

**EFFECT OF TEAM WORK ON JOB SATISFACTION AT KENYA POWER
PENSION FUND**

BY

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DECLARATION

This project is my original work and has not been presented for the award of degree in any other university or college for examination/academic purposes

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This research project has been submitted for examination with my approval as the student supervisor.

Signature:..... Date:.....

Mr. OCHORO DUNCAN

DEDICATION

This project is dedicated to my father and in memory of my late mother Mrs. Esther Ng'eny. Dad, thank you for unwavering support and continued emphasis to pursue education no matter what. Mum, you encouraged me in my studies over the years. Your Strength and resilience made me appreciate the benefits of patience and hard work. To my siblings, thank you for the encouragement, support when i was doing this project. You were a source of strength and motivation to me to strive on, even when everything seemed difficult, impossible, you kept me working even when I wanted to give up

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ABSTRACT

This study was geared towards investigating the effect of team work on job satisfaction at Kenya Power Pension Fund. To achieve the objective of the study, the study adopted a descriptive survey design to determine the effect of team work on job satisfaction. The target population of the study included the 52 staff (managers and non-managers) of Kenya Power Pension Fund. The study used primary data which was collected by a semi-structured questionnaire. The data was collected from managers and non-managers using a drop and pick- later method. Data was analyzed using descriptive statistics and regression analysis. The study found out that there is a significant relationship between Job Satisfaction and team Communication and a unit increase in team communication leads to an increase in the Job Satisfaction. It further established that leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds. The study also established that diversity promotes creativity and innovation and raise awareness of and respect for differences and also a unit increase in team size leads to an increase in Job Satisfaction. The study therefore recommends that all team members should be on the same page with respect to targets, responsibilities and timelines and teams should develop an effective method of communication so as to improve job satisfaction. The study therefore suggest other studies on other Pension strategies to be done to avail information on Pension strategies.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Teamwork has emerged in recent years as one of the most important ways in which work is being reorganized (Hackman & Oldhman, 2010). According to Waterson et al. (2007) teams are playing an increasingly central role in business as companies seek to “flatten” their structures and drive needed changes in their business processes and organizational culture. The idea of delegating responsibilities to work groups has been diffused under a range of different labels. Human resource management (HRM) embraces the core principles of team working in an organization. Teamwork requires a profound understanding of group dynamics and the approaches in which a team’s unique “personality” comes out as the members accumulate a history of working together hence achieving job satisfaction. Teamwork and job satisfaction is an important component in aspects of work as teams have become widespread in work organizations. The interest in Teamwork and job satisfaction stems from its relationship with an employee’s effectiveness and long-term success. Kornhauser (2005) noted that teamwork and job satisfaction is directly linked to an individual’s happiness, and there is a positive relationship between teamwork, job and life satisfaction. There has been interest by researchers on the effect of team work on job satisfaction because it is believed that teamwork affects a worker’s productivity, absenteeism, turnover, and effectiveness hence affecting job satisfaction.

This study is anchored on Thompson’s Model of teamwork which states that the team performance depends on the team formation and design, and on the organization. According to Thompson (2007) for a team to achieve optimum performance, team members must have the ability to carry out assigned tasks together in order to achieve the organizational goals, be properly motivated and formulate a proper strategy on how to achieve their team targets hence performance. Two-Factor Theory explains that satisfaction and dissatisfaction are driven by different factors - motivation and hygiene factors, respectively

Pension funds are the financial intermediaries, usually sponsored by non-financial companies, which collect and invest funds on a pooled basis for eventual payment

to members in the form of pensions. The main purpose of the Kenya Power Pension Fund is to provide benefits and pension for all permanent and pensionable employees of Kenya Power. Without teamwork the group cannot be able to achieve its goals (Bucher, 2010). The group also provides benefits and pension to dependents of death in service employees. Teamwork in Kenya Power Pension Fund is important due to the problem-solving synergy gained from multiple minds working on loan and pension issuing.

1.1.1 Team Work

According to Jones (2006) teamwork is the process of working collaboratively with a group of people in order to achieve a goal. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

The values of teamwork in achievement of job efficiency and enlargement in organizational productivity are unquestionable whereas, these values would not be achieved unless teamwork is effectively practiced within an organization. Teamwork can also help with the accomplishment of the organizational duties. Reduction of human errors and promotion of job satisfaction are also the outcomes of teamwork, while in complex and stressful environments it is teamwork that can help with providing a safe working condition (Jiang, 2010). All the aforementioned factors have turned teamwork to an important factor that contributes to job performance in the present age. Accordingly, in the past few decades a great number of organizations have focused on enriching the willingness to work in teams in order to improve their organizations (Jones, 2006).

Working in teams makes an organizational environment desirable as teamwork culture diminishes anxiety, fosters a better working environment, and leads to the creation of a better product (Zvalo, 2009). The wide divisions in science and the knowledge of doing things have added to the necessity of professional job performance in handling any task. As a result, a task which could be done by a single agent can no longer be done individually and it needs to be done by different experts, so that at the same time it

would be observed from different perspectives. Therefore there is an essential need for well organized groups to do a task rather than the individual agents (Thompson, 2009).

1.1.2 Job Satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job (Brief & Weiss, 2011), an affective reaction to one's job and an attitude towards one's job. This suggests that attitudes are formed towards jobs by taking into account the feelings, beliefs, and behaviors. However, in the present study, in order to come up with job satisfaction, this notion has been looked through from three dimensions namely achievement, recognition and nature of work as suggested by Herzberg (2007).

Job satisfaction describes how content employees are with their current job. Locke (2007) describes job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences). Job satisfaction can be defined as the collection of feelings and beliefs about a current job as a positive attitude that is believed leads to high performance or as a reflection of an employee's feelings about various aspects of work. According to Hackman and Oldhman (2010) job satisfaction has been one of the most researched concepts in organizational psychology.

Job satisfaction describes how content employees are with their current job. Research shows literature, a variety of similar definitions describing job satisfaction. The most popular is the one by Locke (2007) which describes job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences). Job satisfaction can be defined as the collection of feelings and beliefs about a current job (Hill, 2008), as a positive attitude that is believed leads to high performance (Daft & Marcic, 2001), or as a reflection of an employee's feelings about various aspects of work. Observing job satisfaction, it is very important to note two different expressions which are equally used in literature, that is, job satisfaction regarding solely the task itself or the crucial activity of one's regular work, and job satisfaction in general which includes a range of different elements, such as satisfaction with pay, co-workers, supervision or working conditions.

