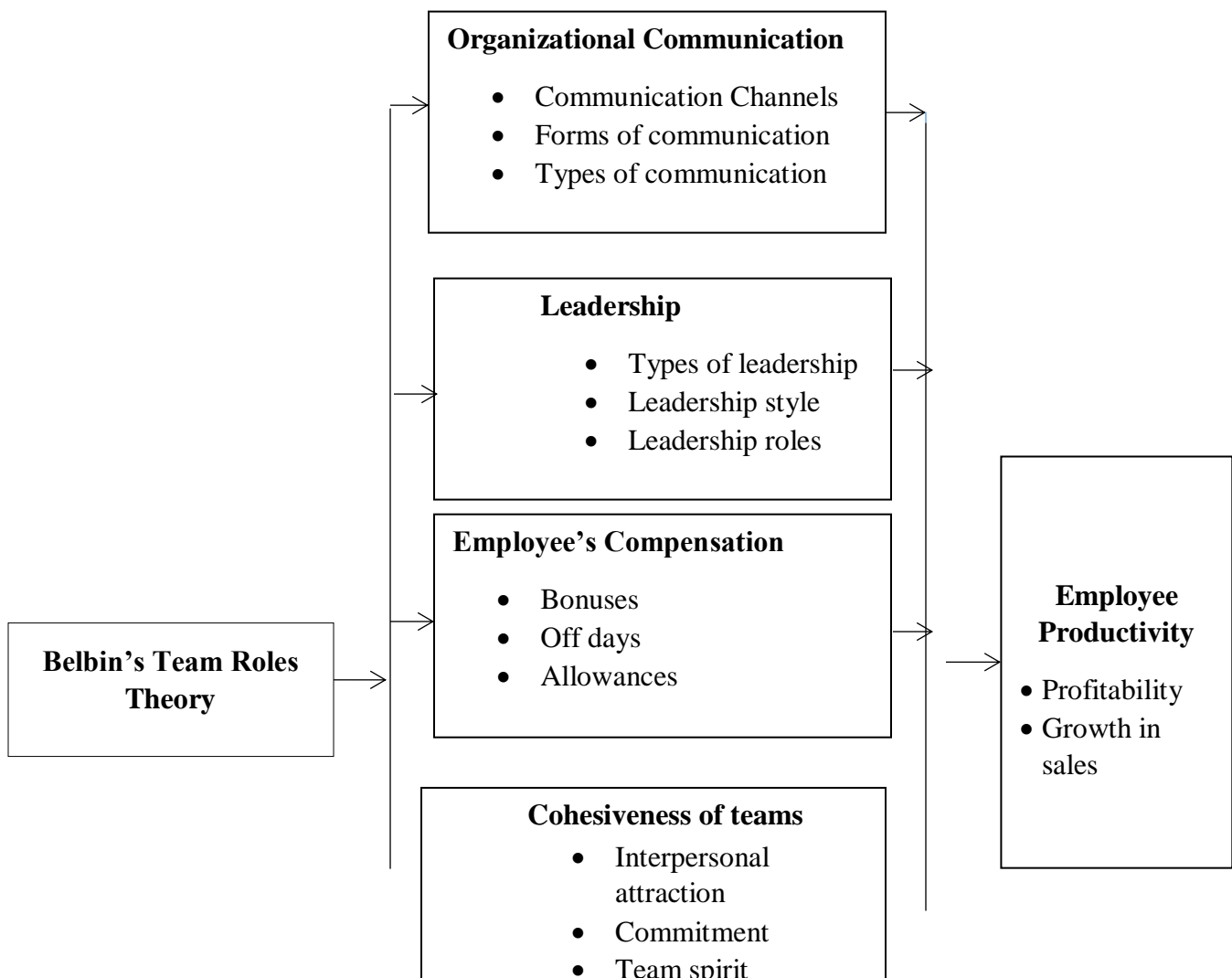
Numerous studies have been done touching on various aspects of teamwork effectiveness in other organizations and in particular in relation to effective communication of teams, leadership of teams communication, compensation of teams and cohesiveness of teams. According to these studies, concerns should be with regards to the specific scopes and the uniqueness of these scopes to the proposed scope of this study. Additionally, the specific aspects covered in those studies are different from the aspects the researcher is proposing to investigate in the study. Even if there is evidence that studies have been done touching on the effects of leadership on the effectiveness of team work in the organization revealing information is available as regards to the effects of leadership on teams within manufacturing organizations and this is in particular the Nairobi Bottlers Limited sales and marketing department. Comparable evidence in regards to the effects of beliefs and communication on teamwork do exists. Based on these facts, there are significant explanations as to why this study should be undertaken in the above mentioned organization.

### **2.4 Conceptual Framework**

The conceptual framework in this study comprises of four independent variables and one dependent variable throughout the research process. According to Mugenda & Mugenda, (2009) an independent variable is the one that the researcher manipulates in order to determine the effect

or the influence on the other variable. Again on the other hand a dependent variable is the one that attempts to indicate the total influence arising from the effects of the independent variable and varies as a function of the independent variable as Mugenda & Mugenda, (2009) argued in his research.

Figure 2.1: The figure below shows the relationship between theories, the independent variable and dependent variable in the whole study.



→

→

## **2.5 Chapter Summary**

During this time of increased competition, leaders recognize the importance of teamwork more than ever before if the business has to survive in the competitive environment. This then force the teams to enlarge the outputs of the employee through team working. (Alie, *et al.*, 2008) in their research concluded that employee working in teams tend to become the standard of the organization. This is the means of improving man-power utilization and possibly help to raise the performance of and individual in an organization. Top level management support help the employee to perform confidently in teams where increase on productivity of the organization is witnessed. This makes it the responsibility of the management to address productivity in the organization hence the return on the investment. The chapter provides a theoretical and conceptual background from which the methodology for research is developed hence developing an analytical background on the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The chapter outlines the research methodology which leads to an explanation into what type of research this study is all about. The chapter also defines the population of the study, the specific sampling techniques to be used during the research, the methods of data collection and data analysis to enable make factual conclusion. The chapter is also organized along the following section: research design, target population, sample size and sampling procedures, research instruments, data collection procedures, data analysis and research ethics.

#### **3.1 Research Design**

During the study, descriptive research design was adopted since the unit of analysis was based on only one organization, for this case the Nairobi Bottlers Limited. (Saunders *et al.*, 2007) in his study described a research design as the plan on how to answer research questions. Research designs range from experimental studies, descriptive studies and explanatory studies. According to Anene (2008) in a conducted study, research design was defined as a method the researcher wants to use in accomplishing the research. The whole journey of research investigation, the procedure, the investigator main objective is to get enough information to helps solve the exiting problem in the area of study. Descriptive research design was adopted during this study since it was believed it would help gather both quantitative and qualitative data that described the nature and characteristics of the topic under this study. Descriptive research design can be described as the type of design used to obtain information regarding the current status of the problem and to describe the current status of the problem with respect to the variables or conditions in a situation as concluded study by Sekeran (2008).

