FACTORS AFFECTING EFFECTIVENESS OF TEAMWORK AT
THE NATIONAL BANK OF KENYA

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN
PARTIAL FULFILLMENT OF THE REQUIREMENT OF DEGREE
OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF
BUSINESS

UNIVERSITY OF NAIROBI

OCTOBER, 2011
DECLARATION

This research project is my original work and it has not been presented to any other University or Institution of Higher Learning for examination.

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

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I would like to extend my sincere gratitude to the staff of National Bank of Kenya whom I interviewed for the support and information they provided to me. My appreciation also goes to my supervisor, Florence Muindi for her personal will and guidance.

I am grateful to my family for giving me the invaluable support to concentrate on this research.

Lastly I thank Almighty God as my source of all inspiration in allowing me to undertake this project that is very involving in terms of time and resources.
My study is dedicated to my loving family for their support, encouragement, and patience during the entire period of my study.

Finally, I pay glowing gratitude and tribute to my employer and colleagues for understanding me during the entire period of my study.

Thank you and God bless you abundantly.
ABSTRACT

Effective teamwork has a positive influence on the performance of organizations. Organizations worldwide are striving to improve the effectiveness of their teams in order to be globally competitive. The purpose of this study therefore was to investigate the factors affecting the effectiveness of teamwork within financial institutions in Kenya. The objective of the study was to establish factors affecting teamwork effectiveness within National Bank of Kenya.

This study adopted descriptive research design. The study utilized both primary and secondary data. Stratified random sampling was used to come up with a representative sample size. Secondary data was gathered from various authoritative sources including books, published articles, and on-line journals. Data was collected through questionnaires. Tools of descriptive statistics were employed to analyze the data. The findings were then presented in form of summarized tables with percentage scores, statistical mean and standard deviation.

The study found that leadership, organizational culture as well as organizational communication had varying effects on teamwork effectiveness at the National Bank of Kenya. The study recommends that mechanisms should be devised on how to determine the degree of supervision that is adequate to arouse high motivation among team members for each team at the bank, mechanisms should be devised on how to determine the degree of autonomy and interdependence required for each team and among teams, mechanisms should be devised to monitor and evaluate the effects of members’ attitudes on the effectiveness of teamwork at the bank, a mechanism should be put in place that assess the extent of support and adaptation of each member on the team, a strategy should be devised on how to assess employees’ perceptions on organizational values and beliefs as well as a mechanism is devised of assessing the nature of communication within teams and among teams and how this shapes attitude of team members among other recommendations.

The study recommends that in order to remain profitable and competitive in the market, the company should encourage teamwork amongst its employees and employ an efficient communication system that avails information to all stakeholders.
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CHAPTER ONE: INTRODUCTION

1.1 Background

The management and academic press increasingly emphasizes the importance of teams for organizational success in the modern economy. Books and articles have been written about how to design empowered or self-directed work teams (Wellins, Byham & Wilson, 1991; Orbsburn, Moran, Musselwhite, & Zenger, 1990), parallel learning teams (Bushe & Shani, 1991), cross-functional project teams (Parker, 1994), executive teams (Nadler & Ancona, 1992), and team-based organizations (Mohrman, Cohen, & Mohrman, 1995).

A team is a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems (for example, business unit or the corporation), and who manage their relationships across organizational boundaries. For example, in a production work team, one member may pass on the product of her work to another member to work on, with all members sharing responsibility for the quality and quantity of the final output that is produced. In a project team, research and development engineers may work iteratively with manufacturing process engineers to make sure that the designs that are being developed can be manufactured; the team's tentative designs may be reviewed by the research and development and manufacturing functional managers. By this definition, a department of electrical engineers who works on not snare responsibility for outcomes are not interdependent.

Mcshane et al (2006) says that when people are not allowed to be part of a group, they will find a way round it often to the detriment of performance. It is therefore sensible to design work situation that enables people to gain what they want from being a member of a particular group while at the same time performing effectively (this is one reason why some forms of job design are based on team working). Thus teams are an important means by which we achieve certain satisfactions or pursue certain interest. If we are denied these things, we may look for other ways to achieve them.
1.1.1 Teamwork

A team is a unit of two or more people who are interacting and coordinating their work in order to accomplish performance goals. The main tasks involved in a team is to allow for exchange of information, generate suggestions for coordinating units that are represented, development of new ideas and solutions for existing problems and also assist in the development of new practices and policies. Successful teams must have task specialist behaviors where they initiate, give options, seek information and energize the people to do the work. The teams should also have socioemotional behaviors in that they encourage, harmonize, reduce tension, and follow all the instructions that have been given unto them by the management.