Job satisfaction is connected to how employee's personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employee's attitude towards his or job, theories regarding attitudes are applicable to job satisfaction. Consequently job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioural component. While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job (Kornhauser, 2005). Often these two aspects are related. The behavioural component is an indicator for behavioural intentions towards a job such as getting to work in time, working hard.

1.1.3 Kenya Power Pension Fund

The Kenya Power & Lighting Company Limited Staff Retirement Benefits Scheme ('The Fund') was established by a Trust Deed dated 1 January 1970. The Fund is a defined benefit occupational pension fund and was formed for the employees of The Kenya Power & Lighting Company limited, then known as East Africa Power and Lighting Company Limited. Currently it has 10833 members (Kenya Power Pension Fund, 2015).

The main purpose of the Kenya Power Pension Fund is to provide benefits and pension for all permanent and pensionable employees of Kenya Power. Kenya Power Pension Fund also provides benefits and pension to dependents of death in service employees. The fund has gone further by running an Orphan Trustee Program (OTP) from Group Life Assurance benefits to ensure continuity in the education of the deceased employee's children (KPLC 2014). In the member's login, one can view their current member's contributions statements and dependent's details at their own convenience.

Members of the Kenya Power Pension Fund are all the serving employees who were permanent and pensionable employees of the Employer as at 30th June 2006. Upon the recommendation of the actuaries, the Fund was closed and no further contributions would be paid to the Fund. However, up to the closure date contributions by members were 5% of the member's pensionable salary, while the employer contributed 10% of the member's pensionable salary (Ooko, 2015).

The Fund works like a savings account. Every month employer pays money into employee account in the Fund. This account is divided into two parts; the member's portion and the employer's portion. The member account is invested by the trustees with professional advice from investment managers and grows broadly in line with the returns achieved each year on the investments. At retirement, the value of the member account determines the cash lump sum and monthly pension payable (Kenya Power Pension Fund, 2015). Therefore, the key factors that determine ones benefits are: members contribution, employers contributions a member' s additional voluntary contributions and returns on investments.

1.2 Research Problem

Team work is obtained in a more systematic manner once the employees are meant to work in formal teams but even in the informal teams or the individual forms of job performance, it is important to know the value of being a good team player (West, 2012). Teamwork has also been known as a motive of job satisfaction as almost all works on job satisfaction and team performance matters, have figured job satisfaction as an outcome of team effectiveness. Job satisfaction is an outcome of team working and team effectiveness has necessitated the focus on the contributions of job satisfaction towards team working and willingness to work in teams.

Since the main purpose of the Kenya Power Pension Fund is the provision of cash benefits and pensions to the employees, teamwork is an important aspect in attaining the objectives. For the members account to have cash the employees must work hard to earn their dues, so employees must be satisfied with their job. Kenya Power Pension Fund employees must ensure that the company does not run into liabilities as well as give decent retirement packages to its staff members (Hill, 2008). Therefore there is an essential need for Kenya Power Pension Fund to be well organized into teams to do a task rather than the individual agents.

Benrazavi (2013) investigated the Employees' job satisfaction and its influence on willingness to work in teams in Malaysia. The study found that the employees' satisfaction towards their achievement, recognition received, and nature of work was

positively related and motivational towards their willingness to work in teams. The study thus contributed to the process of organizing and human resource development in terms of willingness to work in teams. Similarly, Poon (2014) in a study on a number of Malaysian governmental hospitals focusing on the relationship between job satisfaction and willingness to work in teams. In this study it was shown that lack of communication and collaboration among supervisors and the working teams led to dissatisfaction and dissatisfaction in turn contributed to lack of motivation to work in teams and intention to leave one's team or even his job.

Ooko (2015) studied impact of teamwork on the achievement of targets in organisations in Kenya, a case of SOS Children's Villages, Eldoret. The study established that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. Yebei (2014) looked at the effects of work environment on job satisfaction a case of employees in Banking Industry in Kenya. The study found that Stressful Competition, Role Ambiguity, Role Conflict and Organizational climate affects job satisfaction strongly and positively by determining staff retention, quality of workmanship, work attendance rates and employee trust levels in the banks. Studies had shown that little had been done on effect of team work on job satisfaction at Kenya Power Pension Fund: Therefore this study sought to answer the question: what is the effect of team work on job satisfaction at Kenya Power Pension Fund?

1.3 Objective of the Study

To determine the effect of team work on job satisfaction at Kenya Power Pension Fund

1.4 Value of the Study

The findings from this study are of importance because they have the capacity of being used to formulate positive fiscal policies which are relevant and sensitive to the forces influencing the Kenya Power Pension Fund and penetration in Kenya. This study benefit the government and especially the Ministry of labour for making policy decisions whose

overall objectives are to increase job satisfaction in companies and at the same time accelerate the rate of growth in the private sector business and take advantage of the improved economy thus more lending by Kenya Power Pension Fund to individuals and institutions.

The study findings benefit firms in the Kenya Power Pension Fund in formulating teamwork groups that improve their effectiveness at national and international levels. The stakeholders and employees in Kenya Power Pension Fund would appreciate and prioritize appropriate team work as tools of job satisfaction in local and international markets.

To the academicians the study contributes to the existing literature in the field of team work and job satisfaction. It also act as a stimulus for further research to refine and extend the present study especially in Kenya. It also assist other researchers to further their studies on areas of interest not yet exploited.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other researcher work on effect of team work on job satisfaction. The main sections covered in this chapter include; theoretical framework, review of empirical studies and summary of literature review and research gap

2.2 Theoretical Framework

This section examines the various theories that were used to inform the study on the effect of team work on job satisfaction. The study was guided by the following theories; Two-Factor Theory and Thompson's Model of teamwork

2.2.1 Two-Factor Theory

Two-Factor Theory (Motivator-Hygiene Theory). This theory, developed by Herzberg (1975) explains that satisfaction and dissatisfaction are driven by different factors - motivation and hygiene factors, respectively. An employee's motivation to work is constantly related to job satisfaction of a subordinate. Motivating factors comprise of those aspects of the job that make people want to perform, and provide people with satisfaction; for example achievement in work, recognition, promotion opportunities. Such motivating factors are intrinsic to the job, or the work carried out. Hygiene factors, on the other hand, include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

Gilson (2010) in furthering the contributions by Herzberg highlights that the content and character of the work; organization of the work and social relations at work are the main factors affecting job satisfaction in a work environment. This is in addition to the contribution by Guthrie (2011) who confined work environment to safe, healthy and comfortable work environment as the key determinants of job satisfaction. Conversely, Allen (2007) discredited the contribution of fringe benefits, company policy and good human resource policies on job satisfaction which were fronted by Herzberg (1975) and supported by Gilson (2010) arguing that such work environment only provide an

environment for work performance and nothing more. He further proposed responsibility, recognition, and feedback and promotion as the work environmental factors most contributing to job satisfaction.