#### **3.2 Target Population**

The target population of this study embarked on all the employees in sales and marketing department of Nairobi Bottlers Limited. Target population is described as an universal set of study of all members of real or hypothetical set of people, events or objects to which an

investigator wishes to generalize the result as concluded by Borg *et al.*, (2009). Mugenda & Mugenda, (2009) also defined target population as a complete set of individuals, case or objects with the same common observable characteristics. Due to the varying nature of the specific skills and experience required for this type of research, the study utilized purposive targeting 420 respondents by engaging individuals with management expertise from the various strata's within the target sales and marketing department where it focus on the senior managers who are referred to as the regional sales managers, middle level managers, who are referred to as the area retail managers and non-management staff , who are referred to as the accounts developers all who work in Nairobi Bottlers Limited. The target population is as shown in table 3.1 below.

**Table 3.1 Target Population**

<b>Category</b>	<b>Target population</b>	<b>Percentage</b>
Senior Level Managers	20	5
Middle level Managers	50	12
Non-Management Staff	350	83
<b>Total</b>	<b>420</b>	<b>100</b>

### **3.3 Sample and Sampling Techniques**

(Saunders *et al.*, 2007) described the sample frame as a set of information used to identify a sample population for statistical treatment. (Mugenda & Mugenda, 2009) also described a sampling frame as a numerical identifier for each individual, plus other identifying information about characteristics of the individuals, to aid in analysis and allowing for division into further frames for more exhaustive analysis. The target groups for this study the senior management, middle level management and non-management staff constituting the key informants. To sample the senior management in this area of study, stratified sampling techniques was used while for the middle and non-management staff of the area of the study, simple random sampling in each sample was be employed. According to Kothari (2004), a sample is usually drawn because it is less costly and less time consuming to survey than the population, or it may be impossible to survey the entire population. The sample size was determined using Yamane (1967) formula. This formula was used to obtain a representative sample of the target population. The target population is estimated at 420 employees.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, e is the level of precision. In this study e was be equal to 10%. The sample size was therefore determined as follows:

$$n = \frac{420}{1 + 420 (0.1)^2}$$

$$n = 80$$

**Table 3.2 Sample Population**

Category	Target population	Sample Population	Percentage
Senior Level Managers	20	4	5
Middle level Managers	50	9	12
Non-Management Staff	350	67	83
<b>Total</b>	<b>420</b>	<b>80</b>	<b>100</b>

### 3.4 Data Collection Methods and Instruments

The Primary data in this study was gathered using the questionnaire method where form of a semi structured questionnaire was applied. The questionnaires in this study were self-administered and hand delivery to the respondents and were picked by the researcher for data analysis. Other documented sources such as books, journals, published and unpublished research works and internet literature also help in the secondary data. The main aim of this research study was to collect primary data which rely on the secondary data for the literature review purpose.

#### 3.4.1 The Questionnaire

Both closed ended questions and open ended questions will be used so as to facilitate structured responses for the rating of various attributes and to provide additional respondents information. Referring to Arodho (2012) the questionnaire measures likelihood of straight, even and blunt answers were discussed later in this study. Kiess and Bloomquist (2009), recommended the use of the Likert-type format because according to this format yields equal-interval data, a fact that

allows for the use of more powerful statistical statistics to test research variables in this study. Kothari (2004) in his research concluded that, the information obtained from questionnaires is free from any biasness and other researchers influence and hence accurate and valid data to allow draw the deduction in the area of study.

### **3.5 Pilot Test**

During the study, pilot study of the questionnaires was done before being administered to the targeted respondents in this study. The piloting help to guarantee clarity and sustainability of the language used to be used during the study. Further to this, the expert opinion from my research supervisor helped check on the content and constant validity of the research instruments. The importance of this pre-testing helps in finding out any weakness that might be contained in the research instruments. The pilot also help to determine whether the instruments are reliable and valid, hence checking whether the items would cover enough range of data required, test whether there is identifiable uncertainty in the structure of the questions in order to make improvement and disclose any errors in the questions and shortfalls in coding systems. A pilot study of 10 respondents was undertaken on from the targeted population through random sampling to check on the validity and reliability of the data collected. The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Orodho (2009), states that once a questionnaire is structured, it should be tried out in the field to enable the researcher determine the validity and reliability of the questions.

#### **3.5.1 Validity**

Mugenda & Mugenda (2009) concluded that validity is the correctness and significance of assumptions, based on the research results in the study. One major reason for conducting the pilot study will be to institute the strength of the questionnaire. In this study, both face to face interview and content validity to ascertain the validity of the questionnaires will be employed engaged. Content validity draws a conclusion from test scores to a large domain of items similar to those on the test to be conducted during the study where rationality will be concerned with sample-population in the area of study. The knowledge and skills covered by the test items will be representative to the larger area of knowledge and skills as concluded by Gillham (2008) in previous his study.



### **3.5.2 Reliability**

The ability of a research instrument to consistently measure the characteristics of interest over time is referred to as reliability. A reliability test of research instruments is one that consistently produces the expected results. . Kothari (2004) argue that instrument reliability refer to the level of internal consistency or the stability of the measuring strategies in the research area. It is argued that because of economy in time and labor, the procedure for extracting an estimate of reliability should be achieved from the management of a single test in the study.

### **3.6 Data Processing and Analysis.**

Mugenda and Mugenda (2009) developed the framework analysis where he applied the strategy to the research where the objectives of the study will be re examined where a specific outcome or recommendations will be expected. He also maintained that other forms of qualitative analysis and other form of analysis also create room for developing ideas, making it both deductive and inductive during the study to be conducted.

Based on this study, and after familiarization, a list of key themes and topics will be drawn up from the records which can be used for future studies. This will be as result of the objectives of the study and also the level of importance as expressed from the participants or even other topics that will be mentioned frequently in this study. In reference to these themes, an indexing system will be developed and applied to each record, using a recommended Microsoft Computer software to reach to the conclusion. A better example will be anything that will be related to distribution and logistics management will be coded accordingly. From this study, the coded data will be sorted into categories where if appropriate, into subcategories to enable make a conclusion and hence the recommendations.

From this study, the key topics will then be organized with reference to citations from the various respondents in the target section of Nairobi Bottlers Ltd. Finally , these entries will be used to define concepts, map the range and nature of occurrences, create typologies and find associations between subjects with a view to provide explanations for the findings as concluded by (Orodho, 2012) in his previous study on similar topics. The study will apply the open-ended questions in the questionnaire which will be analyzed in the same way from the various

respondents. Additionally, the frequencies of statements relating to certain topics will also be counted. These then help the topics to be ranked accordingly. The ranking will then be used as an indicator for importance of the topic and for detection of gender-specific differences in the study.

The quantitative questionnaire data in the study will be analyzed using descriptive statistics with the aid of (statistical packages for social sciences) SPSS version 20.1. as recommended in the business research. Based on the findings of the descriptive analysis, further analysis will be used to give the outcome where the researcher will discuss the findings and conclusion will be drawn with clear recommendations. Further from conducted study, the data will be analyzed using simple descriptive statistics such as percentages, means, modes, standard deviation and frequencies. Thereafter the data will be edited to eliminate mistakes and ensure consistency. The data will then be cleaned and coded using Statistical Packages for Social Sciences (SPSS) software and classified into meaningful categories for analysis. This helps in assessing whether any associations between the variables exist in the study. Using the analyzed data, the salient details of the questionnaire will be captured. In the study Tables will be used to present the findings, since tables are user friendly, easy to understand and display response frequencies as well as percentages of the respondents' opinions on subject under the study. The study also generated quantitative data, where descriptive statistics data analysis method will be used to analyze numerical data gathered in the research. To compute measures, descriptive statistics of central tendencies and measures of variability was used in order to determine how independent variables affect the dependent variable as cited by (Cooper *et al.*, 2008).