Work Teams are the type of team most people think about when discussing teams. Work teams are continuing work units responsible for producing goods or providing services. Their membership is typically stable, usually full-time, and well-defined (Cohen, 1991). Work teams are found both in manufacturing and service settings; (Goodman & Leyden, 1991), apparel manufacturing teams (Batt & Appelbaum, 1995), and audit teams (Gupta, Dirsmith & Fogarty, 1994). Traditionally, work teams are directed by supervisors who make most of the decisions about what is done, how it is done, and who does it. More recently, an alternative form of work team called a variety of labels self-managing, autonomous, semi-autonomous, self-directing, empowered is gaining favor.

Self-managing work teams involve employees in making decisions that were formerly the province of supervisors and managers. Typically, the members of self-managing work teams are cross-trained in a variety of skills relevant to the tasks they perform. Examples include self-managing engineering workshop teams (Pearson, 1992) and telecommunications teams (Cohen & Ledford, 1994; Batt & Appelbaum, 1995). Companies have implemented self-managing teams to reduce costs, to improve productivity, and to improve quality. Teamwork is vital in any organization, either public or private. Without implementing it, even the most superior organizational strategy becomes useless.
1.1.2 Teamwork effectiveness

Whether in the workplace or amongst members of a community, effective teamwork can produce extraordinary results. Effective teamwork is about good leadership, one of the most important aspects of effective teamwork is effective leadership. This means that the team leader should have the skills to create and maintain a working culture that is positive. This helps to motivate and even inspire the team members to get involved in creating an environment where there is a positive approach to work, along with high levels of commitment. A good team leader is a person who not only focuses himself/herself on the purpose and direction of the team, but also makes sure that the other members of the team share this focus. A good team leader also has to be able to promote a high level of morale amongst the team members so that they feel supported and valued.

Effective teamwork is about effective communication, it goes without saying that communication is a vital factor of interpersonal interaction, and the very term ‘teamwork’ represents interpersonal interaction. Hence, one of the key aspects of effective teamwork is open communication, wherein it enables the members of the team to articulate their feelings, express their plans, share their ideas, and understand each other’s viewpoints. Effective teamwork is also about defining clear-cut roles, it is necessary for teams to know clearly what their purpose is, what role each member of the team has to play, what each person is responsible for, what is not within their scope, and the resources they have to achieve their goals. The team leader can enable this by defining the purpose in a clear-cut manner up front. The team, on their part, can help by building processes wherein the roles and scope of each member as well as the team are kept in focus, and avoiding anything that undermines effective teamwork.

Effective teamwork is about creating procedures for conflict resolution, no matter how good a team may be, conflicts will inevitable. The best way to counter this is to have structured methods of resolving them. Team members should have a way of expressing their opinions without fear of causing offense to anyone. Finally, effective teamwork can only come about when the team leader sets a good example, which can be emulated by
the team members. In order to keep the team committed, positive, and motivated, the team leader has to have all these qualities and make it apparent that he/she does.

1.1.3 National Bank of Kenya

National Bank of Kenya Limited (NBK) was incorporated on 19th June 1968. The objective for which it was formed was to help Kenyans to get access to credit and control their economy after independence. The current Shareholding now stands at: National Social Security Fund (NSSF) 48.06%, General Public - 29.44%, Kenya Government 22.5%. During the 34th AGM held on 25th April 2003 the bank increased its Share Capital by Kshs. 6 Billion from Kshs. 3 Billion to Kshs. 9 billion through the creation of 1,200,000,000 non-cumulative preference Shares of Kshs. 5 each. (NBK, 2011).

NBK is a major player in Kenya's banking industry. It is one of the largest banks in the country giving financial services to all sectors of the economy. The bank will continue to cover the financial landscape and respond positively to the needs of its customers, Shareholders and the economy besides offering traditional financial services and products; NBK has taken a leading role in the issuance and promotion of modern delivery and payment systems. The Bank has also been involved in the stock market playing multiple roles as an arranger, underwriter and placing agent. NBK is an appointed fiscal agent, registrar and market maker in the secondary market. (NBK, 2011).