Guthrie (2011) also made an improvement to the contribution of Herzberg by coming up with a larger set of work environmental factors that affect job satisfaction which include work content, autonomy, growth and development, financial rewards, promotion, supervision, communication, reasonable work load and relations with co-workers. Herzberg's theory, however, does not consider individual differences, conversely predicting that all employees will react in the same manner to changes in motivation or hygiene factors. Further, the model does not specify how motivation or hygiene factors are to be measured.

The theory is relevant to the study because Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. The theory is critical to Kenya Power Pension Fund because it will help managers to design it to increase job enrichment for employees. The theory creates the opportunity for employees to take part in planning, performing, and evaluating their work.

2.2.2 Thompson's Model of Teamwork

Thompson's Model of Teamwork came up in (2007). He believed that team performance is influenced by the team context and essential conditions. These are Ability, motivation and strategy used to help in the achievement of targets in organizations. In the organizational context, the theory looks at what is an organization with its reward system, informational system, and educational system; Team design refers to the structure of the team (roles, communication patterns, composition, and training); Team Culture consists from norms, roles, and patterns of behavior.

The team performance depends on the team formation and design, and on the organization. According to Thompson (2007) for a team to achieve optimum performance, team members must have the ability to carry out assigned tasks together in order to achieve the organizational goals. be properly motivated and formulate a proper strategy on how to achieve their team targets hence performance. However,

within an organization, a team's performance is affected equally affected by other factors within the organization such as job description, organizational culture, job satisfaction and organization's values among other factors.

According to Thompsons (2007) the rationality behind teamwork in organizations is based on three arguments: The team context must support organizational, team design and team; Essential conditions must support ability of employees, motivation and strategy while team Performance supports the productivity, cohesion and integration of the teams. People must be encouraged to work together to be able to develop entirely new ideas, products, processes, and methods through creative approaches (Salas, 2009). This theory is relevant to this study in that it aims at stressing the importance of team work and achievement of targets of organization. The theory highlights the need for teamwork of staff and thereby imparting useful knowledge and skills in teamwork management.

2.3 Determinants of Effective Teamwork

An effective team requires cohesion that is held together by several factors. In order to understand how to assemble an efficient team, organization first need to know the factors affecting effective teamwork (Drew & Thomas, 2007). When an organization knows how to create a productive team environment, it can begin to expect positive results from its team.

2.3.1 Team Communication

Effective teamwork is facilitated by clear and open communication. All team members should be on the same page with respect to targets, responsibilities and timelines. This cohesion is facilitated by effective communication. Efficient communication mechanisms are crucial to develop effective teams. In order to understand the scope of a goal and agree upon a path to reach that goal, teams must develop an effective method of communication. Indicators of effective team communication include: mellow conversation tones, willingness to consider all opinions, desire to enhance

communication frequency, effective conflict resolution, and efficient decision-making processes (Ciborra, 2013).

One way of improving communication among team members is proximity. According to Drew and Thomas (2007) these members should be located closely for an increased communication. If people see each other more often, then they will start to know each other more quickly. They can speak more effectively, and fluent. This frequent contact will tend the members to be more uniform. So, proximity will effect communication directly and clear understanding of both sides.

Another issue for an effective communication is feedback. When one of the sides in a team denotes something to the other; they should wait for restating. This can help to overcome a listener's closed mind. Another technique could be; after declaration of an idea, organizing a meeting to discuss it (Rosenau & Moran, 2010). Also Salas (2009) harmonizes communication and feedback Feedback improves effectiveness and productivity. Teams get feedback both internally and externally to be more successful. Accordingly, communication is needed for getting effective feedback.

2.3.2 Team Leadership

Teamwork is supported by effective leadership. All teams benefit from one or several sources of inspiration and direction; leaders can support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds during team meetings. They can ensure the team projects stay on track by checking in with different contributors and measuring daily/weekly progress against overall timetables and objectives. The importance of the leader is an influential factor which affects virtual teamwork. Day (2004) has found an associating relationship between the use of behavioural controls and the trust among virtual team members. Supportive leadership may help levels of engagement and collective efficacy within a team and might facilitate effective virtual team functioning .Team leadership represents a significant characteristic of effective team performance because team.

A leader's first mission is to find out the defaults of the team, and solve them as quick as possible. Leader performs or gets it performed (Day, 2004). An effective team leader creates a climate that encourages mutual performance monitoring, supportive behavior, and adaptability. Gilson (2010) emphasize that a leader is thought to diffuse leadership skills and abilities to the team that are used in influencing core processes, such as transition, action and interpersonal processes. Team leaders work for achieving team purpose and goals, building commitment and self-confidence, discovering the team's collective skills and approach, crossing barriers, and creating opportunities (Katzenbach & Smith, 2009).

According to Katzenbach and Smith (2009) leaders play an important role on team performance. They plan, model and set teamwork for a successful teamwork process. Rosenau and Moran (2010) denote that, team performance is affected from team leadership. Team leader must know all capabilities of the members to coordinate and employ them in their specialized area to be more effective. They also explain that, team leader's important mission is to provide feedback and recommendations for improvement.

2.3.3 Team Diversity

Effective teams embrace and are constituted by a diversity of cultures, talents and personalities. Diversity can promote creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork (Chen 2006). By contrast, teams that lack diversity can find it difficult to solve particular problems; it is much harder to find innovative solutions when all of the team members think about problems in the same way, draw on similar experiences for support and come to the same conclusions (Rosenau & Moran, 2010). The merits of diversity noted, difference also raises the potential for conflict within teams, which can be harmful if not managed properly.