### **3.7 Ethical Considerations**

Various steps were followed by the researcher in order to ensure that the study adheres to research ethical standards where research introduction letter will be obtained from Management University of Africa.

#### **3.7.1 Inform Consent**

The researcher during the whole process ensured that through the standard of informed consent applies to all the respondents during the study. Oliver (2004) points out, some respondents may be impressed by the status of the researcher, or even by the word researcher has used and may agree to participate even without having a good idea of what the research is all about.

#### **3.7.2 Voluntary Participation**

The researcher sought approval from the management of Nairobi Bottlers Limited before administering the questionnaires to the target department. The participants were asked to verbally consent to participate in the research, for which they were free to participate or not to. The researcher explained to them that the information that they gave would be used only for the study in order to enable them to fully participate.

### **3.7.3 Privacy**

The researcher ensured the potential respondents were not be identified by name where confidentiality respondents was treated as a matter of priority during the study process. Further, the researcher used two methods in engaging the respondents before agreeing to answer the questions of the study.

### **3.7.4 Confidentiality**

During the study, the researcher explained to the respondents that the data being gathered in would be treated in confidence and that the findings purely intended for a project at the Management University of Africa. The researcher also explained to the respondents that the data would be coded and no one, whatsoever, associated with the data to the respondents for both external and internal audiences of the project as provided in the research ethics.

### **3.7.5 Anonymity**

During the study, the researcher accorded the respondents the required respect while still ensuring that they answer the questions to the expectations of the study, interjecting questions, clearly. Also in this study, the researcher picked respondents without any discrimination. This enabled the researcher to receive truly anonymized respondents even to the researcher himself. To achieve this self-administered questionnaire with an anonymous method of return was applied in this study.

## **3.8 Chapter Summary**

Descriptive design method was be used by the researcher where questionnaires were administered to collect the data from a suitable sample of the respondents. The research methodology offers clarification into what type of research this study follows. This chapter introduces and discuss the choice of grounded theory methodology as a suitable research approach of this study. The chapter describe the research methodology, the population, the

sample and the data collection instruments as well as the strategies that were used to ensure the ethical standards, reliability and validity of the study to be carried out.

## CHAPTER FOUR

### DATA ANALYSIS INTERPRETATION AND INTERPRETATION

#### 4.1 Introduction

This chapter analyses the data that was collected as per the set objectives in chapter one. The four specific objectives were to determine if communication, leadership, compensation and cohesiveness has an impact on team productivity in sales and marketing departments of Nairobi Bottlers.

#### 4.2 Response Rate

Out of the of 80 questionnaires respondents that were administered to the interviewees, 69 of them were returned for analysis. This translates to a response rate of 86.125%. Some of the respondents could not be reached due to their tight schedules and frequent meetings; an effort to reach them through the contact person established was not successful. Overall, the response rate can be considered to have been very high as shown in table 4.1 below.

**Table 4.1: Response rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percent</b>
Questionnaires issued	80	100.0
Questionnaires returned	69	86.25
Questionnaires not returned	15	13.75

#### 4.3 Reliability Analysis

According to Mugenda & Mugenda (2003) pilot testing help in revealing questions that are vague to allow for their review until they convey the same meaning to all the subjects (Mugenda & Mugenda, 2003). A pilot study of 10 respondents was undertaken on from the targeted

population through random sampling. The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The reliability values were checked for the four independent variables. The results illustrated that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.6 according to Loehlin (2004). The results of reliability analysis were as presented in table 4.2

**Table 4.2: Reliability Analysis**

Study variables	Cronbach's Alpha ( $\alpha$ )	Number of Items
Communication	0.87	10
Leadership	0.76	10
Compensation	0.85	10
Cohesiveness	0.81	10

### 4.3 Demographic Information

#### 4.3.2 Distribution of the Respondents by Gender

The researcher requested the respondents to fill out their gender to ensure fair distribution of questionnaires to the male and female working in Nairobi bottlers. From the data, 60.9% of the respondents were male while 39.1% of the respondents were female. This could mean slight gender gap on employees where majority are male. The findings are presented in table 4.3 below.

**Table 4.3: Distribution of the respondents by gender**

Gender	Frequency	Percent
Female	27	39.1
Male	42	60.9
Total	69	100.0

#### 4.3.2 Distribution of Respondents by Age

To know which age bracket are the majority of employees in Nairobi bottlers, the respondents were asked their age, this is for general information and is not a direct objective of the study. The highest percent of the respondents were between the age brackets of 30-39 years represented by

42%. This was followed by 20-29 years with 33.3%, 40-49 years with 21.7% and over 50 years with 2.9%. Most of the employees were noted to be in the productive age below 39 years.

**Table 4.4: Distribution of respondents by age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
20-29 years	23	33.3
30-39 years	29	42.0
40-49 years	15	21.7
Above 50 years	2	2.9
<b>Total</b>	<b>69</b>	<b>100.0</b>

#### **4.3.3 Distribution of the Respondent by Education Level**

The study sought to find out the education level of the respondent. This is for general information and is not a direct objective of the study. Out of the 69 respondents 49.3% of the respondents had attained education to the undergraduate level, 39.1% diploma level, 7.2% to the post graduate level and 4.3% to the secondary level. The data as displayed on the table 4.5 below depict Nairobi Bottlers employs well learned professionals who have attained tertiary level of education; where majorly employees in the sales and marketing have attained diplomas.

**Table 4.5: Distribution of the respondent by education level**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	3	4.3
Diploma	27	39.1
Undergraduate	34	49.3
Post Graduate	5	7.2
<b>Total</b>	<b>69</b>	<b>100.0</b>

#### **4.3.4 Distribution of the Respondent by Sales Region**

The researcher asked on the sales regions of the respondents, in order to assess the distribution of the respondents. Out of the 69 respondents most of the respondents are located in the capital

region represented by 47.8%, Key Accounts represented by 36.2%, Northern region represented by 11.6%, Southern region represented by 2.9% and Western region represented by 1.4%.

**Table 4.6: Distribution of the respondent by sales region**

Sales region	Frequency	Percent
Capital	33	47.8
Key Accounts	25	36.2
Nothern	8	11.6
Southern	2	2.9
Western	1	1.4
Total	69	100.0

#### 4.3.5 Distribution of the Respondents by Department

The study further sought to find out the respondent's duration of experience. From table 4.7, 49.3% of the respondents have worked between 1 to 5 years, 26.1% worked for 6 to 10 years, 18.8% of the respondents 11 to 15 years, and employees who have worked for less than one year and over 15 years with 2.9% each.

**Table 4.7: Duration of experience**

Duration of experience	Frequency	Percent
Less than 1 Year	2	2.9
1-5	34	49.3
11-15	13	18.8
6-10	18	26.1
Over 15	2	2.9
Total	69	100.0

#### 4.3.6 Position Held by the Respondents

The respondents were asked on their positions in the sales and marketing department in Nairobi bottlers. The highest number of the respondents are accounts developer represented by 82.6%,

followed by area retail manager represented by 11.6% and finally regional sales manager represented by 5.8%. This spread of positions held by the respondents is presented on the table 4.8 below.