National Bank is concerned with creating goodwill between the Organization and Publics. Thus it is involved in non-financial arenas such as Human Rights, Business Ethics, Environmental Policies, Corporate Contributions, Community Development, Corporate Governance and Workplace Issues. The Bank is currently concerned with community issues like HIV/AIDS, Community Policing, Education, and the Girl Child. It will pursue mutually beneficial relationships with its business partners and suppliers. The spirit of partnership and mutual respect is critical in all its activities. Its business exists to serve customers. (NBK, 2011)
1.2 Statement of the Problem

The use of teams has expanded dramatically in response to competitive challenges. For example, 82% of companies with 100 or more employees reported that they use teams (Gordon, 1992). Sixty-eight percent of Fortune 1000 companies reported that they used self-managing work teams and 91% reported that they used employee participation groups in 1993 compared to 28% and 70% respectively in 1987 (Lawler, Mohrman, & Ledford, 1995). In examining data on 56,000 U.S. production workers, Capel and Rogovsky (1994) found that one of the most common skills required by new work practices is the ability to work as a team. Academics have increasingly selected teams and team effectiveness as important areas for research in response to the increased use of teams in organizations.

Kenyan organizations are no different from others worldwide in terms of striving for performance in order to be globally competitive. The Kenyan situation, however, is incredibly complex as many organizations are caught in the middle of a web of authoritarian hierarchies and traditional leadership approaches, as well as bureaucratic hierarchies mixed with modern approaches to leadership (Grobler, Wärnich, Carrell, Elbert and Hatfield, 2002). It is argued that effective teamwork has a positive influence on the performance of organizations (Maritz, 1995; Bass, 1997; Charlton, 2000).

Practitioners and academicians acknowledge that factors such as leadership, culture and communication may have an effect on the effectiveness of teamwork within an organization. However, it is not known whether these factors could have any such effects within the Kenyan context and in particular the National Bank of Kenya. Consequently, based on this facts, the researcher is of the view that there is need to investigate and document the factors affecting effective team work in the Kenyan financial institutions and in particular the National Bank of Kenya.

1.3 Objective of the Study

To establish factors affecting teamwork effectiveness in National Bank of Kenya.
1.4 Importance of the Study

This study is vital to National of Bank of Kenya management because it will enable the management to learn how to use teams to the success of their activities in the right time. It will also provide an insight on factors that would promote teamwork in the bank. This would enhance the performance of the bank.

This study will act as a source of information to employees as they embrace teamwork in their day to day activities in the bank. By adopting and appreciating teams, these employees will experience many benefits such as increased productivity and enhanced morale.

This study will also serve a source of literature for other scholars doing a similar research. It will provide background information to research organizations and scholars who may want to carry out further research in this area. The study will also facilitate individual researchers to identify gaps in the current research and carry out research in those areas.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction
The objective of the study is to find out writings and frameworks that have been fronted by various authors and that relates to effectiveness of teamwork.

2.1 Teamwork effectiveness
A broad approach to effectiveness includes the multiplicity of outcomes that matter in organizational settings. These outcomes occur at several levels: at the individual, group, business unit, and organizational levels. Outcomes can be related to one another in complex and sometimes conflicting ways (Argote & McGrath, 1993), Effectiveness at one level of analysis can interfere with effectiveness at another level. Thus, it is important to be clear about the dimensions of effectiveness that are being considered and the level at which they are being considered.

Effectiveness can be categorized into three major dimensions according to the team's impact on: Performance effectiveness assessed in terms of quantity and quality of outputs, member attitudes, and behavioral outcomes. Examples of performance effectiveness measures include efficiency, productivity, response times, quality, customer satisfaction, and innovation. Examples of attitudinal measures include employee satisfaction, commitment, and trust in management. Examples of behavioral measures include absenteeism, turnover, and safety. Guzzo & Dickson (1996), Sundstrom et al. (1990), and Hackman (1987) include multiple dimensions in their definitions of effectiveness, but do not draw attention to behavioral outcomes.

2.2 Factors affecting teamwork effectiveness
There are often dozens of internal and external factors that separate effective and ineffective teams. Moreover, what makes some teams strong, be it competitiveness, toughness or high energy levels, can make other teams weak; That said, there are a few factors of effective teamwork that are common to teams of all types. These factors include culture, communication and leadership.
2.2.1 Leadership

The word leadership can refer to; the process of leading, those entities that perform one or more acts of leading, or the ability to affect human behavior so as to accomplish a mission designated by the leader. House defines “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 of which they are members. Hackman (2002) states that leadership “involves moving a system from where it is to some better place” (Hackman 2002).