Buchner (2010) has shown that, while diversity can have both positive and negative impacts on teamwork, it most positively affects teamwork by enhancing creativity, innovation, flexibility, information-sharing, productivity, synergy (the ability of the team to accomplish more than an individual), and work-related problem-solving skills

(Buchner, 2010). Integrating diversity in teamwork makes it possible for the accomplishments of the group to far outweigh any single or individual contribution; it makes it possible for ‘the whole to become more than the sum of its parts.’ Developing diversity consciousness will improve those skills that are essential for true teamwork (e.g., communication, conflict management, empathy, self-evaluation, and leadership), expand diversity management skills, and increase group productivity

According to Chen (2006) team diversity has a positive impact on performance because of unique cognitive attributes that members bring to the team. Ultimately, cognitive diversity among heterogeneous members promotes creativity, innovation, and problem solving, and thus results in superior performance relative to cognitively homogeneous teams. However, there have been counterarguments against the effects of team diversity as postulated by the cognitive diversity perspective. Most notably, researchers taking either the similarity–attraction paradigm or the social identity theory in examining teamwork often conclude that member heterogeneity has an adverse impact on team outcomes. According to Allen, (2007) varying member characteristics such as age, ethnicity, and expertise can be easily categorized by individual members and are negatively associated with team outcomes.

2.3.4 Team Size

By evaluating a team’s size, managers are able to maximize productivity to ensure high levels of team performance. The greater number of members within a team the more resources available to achieve a goal (Hill, 2008). However, as team size increases, so does the number of conflicts resulting in decreased levels of cohesion and inefficient productivity. To evaluate whether a team is too large or small, managers must consider how effectively and harmoniously members work together and whether the required tasks are being efficiently accomplished by all members of the team.

Team size and composition affect team processes and outcomes. The optimal size and composition of teams depends on the scope of the team's goals. With too few people, a team will not have the resources and skills it needs to complete its tasks. Too many members can make communication and coordination difficult and lead to poor team

performance. Miller (2012) did a research in the UK and showed that teams perform best with between five and nine members. Ciborra (2013) did an extensive research on teams prior to 2012 in the UK that suggested that the optimum team size is eight roles plus a specialist as needed. Fewer than five members resulted in decreased perspectives and diminished creativity. Membership in excess of twelve resulted in increased conflict and greater potential of subgroups forming that can disrupt team cohesion.

The mix of knowledge and expertise in a team is also important. Individuals should be selected for teams so that as a whole the group has all the expertise needed to achieve its goals. For this reason, cross-functional teams may be larger than groups formed to work on less complex activities (Hackman & Oldhman, 2010). Similarly, a task force charged with making recommendations in a short time frame would benefit from having fewer members. Teams benefit from similarities in background among members, which can reduce conflict and miscommunication. Having fewer differences can also reduce the amount of time a team takes to become an effective working group since there is less need to adjust individual work styles (Miller, 2012). On the other hand, more diversity in skills and experience brings broader perspectives and different approaches to the team's work. Having members with different skill sets also reduces redundancies and allows for the more efficient assignment of people to various teams.

2.4 Factors Affecting Job Satisfaction

An employee's overall satisfaction with his job is the result of a combination of factors. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned. The factors include; working conditions, rewards, relationship with supervisors and opportunity for advancement

2.4.1 Working Conditions

Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work

stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well (Jin & Lee, 2012). Working conditions consists of the physical and social conditions at the work. People want to work in a comfortable, safe environment, a clean, modern and enough-equipped environment and work in good conditions such as appropriate temperature, lighting and noise . For example, people can be disturbed when they are distracted by unexpected noise such as telephones, conversations or crowding and absence of temperature or lighting causes strain.

The conditions under which a job is performed can be different -from those completely comfortable to those very difficult and dangerous to employees' life and health (Pruljt, 2013). Difficult working conditions can be influenced by external factors that include climate meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, factors related to the organization of production such as duration of the work shift, work schedule, working time, (Brennan, 2006) work pace, excessive strain. Jobs with difficult working conditions may perform only those employees who meet specific requirements in terms of age, sex, qualifications, health, physical and mental condition and psycho-physiological and psychological capabilities. Difficult working conditions influence employees' performances. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life or health, or, to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences (Jin & Lee, 2012).

2.4.2 Rewards

Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses,

extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace. According to Day (2004) reward is related with the employee's desire, and it motivates employees. It shows what an employee wants after performing a certain task. According to Gilson (2010) rewards are very strongly correlated with job satisfaction. Moreover, rewards are divided into two categories as; extrinsic rewards and intrinsic rewards. Extrinsic rewards consist of money, promotion and benefits. Intrinsic rewards include having a sense of achievement, being part of a team success, being appreciated by superiors because of a good performance and feeling recognized. Job satisfaction increases with all these feelings and returns Gilson (2010).

Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Buchner (2010) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Miller (2012) is of the view that "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Katzenbach and Smith (2009) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today's motivation programs according to most of the organizations as these bind the success factor with the employees performance.

2.4.3 Relationship with Supervisors

Employee job satisfaction have positively affected by supervisors' support and recognition of employees (Yang, 2011). Since the supervisors are representative for the institution, if they are supportive and helpful, employees perceive the organization as the same. Communication between supervisors and subordinates determines employees' attitudes towards their jobs. In addition, management style of supervisors is important

and it can be different. For example, in one type, supervisors implement such things like checking to see employees performance and communicating with subordinates. In another type, they allow their subordinates to participate in decisions related with their jobs. Moreover, lack of communication between employees and supervisors negatively affect employees' job satisfaction.

Effective managers know their employees need recognition and praise for their efforts and accomplishments (Benrazavi, 2013). Employees also need to know their supervisor's door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office. In organizational settings, employees work under supervision. The kind of relationship between the two inevitably affects the employee's performance. The way an employee feels about his job determines how he does it dissatisfied employees find no enjoyment in their work . Agreeably, varied factors affect an employee's performance, though experts hold the belief that employee performance is tagged to the supervisory relationship.

2.4.4 Opportunity for Advancement

Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation (Lumley & Coetzee, 2011). Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization. High productivity of workers is rewarded by different organisations or institutions with promotion, which accelerates their efforts. It can be a useful manner of compensation, where employees value promotion significantly, otherwise an increment in pay or wage is regarded as the best reward for more effort (Brennan, 2006). This has become one of the most critical concepts in the organisational structure. Employees who are not promoted/rewarded feel very much undermined and less satisfied with their work.

This definitely has an impact on job satisfaction because workers who are not satisfied at work, are less productive. According to Lumley and Coetzee (2011) advancement offers opportunities for personal growth, increased responsibility and augmented social status.

Workers want to improve their skills, abilities, knowledge, and to learn new things especially, which provide personal growth. In parallel with, if they are satisfied on self-improvement opportunities, their overall job satisfaction level increases. Therefore, job training plays a key role for personal development opportunities and helps employees to be more specific with their job, as a result, employee job satisfaction increases. In addition, employee development programs improve workers' satisfaction level by giving them more sense of confidence, providing to control over their career and increasing positive feelings towards their job (Jin & Lee, 2012).