**Table 4.8: Distribution of the respondents by duration of service**

<b>Duration of service</b>	<b>Frequency</b>	<b>Percent</b>
Accounts developer	57	82.6
Area Retail Manager	8	11.6
Regional Sales Manager	4	5.8
Total	69	100.0

#### **4.4 Effects of Team Work on Productivity**

##### **4.4.1 Impact of communication on team productivity**

The respondents were asked on the impact of communication on the team productivity. A five point likert scale was used where 5.000-4.100 = strongly agree; 4.000 – 3.100 = agree; 3.000-2.100 = uncertain; 2.000- 1.100 = disagree and 1.000 – 0.000 = strongly disagree.

**Table 4.9: Communication and team productivity**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack of proper communication affect teamwork	4.3043	.95954
Lack of employee’s empowerment on communication impact on teamwork	4.3478	.85451
Barriers in communication affect teamwork in the various regions	4.2754	1.02733

The study observed that lack of proper communication affect teamwork as represented by a mean and standard deviation of 4.3043 and 0.95954 respectively. The respondents strongly agreed that lack of employee’s empowerment on communication impact on teamwork as represented by a mean and standard deviation of 4.3478 and 0.85451 respectively. The respondents strongly agree that the barriers in communication affect teamwork in the various regions as represented by mean and standard deviation of 4.2754 and 1.02733 respectively.



The respondents were asked on the impact of poor communication on the team productivity. A five point likert scale was used where 5.000-4.100 = strongly agree; 4.000 – 3.100 = agree; 3.000-2.100 = uncertain; 2.000- 1.100 = disagree and 1.000 – 0.000 = strongly disagree.

**Table 4.10: Poor communication on team productivity**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Unfavourable Organizational Culture affect team productivity	3.28	1.300
Lack of training for the sales employees affect team productivity	2.81	1.261
Unfavourable Company Structures affect team productivity	2.72	1.253
Lack of Implementation Strategy affect team productivity	3.28	1.165
Lack of Expertise Skills in the company affect team productivity	2.68	1.372
Lack of proper Management Systems affect team productivity	3.37	1.326
Lack of proper Procuremet Systems affect team productivity	2.78	1.381
Lack of proper Intergrated Management Information Systems (IMIS) in all the regions affect team productivity	2.66	1.205
Lack of engagement in Formulation of teamwork. affect team productivity	2.6567	1.28573
Not realiasing the benefits of teamwork affect team productivity	2.3913	1.33083
Lack of monitoring, evaluation and control of agreed set of goals affect team productivity	2.7971	1.05133

The respondents were asked on the effect of poor communication on the team productivity. The respondents agree that organizational Culture affect team productivity as shown by a mean of 3.28, the respondents are uncertain that lack of training for the sales employees affect team productivity as represented by a mean of 2.81 and the respondents are uncertain that unfavourable company structures affect team productivity as represented by a mean of 2.72. the respondents agree that lack of implementation strategy affect team productivity as represented by a mean of 3.28. The respondents are uncertain that lack of expertise Skills in the company affect team productivity 2.68, they agree that lack of proper management systems affect team productivity represented by 3.37 and they are uncertain that lack of proper procuremet systems affect team productivity as represted by a mean of 2.78. The respondents are uncertain that lack of proper Intergrated Management Information Systems (IMIS) in all the regions affect team productivity represneted by a mean of 2.66 and they are uncertain that lack of engagement in formulation of teamwork. affect team productivity as represented by a mean of 2.6567. The respondents were uncertain that not realiasing the benefits of teamwork affect team productivity as represented by a mean of 2.3913 and uncertain that lack of monitoring, evaluation and control of agreed set of goals affect team productivity as represented by a mean 2.7971.

#### 4.4.2 Impact of Leadership on Team Productivity

The respondents were asked on the influence of the leadership on the team productivity. A five point likert scale was used where 5.000-4.100 = Very great extent; 4.000 – 3.100 =Great extent; 3.000-2.100 = Moderate extent; 2.000- 1.100 = Little extent and 1.000 – 0.000 = No extent.

**Table 4.11: Leadership on team productivity**

Statement	Mean	Std. Deviation
Poor styles of leadership impact teamwork in sales and marketing department at Nairobi Bottlers	4.42	.847
Poor Financial Control impact on team productivity	3.9275	1.27555
Inefficient operational processes impact on team productivity	3.2319	1.20226

Lack of innovativeness and creativity impact on team productivity	3.3043	1.27538
Lack of desire for effective Management impact on team productivity	3.5942	1.00468
Resistance to Change by sales employees impact on team productivity	3.6232	1.23790
Conflicts in the various regions impact on team productivity	3.8116	1.14115
Lack of Motivation, Trust and Confidence impact on team productivity	3.8000	1.50208
Lack of Corporate and teamwork culture entrenchment in the market impact on team productivity	3.70	1.047
Poor Social-cultural behavior amongst the leadership in the sales and marketing department impact on team productivity	3.6522	1.22265

Some of the respondents agreed that poor styles of leadership have an impact on teamwork as represented by 4.42 to a very great extent, they also agreed poor financial controls impact on team productivity as represented by a mean of 3.927 which is to a great extent, they also agreed that inefficient operational processes impact on team productivity to a great extent as represented by a mean of 3.2319 from the study.

They agreed that lack of innovativeness and creativity impact on team productivity to a great extent as represented by a mean of 3.3043. The respondents also agreed that lack of desire for effective Management impact on team productivity to a great extent as represented by a mean of 3.5942 from the survey conducted, They also agreed resistance to change by some of the sales and marketing employees influence on team productivity. From the survey, they also agreed that organizational conflicts in the some of the regions influence to a great extent on team productivity as represented 3.8116.

The respondents also agreed lack of proper motivation, trust and confidence impact on team productivity to a great extent as represented by a mean of 3.8 from the survey conducted, They also agreed that lack of corporate support and proper teamwork culture entrenchment in the

market place impacted to great extent on team productivity as represented by a mean 3.7 from this study, The respondents also agreed poor social-cultural behavior amongst the leadership influenced team productivity to a great extent in the sales and marketing department as represented by 3.6522 from the survey conducted.

#### 4.4.3 Impact of Employee’s Compensation on Team Productivity

A five point likert scale was used where 5.000-4.100 = No extent; 4.000 – 3.100 = Little extent; 3.000-2.100 = Moderate extent; 2.000- 1.100 = Great extent and 1.000 – 0.000 = Very great extent.

**Table 4.12: Employee’s compensation on team productivity**

Statement	Mean	Std. Deviation
Poor employee compensation impact teamwork in sales and marketing department at Nairobi Bottlers	4.46	.739
Poor employee’s compensation impact teamwork in various regions at Nairobi Bottlers?	4.1014	1.11335
Poor employee’s compensation impact teamwork in your specific region at Nairobi Bottlers	3.4638	1.37819

The respondents were asked to comment on how employee compensation affect team productivity. The respondents agree that poor employee compensation impact on team work in sales and marketing department at Nairobi bottlers to a very great extent as shown by a mean of 4.46 and standard deviation of 0.739. Poor employee’s compensation impact teamwork in various regions at Nairobi Bottler to a very great extent as represented by a mean of 4.1014 and standard deviation of 1.11335. The respondents agree that poor employee’s compensation impact teamwork in their specific region at Nairobi Bottlers to a moderate extent this is represented by a mean and standard deviation of 3.4638 and 1.37819 respectively.

#### 4.4.4 Impact of Cohesiveness on Team Productivity

A five point likert scale was used where 5.000-4.100 = Very great extent, 4.000 – 3.100 = Great extent; 3.000-2.100 = Moderate extent; 2.000- 1.100 = Little extent and 1.000 – 0.000 = No extent.

**Table 4.13: Cohesiveness on team productivity**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Organizational culture impact teamwork in sales and marketing department at Nairobi Bottlers	3.6522	1.19836
The whole leadership understands the impact of teamwork in sales and marketing department of Nairobi bottlers	4.1014	.90983
The entire Sales leadership is aware of the impact culture on teamwork towards the organizations goals and objectives	4.1014	.80704
The company has systems in place on how to mitigate against internal environmental changes through enhancing the right culture	3.9275	1.03354
The company has systems in place on how to mitigate against External environmental changes through embracing the right culture	3.8406	1.00912
There are clear strategies on how to enhance teamwork in Sales and marketing through adopting the right culture	4.0435	.81231
Changes in stakeholders impact teamwork due to poor organizational culture at sales and marketing department	3.9710	.99957
Power in management of company policies is shared among the leadership in the whole department and employees trained on these policies to embrace the right organizational culture	3.7826	.98324

There is a systematic action plan being followed and are clearly articulated in sales and marketing department and training is done on the SOPs to embrace the right organizational culture	3.9242	.94967
The company environment is conducive and encourages change is Operations thorough awareness training in sales and marketing department to support thr right orgaizational culture at sales and marketing department	3.8095	.75897

From the study conducted it was concluded that organizational culture influenced teamwork in sales and marketing department at Nairobi Bottlers to a great extent as represented by a mean of 3.6522 Leadership understands the importance and impact of teamwork in sales and marketing department of Nairobi bottlers to a very great extent as shown by mean of 4.1014 from the study conducted. The entire sales and marketing leadership is aware of the impact of culture on teamwork towards the organizations goals and objectives to a very great extent as shown by a mean of 4.1014 from the is study.

The company has placed systems in place guide on to mitigate against internal environmental changes through enhancing the right culture to a great extent as shown by a mean by 3.9275. The company has alos enhanced systems in place on how to mitigate against external environmental changes through embracing the right culture to a great extent as shown by a mean of 3.8406 from the study conducted. The respondents agreed to a very great extent that there are clear set strategies on how to enhance teamwork in sales and marketing deperatners of Niarobi Bottlers through adopting the right culture as shown by a mean of 4.0435 from the conducted study. The changes in stakeholders also has an impact on teamwork due to poor orgazanitional culture at sales and marketing department which is also to a great extent as shown by a mean of 3.9710.

Power in management of the company polices is shared among the leadership in the whole department and employees are well trained on theses polices to embrace the right orgizational cutlure to a great extent as shown by mean of 3.7826. There is a systematic action plan being followed and clearly articulated in sales and marketing department and training is done on the SOPs to embrace the right organizational culture to a great extent as shown by a mean of 3.9242 The company environment is conducive and encourages change is Operations thorough

awareness training in sales and marketing department to support the right organizational culture at sales and marketing department as shown by a mean of 3.8095 as concluded by the study conducted

#### 4.4.5 Team Work Productivity of the Sales and Marketing Departments

A five point likert scale was used where 5.000-4.100 = Very great extent; 4.000 – 3.100 = Great extent; 3.000-2.100 = Moderate extent; 2.000- 1.100 = Little extent and 1.000 – 0.000No extent.

**Table 4.14: Impact of tem work on productivity of the sales and marketing departments of Nairobi Bottlers limited**

Statement	Mean	Std. Deviation
Realistic training time-frame for implementation of tasks impact team productivity	3.9420	.82040
Training on Effective communication.	3.7826	1.23514
Roles, Responsibilities and Timeframe are clearly defined and assigned where training are done on the SOPs.	3.8986	1.03106
Continuous monitoring of Progress, Evaluation, Control and Feedback is shared to the shop floor.	3.7826	1.29330
Adherence to the approved Strategic Plan that is trained to every employee.	3.8406	1.23220
Budget preparation is based on Strategic Plan and stake holders are trained on budget preparations.	3.7826	1.09638
Company Quality management systems affect teamwork at sales and marketing departamnts at Nairobi Bottlers	4.1343	.90278
Quality management system of Procurement on line systems	3.9701	.93695
Quality management system of Human Resource Management System	3.9701	.85227
Quality management system of Leveraging on Management Information Systems	4.0149	.84374

Quality management system of Financial Management Systems	3.8657	.90278
---	--------	--------

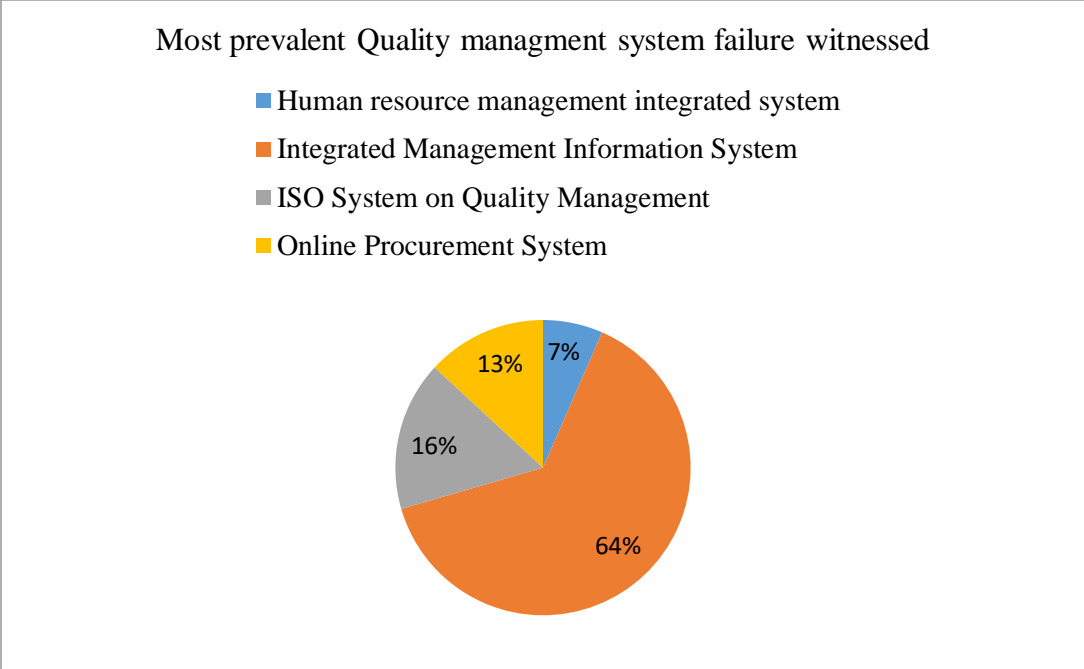
The respondents agree to a great extent that realistic training time-frame for implementation of tasks impact team productivity to a great extent as shown by mean of 3.9420 from the study conducted. Training on effective communication impact team productivity to a great extent as shown by mean of 3.7826 from the study conducted. Role and responsibilities and Timeframe are clearly defined and assigned where training are done on the SOPs to a great extent as shown by mean of 3.8986 as per study.