2.5 Teamwork and Job Satisfaction

Teamwork typically involves groups of interdependent employees who work cooperatively to achieve group outcomes. Effective team implementation can enhance the motivational properties of work and increase job satisfaction (Chen, 2006). However, the job satisfaction of team members is determined by multiple factors such as the composition of the team, group processes within the team, and the nature of the work itself. Because these factors operate in combination, there is no simple process through which teamwork influences job satisfaction (Pruljt, 2013). Despite the potential advantages of teamwork, the introduction of teams sometimes fails to result in expected outcomes for individuals and organizations.

Katzenbach and Smith (2009) investigated the relationship of teamwork and job satisfaction among county staff in the U.S. Teamwork was measured by peer support (extent to which behavior of county staff encouraged their own feelings of self-worth), peer team building (extent to which behavior of county staff encouraged teamwork among themselves), peer goal emphasis (extent to which behavior of county staff generated contagious enthusiasm for effective performance), peer work facilitation (extent to which staff helped each other remove roadblocks to effective performance),

and group functioning (extent to which staff functioned well as a group) (Chen, 2006). Results demonstrated that teamwork had a positive relationship with the several aspects of job satisfaction (security, pay, growth, social, supervision, and general), with the strongest relationship being between teamwork and general satisfaction.

Chen (2006) noted that, although leadership may have less influence on job satisfaction for employees working in teams, this does not mean that a supervisor's support has no impact on satisfaction. Leadership is consistently recognized as important for the initiation and ongoing development of teams and is often included as an important determinant in models of team satisfaction (Pruljt, 2013). In traditional work structures, supervisors have long been recognized to play an important part in developing roles and expectations of employees. This function is also important when teamwork is introduced because supervisors can play a key role in modelling teamwork and setting the ground rules for team members to engage in team processes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology was used in this study. It focuses on the research design, population, data collection and data analysis.

3.2 Research Design

A research design is defined as an overall plan for research undertaking (Creswell & Clark, 2007). Research design forms the blue-print or maps that details how the research is going to collect information that is relevant to addressing the research questions (Muganda, 2010). It is a general blue-print for the collection, measurement and analysis of data, with the central goal of solving the research problem.

This study adopted a descriptive survey design which according to Cooper and Schindler (2006) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on the effect of team work on job satisfaction at Kenya Power Pension Fund. According to Muganda (2010) descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification.

3.3 Population of the Study

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. A study population can be defined as the entire collection of cases or units about which the researcher wishes to draw conclusions (Kothari, 2004). One of the major steps in formulating a research design is to define the population according to the objectives of the study. This study focused on 52 staff (managers and non-managers) of Kenya Power Pension Fund

3.4 Data Collection

The study collected primary data using questionnaires. The questionnaires was self-administered via drop and pick later method to the managers and non-managers of Kenya Power Pension Fund. The questionnaire allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. According to Cooper and Schindler (2006) the use of structured questions on the questionnaire allows for uniformity of responses to questions; while unstructured questions gave the respondent freedom of response which helped the researcher to gauge the feelings of the respondent, he or she used his or her own words. The questionnaire had Section A for demographic data and section B was teamwork and section C was job satisfaction.

3.5 Data Analysis

The data collected was analysed using descriptive statistics (measures of central tendency and measures of variations) to achieve the objectives of the study. The process of data analysis involve several stages: the completed questionnaires were edited for completeness and consistency; data was checked for errors and omissions. The research yield both qualitative and quantitative data. Data on general information was analysed through descriptive statistics and regression analysis was done to establish the effect of team work on job satisfaction at Kenya Power Pension Fund.

The study will apply the following regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y = Job Satisfaction

X₁ = Team Communication

X₂ = Team Leadership

X₃ = Team Diversity

X₄ = Team Size

e = Random error

$\beta_1 - \beta_4$ are the regression co-efficient or change introduced in Y by each independent variable

ε is the random error term accounting for all other variables that affect job satisfaction but not captured in the model.

The study used one-way ANOVA to test the level of significant of the independent variables on the dependent variable at 95% level of significance, the one-way ANOVA was used to test whether there exists any significant difference between the study variable.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the presentation and interpretation of the study findings. The purpose of the study was to determine the effect of team work on job satisfaction at Kenya Power Pension Fund. Primary data was collected using structured questionnaires which were administered to 52 staff (managers and non-managers) of Kenya Power Pension Fund. The data was thereafter analyzed based on the objective of the study and the findings were presented as per the different classes underlined below.

4.1.1 Response Rate

The study targeted 52 respondents from which 43 filled in and returned the questionnaires making a response rate of 82.69%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

4.2 Demographic Information

This section analysis the demographic information of the respondents. The aim of doing this was to enhance understanding of the background information of the respondents and their personal ability to provide relevant data sought for under this study.

4.2.1 Period of Service in the organisation

This study sought to find out the duration of time that an individual had worked in the organization. The findings are shown in Table 4.1 below.

Table 4.1 Period of Service in the organization

Period of Service	Frequency	Percentage
Below 2 Years	5	11.6
3 – 5 Years	9	20.9
6 – 8 Years	18	41.9
9 years and above	11	25.6
Total	43	100.0

Source: Research data, 2016

On period of service, the study revealed that majority of the respondents as shown by 41.9% had served in the organisation for 6 to 8 years, 25.6% of the respondents had served in organisation for 9 years and above, 20.9% of the respondents had served in the organisation for a period of 3 to 5 years while 11.6% of the respondents indicated to have served in the organisation for a period of less than 2 years. This implied that majority of the respondents had served for a good considerable period of time in the organisation which implied that they were in a position to give credible information relating to this study.

4.2.2 Educational Level of Respondents

The respondent were asked to indicate their level of education. The table 4.2 below summarizes the responses.

Table 4.2 Level of Education

Level of Education	Frequency	Percentage
College Diploma	9	20.9
Undergraduate level	13	30.2
Master	21	48.9
Total	43	100.0

Source: Research data, 2016

On respondents' level of education attained, the study revealed that majority of the respondents as shown by 48.9% had attained a master's degree whereas 30.2% of the respondents had attained undergraduate degrees and 20.9% of the respondents had attained college's diplomas. This implies that respondents were well educated and therefore they were in position to respond to the research questions with ease.

4.3 Teamwork

The respondents were asked to rate the statement in table 4.3 about teamwork using a scale of 1-5, where 5= strongly agree; 4=Agree; 3= moderately agree; 2= Disagree; 1=strongly Disagree. The average mean and standard deviations are shown in Table 4.3 below.