Continuous monitoring of progress, evaluation, control and feedback is shared to the shop floor to a great extent as represented by a mean of 3.7826. Adherence to the approved strategic plan that is trained to every employee impact team productivity to a great extent as shown by a mean of 3.8406 from the study conducted. Budget preparation is based on strategic plan and stake holders are trained on budget preparations impacting on the team productivity to a great extent as shown by a mean of 3.7826 from the study.

The respondents also agreed to a very great extent that company quality management systems affect teamwork at sales and marketing departments at Nairobi Bottlers as represented by a mean of 4.1343. From the study conducted, Quality management system of Procurement on line systems impact team productivity to a great extent as shown by a mean of 3.9701. Quality management system of Human Resource Management, Leveraging on Management Information Systems and Financial Management Systems impact the team productivity as shown by a mean of 3.9701, 4.0149 and 3.8657 as deduced from the study.

The respondents were asked on the most prevalent Quality management system failure that have been witnessed that can impact productivity due to lack of teamwork in the Sales and marketing department at Nairobi Bottlers. The integrated management information system was found to be the most prevalent quality management system failure represented by 63%, followed by ISO system on quality management represented by 16%, then online procurement system represented by 13% and human resource management integrated system represented by 7%.





**Figure 4.1: Most prevalent Quality management system failure witnessed**

**4.5 Interpretation of the Findings**

The general objective of this study was to determine the effects of teamwork on productivity of the sales and marketing departments of Nairobi Bottlers limited. The specific objective of the study was to determine the influence of communication, leadership, employees’ compensation and cohesiveness has an impact on team productivity in sales and marketing departments of Nairobi Bottlers.  $p < 0.05$ , dependent variable; communication, leadership, employees’ compensation and cohesiveness. From the table 4.15 below the coefficients of the regression are used to come up with the following regression equation:

$$Y = 16 + 0.418 X_1 + 0.194 X_2 + 0.265 X_3 + 0.488 X_4$$

Where  $X_1$ ,  $X_2$ ,  $X_3$  and  $X_4$  are communication, leadership, employees’ compensation and cohesiveness respectively. The study established that taking all the factors being constant at zero, the team productivity is 16.647. The findings presented also show that holding all other independent variables at zero, a unit increase in communication would lead to 0.418 growth in team productivity, a unit increase in leadership would lead to 0.194 in team productivity. A unit

increase in employee's compensation would lead to 0.265 growth team productivity and a unit increase in cohesiveness would lead to 0.488 in team productivity.

**Table 4.15: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.647	2.452		6.79	0
Communication	0.418	0.204	0.404	2.052	0.051
Leadership	0.194	0.091	0.358	2.14	0.042
Employee's compensation	0.265	0.116	0.416	2.292	0.031
Cohesiveness	0.488	0.161	0.533	3.021	0.006

a. Dependent Variable: Team productivity

These results imply that increase in communication channels and structures would lead to positive growth of the organization performance. An increase in leadership quality would lead to a positive growth in team productivity. An increase in employee's compensation would also lead to positive impact in the team productivity and finally cohesiveness would lead to positive growth in team productivity in sales and marketing department of Nairobi Bottlers. Cohesiveness has the highest influence on the team productivity as represented by 0.488, followed by communication as represented by 0.418, followed by employee compensation as represented by 0.265 and leadership as represented by 0.194. All the four variables were noted to have a positive influence on team productivity in sales and marketing department

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of findings and conclusions made. In this chapter the findings gathered are summarized and the conclusions made of the study done. Recommendations are also laid out in this chapter.

#### **5.2 Summary**

##### **5.2.1 Impact of Communication on Team Productivity**

This study concluded that communication impact to team productivity. In the sense that Lack of effective communication in the organization, lack of employee's empowerment on communication and various barriers in communication teamwork will be affected in a great extent. The findings in this study agree with the a research conducted by Karimi (2013) which discovered that communication networks have an influence on motivation as 66.75% of the

participants in this study affirmed that they are motivated depending on the proper communication channels in the organization where the study is conducted. The research also discovered that employee's participation communication, feedback and teamwork are some of the motivators that make the middle management and supervisory employees more motivated than others in the field of the study. This has an impact on the organization team productivity impacting on the overall organizational performance and profitability.

In this study the respondents were uncertain that unfavourable organizational culture, lack of training for the sales employees, unfavourable company structures, and lack of Implementation strategy affect team productivity of the sales and marketing departments of Nairobi Bottlers limited. The respondents were also uncertain that lack of expertise skills in the company, lack of proper management systems, lack of proper intergrated management information systems, lack of engagement in formulation of teamwork, not realising the benefits of teamwork and lack of monitoring, evaluation and control of agreed set of goals affect team productivity. This study therefore concludes that the management has put measures in place to ensure that such strategic issues are handled in a professional way in order to enhance team productivity.

### **5.2.2 Impact of Leadership on Team Productivity**

Leadership positively impact team productivity in sales and marketing department of Nairobi Bottlers. This is to the fact that poor styles of leadership, poor financial control, inefficient operational processes and lack of innovativeness and creativity impact on team productivity negatively. Quality leadership ensure that staff are well informed, quality financial management, processes are controlled and there room for creativity and innovativeness. This agree with a study by Dola (2015) whose findings concluded that managers intervened promptly on subordinate performance to increase subordinates' staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action.

Correlation analysis also concluded that there exist a strong and positive significant relationship leadership and performance of employees.

### **5.2.3 Impact of Employee's Compensation on Team Productivity**

Employee's compensation impact on the team productivity. This study concludes poor employee compensation impact teamwork in sales and marketing department at Nairobi Bottlers, poor employee's compensation impact teamwork in various regions at Nairobi Bottlers and poor employee's compensation impact teamwork in your specific region at Nairobi Bottlers to a great extent. This study concludes that employees require quality compensation in order to have a productive team. According to Murphy (2015), according to the study, managing your compensation structure and systems within the organization sometimes can be a difficult which can easily go wrong with very serious consequences for both organizational performance and productivity and profitability . Most of the managers who highly value the reward they identify to receive perform well as they are really motivated while carrying the organizational goals and objectives, According to this survey, it can be concluded that performance and motivation are closely related, but the rewards that drive both of these two variables could be very different hence no common system that can sufficiently be applied across the whole of this area

### **5.2.4 Impact of Cohesiveness on Team Productivity**

Cohesiveness in the team impact the team productivity. Organizational culture impact teamwork in sales and marketing department at Nairobi Bottlers to a great extent. If the company has systems in place on how to mitigate against External environmental changes through embracing the right culture then team productivity would be enhanced. An organisation with clear strategies on how to enhance teamwork in Sales and marketing through adopting the right culture improve team productivity. According to survey by Akmal (2015) team cohesiveness is a crucial and determinant factor for team effectiveness in an organization. This therefore means that team, cohesiveness alone cannot guarantee success without administrative commitment. This is where the top leadership support is very critical to enable improved performance across the whole organization. In such an environment, the team members tend to feel the unity with their teammates but be completely disconnected from organizational values and other objectives. Effective teams helps drive the organizational productivity though developing and leading high-performance teams across the highest tasks facing any leadership in the changing market environment. Team Cohesiveness is one of the key factors of implementing effective and, high-

performing teams across the whole of the business environment. It is important for effective Leaders to appreciate how the team cohesiveness works and how bonding in a team will help in delivering the set goals and objectives .It is the responsibility of good leaders to inspire their team members through emphasizing on the sense of team working, understanding and closeness mutual respect to all the team members as this will help in improving the team performance. The leaders should also give people the choice and power over what they can do to enrich their skills

### **5.3 Conclusions**

The study concluded that all the four independent variables influence team productivity. Communication, leadership, employees' compensation and cohesiveness positively impact the team productivity in the sales and marketing department of Nairobi Bottlers. The study concludes that continuous monitoring of progress, evaluation, control and feedback is shared then team productivity would be enhanced. Adherence to the approved strategic plan and budget preparation is based on strategic plan would lead to productive teams due to involvement of the staff in the processes. Quality management systems impact on the team productivity due to the control measures in place. The quality management systems include procurement on line systems, human resource management system, leveraging on management information systems and financial management Systems. Thus leaders must understand how team cohesiveness works and how bonding in a team will build energy. Leaders must inspire team members through reinforcing the sense of belonging, empathy in bonding and mutual respect, in addition to giving people choice, quality communication structure and power over what they can do. Once that sense of support, that foundation, is created, the result is limitless creativity.

### **5.3 Recommendations**

The management of Nairobi bottlers should ensure that the communication structure is well aligned to all the staff this creates quality leadership that are able to control their team and grow the team productivity. Employees' compensation should be well managed by the human resources as the staff are motivated by the compensation that they get which leads to productivity. The company has systems in place on how to mitigate against internal

environmental changes through enhancing the right culture, this leads to the team cohesiveness. Thus the management should continue assessing the team cohesiveness in order to grow the productivity.

#### **5.4 Suggested Areas of Further Research**

Further studies should be done on the strategic factors that impact on team productivity. A study can be done on the effects of teamwork on productivity of the Nairobi Bottlers limited. A study can also be done on the effects of information technology on staff productivity.

#### **REFERENCES**

- Afshan, S., Sobia, I., Kamran, A., & Nasir, M. (2012). Impact of training on employee performance: a study of telecommunication sector in Pakistan. . *Interdisciplinary Journal of Contemporary Research in Business* 4, 6-21.
- Aguinis, H. (2009). *Performance Management*. Upper Saddle River, NJ: Prentice Hall.
- Aguinis, H., & Kraiger, K. (2009). Benefits of Training and Development for Individuals and Teams, Organizations, and Society. *Annual Rev. Psychol* (9)60, 451-474.
- Alipour, M., Salehi, M., & Shahnavaz, A. (2009). A Study of on the Job Training Effectiveness: Empirical Evidence of Iran. *International journal of business and management Vol.4, No.11*, 63-68.
- Allison, B. (2006). *Research Skills for Students, 7th Edition*. London: Kogan Page.

- Anderson, N., & West, M. (2008). The personality of teamworking. *Journal of Personal Management*, 4(3), 81-91.
- Armstrong, M. (2010). *A Handbook of Performance Management, 4th edition*. New Delhi: Kogan Page Limited.
- Armstrong, M. (2010). *Armstrong's Essential Human Resource Management Practice: A Guide to People Management*. London: Kogan Page Limited.
- Babatunde, O. (2015). The Impact of Leadership Style on Employee's Performance in an Organization. *Public Policy and Administration Research*, 5 (1), 193-205.
- Borg, W., J.P, G., & M.D, G. (2009). *Research in Education: An introduction* . London: Longman.
- Brinkerhoff, R. O. (2006). Increasing impact of training investments: an evaluation strategy for building organizational learning capability. *Human Resource Management Journal Vol. 38 No. 6*, 302-307.
- Butt, F., Waseem,M., Rafiq,T., Nawab, S., & Ahmad B. (2014). The Impact of Leadership on the Productivity of Employees: An Evidence from Pakistan. *Research Journal of Applied Sciences, Engineering and Technology*, 7(24) 5221-5226.
- Carmines, E. G., & Zeller, R. A. (2007). *Reliability and Validity Assessment. Quantitative Applications in the Social Sciences series* . Newbury Park: Sage Publications.
- Charles, R. G. (2003). *Strategic Human Resource Management*:. New York: Pearson Custom Publishing.
- Cohen, S., & Bailey, D. (2009). What makes teams work: group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23(3), 239-290.
- Collins, D. B. (2003). Performance-level Evaluation Methods used in Management Development studies from 1986 to 2000. *HRD review*1:91 , 91-110.
- Conti, B., & Kleiner, B. (2009). How to increase teamwork in organizations. *Journal of Quality*, 5(1), 26-29.
- Cooper, D., & Schindle, P. (2008). *Business Research Methods. (8th Edition)*. New Delhi: Tata McGraw Hall.



- Czaplewski, A. J. (2003). Workplace spirituality and employee work attitudes: an exploratory empirical assessment. *Journal of Organizational Change Management*, 50- 60.
- Delarue, A., & De Prins, P. (2004). Productivity outcomes of teamwork as an effect of team structure. *Economic and Industrial Democracy* , Vol. 25, No. 2, 301-318.
- Eseryel, D. (2002). Approaches to Evaluation of Training: Theory & Practice. *Educational Technology & Society* (5),2, 93-98.
- Femi, A. (2014). The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. *Journal Of Humanities And Social Science*, 19 (8), 75-82.
- Glance, N. S., Hogg, T., & Huberman, B. A. (2007). Training and Turnover in the Evolution of Organizations. *Organization Science* Vol. 8, No. 1, 84-96.
- Haslinda, A., & Mahyuddin, M. (2009). The Effectiveness of Training in the Public Service. *American Journal of Scientific Research* (4)8, 39-51.
- Jones, A., Richard, B., Paul, D., Sloane, K., & Peter, F. (2007). Effectiveness of teambuilding in organization. *Journal of Management*, 5(3),, 35-37.
- Kaufman, R. (2009). Linking Training to Organizational Impact. *Journal of Instructional Development*, Vol. 8, No. 2 , 23-29.
- Kombo, D., & Tromp, D. (2006). *Project and Thesis Writing: An Introduction*. Nairobi: Pauline Publication Africa.
- Mathis, R. L., & Jackson, H. J. (2008). *Human Resource Management. 12th ed*. New York: south west publisher.
- Mikko, L. (2005). Managers' perceptions of the strategic role of management development. *Journal of Management Development*, Vol. 24 (7) , 645 – 655 .
- Mugenda, O., & Mugenda, A. (2003). *Research Methods; Quantitative and Qualitative analysis*. Nairobi: ACTS Press.
- Mulika, M. (2010). *The Impact of Teamwork on Employee Performance in Strategic Management and the Performance Improvement*. UAE: Department of Abu Dhabi Police.