Table 4.3 Teamwork

Teamwork	Mean	Std. deviation
Team Communication		
All team members should be on the same page with respect to targets, responsibilities and timelines	4.23	0.58
Team cohesion is facilitated by effective communication	3.82	0.72
Efficient communication mechanisms are crucial to develop effective teams	3.99	0.69
Teams must develop an effective method of communication	4.13	0.55
Communication among team members is improved by proximity.	3.79	0.66
Feedback improves effectiveness and productivity	4.13	0.26
Team Leadership		
Leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds	4.11	0.21
Leaders ensure the team projects stay on track	4.19	0.32
They control behaviours and the trust among virtual team members	4.22	0.26
Supportive leadership help levels of engagement and collective efficacy within a team	3.88	0.31
Team leadership represents a significant characteristic of effective team performance	3.91	0.45
Team leaders work for achieving team purpose and goals, building commitment and self-confidence	4.25	0.96
Team Diversity		
Diversity can promote creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork	4.33	0.93
Teams that lack diversity find it difficult to solve particular problems	4.06	0.65
Team diversity have both positive and negative impacts on teamwork	4.09	0.78
Team diversity influences teamwork by enhancing creativity	3.95	0.52
Integrating diversity in teamwork makes it possible for the accomplishments of the group to far outweigh any	3.94	0.64

single or individual contribution		
Developing diversity consciousness improves skills that are essential for true teamwork	3.87	0.61
Team Size		
The greater the number of members within a team the more resources available to achieve a goal	4.11	0.32
As team size increases, so does the number of conflicts resulting to inefficient productivity	3.62	0.46
Team size and composition affect team processes and outcomes	3.79	0.56
With too few people, a team will not have the resources and skills it needs to complete its tasks	3.56	0.47
Too many members can make communication and coordination difficult	4.10	0.33
Individuals should be selected for teams so that as a whole the group has all the expertise needed to achieve its goals	4.41	0.53

Source: Research data, 2016

From the finding majority of the respondents agreed that; all team members should be on the same page with respect to targets, responsibilities and timelines (M=4.23, SD=0.58); Team cohesion is facilitated by effective communication (M=3.82, SD=0.72); Efficient communication mechanisms are crucial to develop effective teams (M=3.99, SD=0.69) and Teams must develop an effective method of communication (M=4.13, SD=0.55). Further the respondents agreed that Communication among team members is improved by proximity (M=3.79, SD=0.66) and feedback improves effectiveness and productivity (M=4.13, SD=0.26). This finding is in line with (Ciborra, 2013) that effective teamwork is facilitated by clear and open communication.

On the team leadership, most of the respondents agreed that; Leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds (M=4.11, SD=0.21), Leaders ensure the team projects stay on track (M=4.19, SD=0.32) and they control behaviours and the trust among virtual team members (M=4.22, SD=0.26). They further agreed that; Supportive leadership help levels of engagement and collective efficacy within a team (M=3.88, SD=0.31), team leadership represents a significant characteristic of effective team performance (M=3.91,

SD=0.45) and Team leaders work for achieving team purpose and goals, building commitment and self-confidence (M=4.25, SD=0.96).

Further the respondents agreed that; Diversity promotes creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork (M=4.33, SD=0.93), Teams that lack diversity find it difficult to solve particular problems (M=4.06, SD=0.65) and Team diversity have both positive and negative impacts on teamwork (M=4.09, SD=0.78). They also agreed that Team diversity influences teamwork by enhancing creativity (M=3.95, SD=0.52), Integrating diversity in teamwork makes it possible for the accomplishments of the group to far outweigh any single or individual contribution (M=3.94, SD=0.64) and Developing diversity consciousness improves skills that are essential for true teamwork (M=3.87, SD=0.61).

On team size, most respondent agreed that the greater the number of members within a team the more resources available to achieve a goal (M=3.94, SD=0.64); Team size and composition affect team processes and outcomes (M=3.79, SD=0.56); Individuals should be selected for teams so that as a whole the group has all the expertise needed to achieve its goals (M=3.79, SD=0.56). Further the respondents agreed with the statements that; as team size increases, so does the number of conflicts resulting to inefficient productivity (M=3.62, SD=0.46), with too few people, a team will not have the resources and skills it needs to complete its tasks (M=3.56, SD=0.47) and too many members can make communication and coordination difficult (M=4.10, SD=0.33). This finding concurs to that of (Hill, 2008) that the greater number of members within a team the more resources available to achieve a goal.

4.4 Job Satisfaction

The respondents were requested to rate the statement in table 4.4 about job satisfaction using a scale of 1-5, where 5= strongly agree; 4=Agree; 3= moderately agree; 2= Disagree; 1=strongly Disagree. The average mean and standard deviations are shown in Table 4.4 below.

Table 4.4 Job Satisfaction

Job Satisfaction	Mean	Std. deviation
Co-workers relationship influences job satisfaction at Kenya Power Pension Fund	3.99	1.00

Employees pay and the amount of work do affects job satisfaction at Kenya Power Pension Fund	4.01	0.91
Promotional opportunities at Kenya Power Pension Fund affects job satisfaction	3.84	0.89
Supervision at Kenya Power Pension Fund do affect job satisfaction	4.12	0.73
Employee work load at Kenya Power Pension Fund influences job satisfaction	4.05	0.63
Employees nature of work at Kenya Power Pension Fund affect job satisfaction	3.90	0.39
The supervision of work at Kenya Power Pension Fund affect job satisfaction	3.88	1.03
Employee communication at Kenya Power Pension Fund affect job satisfaction	3.69	0.88
Supervision at Kenya Power Pension Fund do affect job satisfaction	4.03	0.69

Source: Research data, 2016

The result in table 4.4 indicate that, most of the respondents agreed that; Co-workers relationship influences job satisfaction at Kenya Power Pension Fund (M=3.99, SD=1.00), Employees pay and the amount of work do affects job satisfaction at Kenya Power Pension Fund (M=4.01, SD=0.91) and Promotional opportunities at Kenya Power Pension Fund affects job satisfaction (M=3.84, SD=0.89). Supervision at Kenya Power Pension Fund do affect job satisfaction (M=4.12, SD=0.73), Employee work load at Kenya Power Pension Fund influences job satisfaction (M=4.05, SD=0.63) and Employees nature of work at Kenya Power Pension Fund affect job satisfaction (M=3.90, SD=0.39). Further the respondents agreed that the supervision of work at Kenya Power Pension Fund affect job satisfaction (M=3.88, SD=1.03), Employee communication at Kenya Power Pension Fund affect job satisfaction (M=3.69, SD=0.88) and Supervision at Kenya Power Pension Fund do affect job satisfaction (M=4.03, SD=0.69).