- Mulike, S. (2013). *The Impact of teamwork on employee performance in strategic management and the performance improvement* . Abu Dhabi: Department of Abu Dhabi Police,UAE.
- Mullins, J. (2007). *Management and Organizational Behavior*. London: Prentice Hall.
- Nachmias, V., & Nachmias, D. (2007). *Research Methods in the Social Sciences*. . New York: St. Martin's Press.
- Nylor, J. (2002). *Human Resource Management 9th Ed*. London: McGraw Hill Publishing Company.
- Ooko, P. & Odundo, P. (2015). Impact of Teamwork on the Achievement of Targets in Organisations in Kenya: A Case of SOS Children’s Villages, Eldoret. *European Journal of Business and Management* , 7 (14), 69-77.
- Orodho, H. O. (2005). *Elements of Education and Social Science Research Methods*. Nairobi: Masola Publishers.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students 5th edition*. Harlow: Pearson Education Limited.
- Sekaran, U. (2009). *Research Methods for Business: A Skill Building Approach, 4th Ed*. London: John Wiley & Sons.
- Steve, K. (2000). *Organization Behavior, 3rd Ed*. San Francisco : Prentice Hall Publishers.
- Totterdill, P., Dhotti, S., & Milsome, S. (2010). *Partners at work?. A report to Europe’s policymakers and social partners; Report of the European commission*., European commission.
- Waweru, E. M. (2004). *Managing Human Resources in Kenya*. Nairobi: Kenya Literature Bureau.
- Zikmund, A. (2003). *Research Methods, 7th Edition*. New York: Prentice Hall .

## APPENDIX I: RESEARCH STUDY QUESTIONNAIRE

**INSTRUCTION:** For all sections, please tick against what best reflects your feelings.

### SECTION 1

Demographic Information

1. Please tick your gender

Male

Female

2. Which is your Age group?

Age (years)	Below 19	20-29	30-39	40-49	Above 50
-------------	----------	-------	-------	-------	----------

Tick one only					
---------------	--	--	--	--	--

3. What is your highest Education level

Education level	Primary	Secondary	Diploma	Undergraduate	Post Graduate
Tick one only					

3 4. Tick the name of your Sales region

Region	Capital	Nothern	Western	Southern	Key accounts	
Tick one only						

4 5. How long have you been working for Nairobi bottlers?

Membership	Less than 1 year	1-5 years	6-10 years	11-15 years	Over 15 years
Tick one only					

5 6. Please indicate your current job tittle in Nairobi bottlers?

Responsibility	Accounts developer	Area Retail Manager	Regional Sales manager
Tick one only			

## SECTION II:

### A) Communication and team productivity

1. Do you agree lack of proper communication affect teamwork in your region? (Tick one)

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

2. Do you agree lack of employee's empowerment on communication impact on teamwork in your region? (Tick one)

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

3. Do you agree barriers in communication affect teamwork in the various regions in sales and marketing department of Nairobi Bottlers? (Tick one)?

Strongly Agree     Agree     Uncertain     Disagree     Strongly Disagree

4. How often do the following factors impact teamwork in sales and marketing departamnet due to poor communication is sales and marketing departement of Nairobi Bottlers?

Factors	Very Often	Often	Quiet Often	Rarely	Never
Unfavourable Organizational Culture					
Lack of training for the sales emplyees					
Unfavourable Company Structures					
Lack of Implementation Strategy					
Lack of Expertise Skills in the company					
Lack of proper Management Systems (including Human Resources)					
Lack of proper Procuremet Systems					
Lack of proper Intergrated Management Information Systems (IMIS) in all the regions					
Lack of engagement in Formulation of teamwork.					
Not realiasing the benefits of teamwork					
Lack of monitoring, evaluation and control of agreed set of goals					

**B) Leadership and team productivity**

1. According to your understanding, do you agree poor styles of leadership impact teamwork in sales and marketing department at Nairobi Bottlers? (Tick one)

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly disagree

2. To what extent do the various styles of leadership impact teamwork in sales and marketing departments at Nairobi Bottlers? (Tick)

Styles of leadership	Very Large Extent	Large Extent	Moderate Extent	Small Extent	No Extent at All
Poor Financial Control					
Inefficient operational processes					
Lack of innovativeness and creativity					
Lack of desire for effective Management					
Resistance to Change by sales employees					
Conflicts in the various regions					
Lack of Motivation, Trust and Confidence					

Lack of Corporate and teamwork culture entrenchment in the market					
Poor Social-cultural behavior amongst the leadership in the sales and marketing department					

**C) Employee's compensation and team productivity**

1. In your understanding do you agree that poor employee compensation impact teamwork in sales and marketing department at Nairobi Bottlers? (Tick One)

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly Disagree

2. To what extents does poor employee's compensation impact teamwork in various regions at Nairobi Bottlers? (Tick one)

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly Disagree

3. To what extents does poor employee’s compensation impact teamwork in your specfcic region at Nairobi Bottlers? (Tick one)

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly Disagree

**D) Cohesivness and team productivity**

1. Do you agree organizational culture impact teamwork in sales and marketing department at Nairobi Bottlers? (Tick One)

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly Disagree

2. To what extent do you agree with the following strategic statements in relation to culture that might impact teamwork at Nairobi Bottlers ? (Tick one)

<b>Organizational Culture</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The whole leadership understands the ipkmact of teamwork in sales and					



marketing department of Nairobi bottlers					
The entire Sales leadership is aware of the impact culture on teamwork towards the organizations goals and objectives					
The company has systems in place on how to mitigate against internal environmental changes through enhancing the right culture in the sales and marketing departments.					
The company has systems in place on how to mitigate against External environmental changes through embracing the right culture in sales and marketing department					
There are clear strategies on how to enhance teamwork in Sales and marketing through adopting the right culture in sales and marketing department					
Changes in stakeholders (Top level management) impact teamwork due to poor organizational culture at sales and marketing department					
Power in management of company policies is shared among the leadership in the whole department					

and employees trained on these polices to embrace the right orgizational cutlure					
There is a systematic action plan being followed and are clearly articulated in sales and marketing department and training is done on the SOPs to embrace the right organizational culture					
The company environment is conducive and encourages change is Operations thorough awareness training in sales and marketing department to support thr right orgaizational culture at sales and maeketing department					

3. To what extent do you agree that the following Organizational training Strategies are used by the company to enhance effective teamwork in sales and marketing department of Nairobi Bottlers? .(Tick)

Organizational Strategies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Realistic training time-frame for implementation of tasks					
Training on Effective communication.					
Roles, Responsibilities and Timeframe are clearly defined					

and assigned where training are done on the SOPs.					
Continuous monitoring of Progress, Evaluation, Control and Feedback is shared to the shop floor.					
Adherence to the approved Strategic Plan that is trained to every employee.					
Budget preparation is based on Strategic Plan and stake holders are trained on budget preparations.					

**E) Nairobi bottlers Quality management Systems**

1. According to your understanding, do you agree that the Company Quality management systems affect teamwork at sales and marketing departamnts at Nairobi Bottlers?

- Strongly Agree
- Agree
- Not Agree
- Disagree
- Strongly Disagree

2. To what extent does the company use the following Quality managment systems to improve productivity though the enhanced teamwork in the sales and marketing department at Nairobi Bottlers?

Company ISO systems for Quality management	Very Often	Often	Not Sure	Rarely	Not at All
Procurement on line systems					
Human Resource Management System					
Leveraging on Management Information Systems					
Financial Management Systems					

3. Please indicate the most prevalent Quality management system failure that have been witnessed that can impact productivity due to lack of teamwork in the Sales and marketing department at Nairobi Bottlers.

- Online Procurement System
- Human Resource Management integrated System
- ISO system on Quality management
- Integrated Management Information System
- Integrated Financial Management System