4.5 Regression Analysis

A regression analysis was applied find out the effect of team work on job satisfaction at Kenya Power Pension Fund. The study adopted the following regression equation to establish the relationship between variables $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon$;

where Y= Job Satisfaction, β_0 =the constant of regression, β_1 , β_2 , β_3 and β_4 = are the regression coefficients/weights of the following respective independent variables; x_1 = Team Communication, x_2 = Team Leadership, x_3 = Team Diversity, x_4 = Team Size and ϵ = error term. All the four independent variables were measured using the responses on each of the variables obtained from the respondents. The results are discussed below.

Table 4.5 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.899 ^a	0.808	0.787	0.003

The four independent variables that were studied explain 80.8% of effect of team work on job satisfaction as represented by R Squared (Coefficient of determinant). This therefore means that other effect of team work on job satisfaction not studied in this research contributes 24.5%. The results of this study concur with (Pruljt, 2013) who noted that communication is important for job satisfaction.

Table 4.6 Anova ^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	103.44	4	25.859	13.16	.008 ^a
Residual	74.67	38	1.965		
Total	178.11	42			

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established ($p=0.008 < 0.05$). The model is statistically significant in predicting how teamwork (Team Communication, Team Leadership, Team Diversity and Team Size) affect Job Satisfaction at Kenya Power Pension Fund. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results. Using the F-test statistic, the F value had a value of 13.16, this implies that the regression model is statistically significant since $13.16 > 5.13$. According to Cooper and Schindler (2006) this model can be used for estimating purposes.

Table 4.7 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.216	.081		2.67	.003

Team Communication	.352	.059	.342	5.97	.001
Team Leadership	.317	.083	.306	3.82	.000
Team Diversity	.256	.069	.239	3.71	.005
Team Size	.201	.077	.193	2.61	.016

- a) Predictors: (Constant), Team Communication, Team Leadership, Team Diversity, Team Size
b) Dependent Variable: Job Satisfaction

The established regression equation was

$$Y = 0.216 + 0.352X_1 + 0.317X_2 + 0.256X_3 + 0.201X_4$$

The regression equation above has established that holding all the independent variable (Team Communication, Team Leadership, Team Diversity and Team Size) constant, other factors influencing Job Satisfaction will be 0.216 ($p = 0.003 < 0.05$). The findings also shows that taking all other independent variables at zero, a unit increase in Team Communication will lead to a 0.352 ($p = 0.001 < 0.05$) increase in the Job Satisfaction at Kenya Power Pension Fund. A unit increase in Team Leadership will lead to a 0.317 ($p = 0.000 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund. On the other hand, a unit increase in Team Diversity will lead to a 0.256 ($p = 0.005 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund and a unit increase in Team Size will lead to a 0.201 ($p = 0.016 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund. This infers that Team Communication influences Job Satisfaction most followed by Team Leadership, Team Diversity and Team Size.

The study also established a significant relationship between Job Satisfaction and the independent variables; Team Communication ($p=0.001 < 0.05$), Team Leadership ($p=0.000 < 0.05$), Team Diversity ($p= 0.005 < 0.05$) and Team Size ($p=0.016 < 0.05$). The regression coefficients were tested for significance at $\alpha = 0.05$. Significance occurs at p-values less than 0.05. From the above results, all the predictors are good predictors for the Job Satisfaction. These findings were consistent with that of (Chen 2006) who noted that diversity promote creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork.

4.6 Discussion of the findings

The study established that efficient communication mechanisms are crucial to develop effective teams, proximity improves communication among team members and feedback

improves effectiveness and productivity. The study further noted that team cohesion is facilitated by effective communication. Prediction by regression model indicated that taking all other independent variables at zero, a unit increase in team communication will lead to a 0.352 increase in the Job Satisfaction. The study also established a significant relationship between Job Satisfaction and team Communication. This finding is in line with (Ciborra, 2013) that effective teamwork is facilitated by clear and open communication.

Further the study revealed that Leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds ($M=4.11$, $SD=0.21$). The study noted that leaders ensure the team projects stay on track, they control behaviours and the trust among virtual team members and they work to achieve team purpose and goals. This finding concurs to that of Day (2004) who found an associating relationship between the use of behavioural controls and the trust among virtual team members. Further the study established that a unit increase in Team Leadership leads to a 0.317 ($p = 0.000 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund. The study also established a significant relationship between Job Satisfaction and team leadership.

The study also found that, a unit increase in team diversity lead to a 0.256 ($p = 0.005 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund. It was noted that diversity promotes creativity and innovation and raise awareness of and respect for differences. Lack of diversity result difficult to solve particular problems in an organisation ($M=4.06$, $SD=0.65$). It was also found that Team diversity influences teamwork by enhancing creativity and improves skills that are essential for true teamwork. These findings were consistent with that of (Chen 2006) who noted that diversity promote creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork.

On team size, the study established that team size and composition affect team processes and outcomes and the greater the number of members within a team the more resources available to achieve a goal. Study further noted that too many members in Kenya power pension fund can make communication and coordination difficult. This concurs with

(Hill, 2008) that as team size increases, so does the number of conflicts resulting in decreased levels of cohesion and inefficient productivity. Prediction by regression indicated that a unit increase in Team Size lead to a 0.201($p = 0.016 < 0.05$) increase in Job Satisfaction at Kenya Power Pension Fund.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the analysis of the effect of team work on job satisfaction at Kenya Power Pension Fund, conclusions and recommendations are drawn there to. The chapter is structured into summary of findings, conclusions, recommendations, limitation of the study and areas of further studies.

5.2 Summary of findings

This section presents the key findings as considered under each objective in the study. The findings on the demographic information of the respondents greatly enhanced the reliability of the research findings. The study findings indicate that majority of the respondents had worked with the organisation for more than six years, coupled with the relevant education level needed to enhance the reliability of the information that they provided.

The study has established that a unit increase in team communication leads to an increase in the Job Satisfaction and a significant relationship between Job Satisfaction and team Communication exist. Further it has revealed that efficient communication mechanisms are crucial to develop effective teams and proximity improves communication among team members. Feedback improves effectiveness and productivity. The study further noted that team cohesion is facilitated by effective communication.

The study has also established that Leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds and they ensure the team projects stay on track and they control behaviors and the trust among virtual team members and they work to achieve team purpose and goals. Also a unit increase in team leadership leads to an increase in Job Satisfaction at Kenya Power Pension Fund.

The study also found that, a unit increase in team diversity leads to an increase in Job Satisfaction at Kenya Power Pension Fund. It was also noted that diversity promotes

creativity and innovation and raise awareness of and respect for differences. Lack of diversity result to a difficult in solving particular problems in an organisation. Team diversity also influences teamwork by enhancing creativity and improves skills that are essential for true teamwork.

Finally the study established that team size and composition affect team processes and outcomes and the greater the number of members within a team the more resources available to achieve a goal. Too many members in Kenya power pension fund found to make communication and coordination difficult. Prediction by regression indicated that a unit increase in team size leads to an increase in Job Satisfaction at Kenya Power Pension Fund.

4.3 Conclusion

This study has provided a comprehensive review of the effect of team work on job satisfaction at Kenya Power Pension Fund. Based on the findings of this study, the study concludes there is a significant relationship between Job Satisfaction and team Communication. A unit increase in team communication leads to an increase in the Job Satisfaction. Efficient communication mechanisms are crucial to develop effective teams and proximity improves communication among team members. It also concludes that team cohesion is facilitated by effective and Feedback improves effectiveness and productivity.

Leaders at Kenya Power Pension Fund support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds. They also ensure the team projects stay on track and they control behaviors and the trust among virtual team members and they work to achieve team purpose and goals. Also an improvement in team leadership leads to an increase in Job Satisfaction.

The study further concluded that diversity promotes creativity and innovation and raise awareness of and respect for differences, Lack of diversity result to a difficult in solving particular problems in an organisation and team diversity influences teamwork by enhancing creativity and improves skills that are essential for true teamwork. There is a significant relationship between Job Satisfaction and team diversity.

Lastly the study concludes that team size and composition affect team processes and outcomes and the greater the number of members within a team the more resources

available to achieve a goal. A unit increase in team size leads to an increase in Job Satisfaction at Kenya Power Pension Fund.

5.4 Policy Recommendations

Based on the study results, some recommendations can be proposed by the study;

The study has established a significant relationship between Job Satisfaction and team Communication, therefore it recommends that all team members should be on the same page with respect to targets, responsibilities and timelines and teams should develop an effective method of communication so as to improve job satisfaction.

Leadership team should be so supportive to help levels of engagement and collective efficacy within a team.

The study also established that unit increase in team size leads to an increase in Job Satisfaction at Kenya Power Pension Fund. Therefore the study recommends that Individuals should be selected for teams so that as a whole the group has all the expertise needed to achieve its goals.

The number of members at Kenya Power Pension Fund should be controlled to make communication and coordination easier and also to acquire more resources.

5.5 Limitations of the Study

One of the major limitation was confidentiality of the security firm information. There was unwillingness of some informants to give information and fill questionnaires. Some respondents feared that the information obtained would be used against them; this scared away respondents from filling them thus the researcher had to assure them that the information provided would be confidential to reduce the fear. Inadequate time and finances also posed challenges in this study.

5.6 Recommendation for Further Research

The study was done in Kenya Power Pension Fund which is a government parastatal, the experiences, responses and the functionality of the corporate may be different in other companies. It is recommended that similar studies be done in other companies both

private and public in Kenya and regionally to avail more knowledge on the Pension Fund. More studies should also be done countrywide to provide more information on the impact of pension schemes strategies in different sectors and firms in Kenya. The study conducted centred on the Kenya Power Pension Fund as a strategy to managing pension industry in Kenya. It is recommended that other studies on other Pension strategies be done to avail information on Pension strategies.

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APPENDIX I: RESEARCH QUESTIONNAIRE

Section A: Demographic Information

1. Indicate your designation in Kenya Power Pension Fund

.....

2. Indicate your period of service in this organization

Less than 2 years ()

3 to 5 years ()

6 to 8 years ()

More than nine years ()

3. Please indicate the highest level of education attained? (Tick as applicable)

College Diploma ()

Undergraduate ()

Master ()

Others (specify)

.....

Section B: Teamwork

Indicate your level of agreement with the following statements relating to determinants of effective teamwork Key. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Team Communication	1	2	3	4	5
All team members should be on the same page with respect to targets, responsibilities and timelines					
Team cohesion is facilitated by effective communication					

Efficient communication mechanisms are crucial to develop effective teams					
Teams must develop an effective method of communication					
communication among team members is improved by proximity					
Feedback improves effectiveness and productivity					

Team Leadership	1	2	3	4	5
Leaders support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds					
Leaders ensure the team projects stay on track					
They control behaviours and the trust among virtual team members					
Supportive leadership help levels of engagement and collective efficacy within a team					
Team leadership represents a significant characteristic of effective team performance					
Team leaders work for achieving team purpose and goals, building commitment and self-confidence					

Team Diversity	1	2	3	4	5
Diversity can promote creativity and innovation, and raise awareness of and respect for differences, which supports effective teamwork					
Teams that lack diversity find it difficult to solve particular problems					
Team diversity have both positive and negative impacts on teamwork					

Team diversity influences teamwork by enhancing creativity					
Integrating diversity in teamwork makes it possible for the accomplishments of the group to far outweigh any single or individual contribution					
Developing diversity consciousness improves skills that are essential for true teamwork					

Team Size	1	2	3	4	5
The greater the number of members within a team the more resources available to achieve a goal					
As team size increases, so does the number of conflicts resulting to inefficient productivity					
Team size and composition affect team processes and outcomes					
With too few people, a team will not have the resources and skills it needs to complete its tasks					
Too many members can make communication and coordination difficult					
Individuals should be selected for teams so that as a whole the group has all the expertise needed to achieve its goals					

SECTION C: Job Satisfaction

Indicate your level of agreement with the following statements relating to job satisfaction

Key. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Job Satisfaction	1	2	3	4	5
Co-workers relationship influences job satisfaction at Kenya Power Pension Fund					
Employees pay and the amount of work do affects job satisfaction at Kenya Power Pension Fund					
Promotional opportunities at Kenya Power Pension Fund affects job satisfaction					
Supervision at Kenya Power Pension Fund do affect job satisfaction					
Employee work load at Kenya Power Pension Fund influences job satisfaction					
Employees nature of work at Kenya Power Pension Fund affect job satisfaction					
The supervision of work at Kenya Power Pension Fund affect job satisfaction					
Employee communication at Kenya Power Pension Fund affect job satisfaction					