Ross & Offerman (1997) state that the present organizational focus on revitalizing and transforming organizations in order to meet the competitive challenges ahead has been accompanied by increasing interest among leadership researchers; in leaders as transformers. According to Bass (1985) a transformational leader can produce sweeping changes in organizations and societies by exhibiting three types of behaviors; charisma, intellectual stimulation and individualized consideration. The work of Bass and others on transformational leadership strongly argues that such leaders are necessary for optimal team member satisfaction and organizational performance (e.g. Hater, & Bass, 1988; Seltzer & Bass, 1990; Walman, Bass and Einstein, 1987; Yammarino, Spangler & Bass, 1993) (Ross & Offerman 1997).

Hogan, Raskin and Fazzini (1990) argue that charismatic leaders have a dark side in that they have a personality that helps them advance to top management. Ross & Offerman (1997) report that this is difficult to evaluate because research in transformational leadership focuses on the effects of leadership on team members satisfaction. It is unknown whether transformational leaders have different personality profiles than their non transformational counterparts (Ibid).

Congo and Kanungo (1988) suggest that charismatic leaders are differentiated from non charismatic by their striving to change the status quo. They claim that it is widely agreed upon that transformational leaders change things: organizational culture, follower norms, goals and ideologies (Bass, 1985; Giysem Woycke & Fodor, 1988; Alenznik, 1983).
Clover (1988) found that transformational leaders are rated significantly higher on measures of feminine attributes, nurturance and pragmatism; and rated lower on masculine attributes such as dominance, aggression and criticalness. He also concludes that transformational leaders are more flexible, more compassionate, more insightful, less tough and less forceful than their non transformational counterparts (Ross & Offerman 1997).

Ozaralli (2003) also identifies that the focus of leadership has shifted from traditional command and control to transformational leadership. Ozaralli studies 152 employees and their supervisors from various institutions in order to investigate transformational leadership in relation to empowerment and team effectiveness.

Bryman (1992) and Bass (1995) report that transformational leaders have team members who report increased satisfaction, exert extra work effort, have higher performing groups and receive high ratings on effectiveness. Ozaralli suggests that what transformational leaders do is create a dynamic organizational vision that necessitates a metamorphosis in cultural values, reflecting greater innovation and empowerment of team members. Although most empowerment researchers devote their attention to individual level models, Nellson (1986) suggests that empowerment techniques do play an intrinsic role in motivation that reflects on individual’s orientation to his/her work role. Therefore empowered team members see themselves as competent and able to influence their work in meaningful ways. Ozaralli defines team effectiveness in terms of innovation, communication and team performance. He concludes that feelings of empowerment shared in a group fueled by a transformational leader can result in high team effectiveness (Ozaralli 2003).

Bono and Judge (2003) report that there is little controversy regarding the possible association between transformational leaders and their followers attitudes, such as trust, job satisfaction, organizational commitment and behaviours such as job performance at the individual, group and organizational level (Bono & Judge 2003). Bono & Judge test one of the fundamental notions underlying transformational leadership theory and the
self-concept based theory that followers of transformational leaders find their work more meaningful and therefore are more self engaged. They utilize Bass’s (1985) model and Shamir et.al.’s, (1993) self concept based theory.

Transformational leaders emphasize intrinsic rewards such as self expressions, self consistency and self efficacy, rather than extrinsic rewards. Shamir et.al. argue that doing these things “increases the chances that members will attribute their behaviour to internal self related causes” (1993). The assumption underlying self concept based theory is that team members who view their work as congruent with their own motives, goals and/or values (self congruence) will perform better. They conclude that the self concordance model, a psychological theory of motivation and self regulation suggests that this is true (Bono & Judge 2003). They then study the link between transformational leadership theories; the self concept based model and the self concordance model with 247 leaders and 954 team members in 9 organizations. Their findings indicate a positive relationship between transformational leadership and member self concordance in the natural work setting; as well transformational leadership influences self concordance.

They conclude that their studies lend support to the psychological theories of motivational effects of transformational leadership with respect to team member engagement and assessment of their work as meaningful. Secondly they identify that transformational leadership is an external factor that can influence the degree to which members perceive their work as important and self congruent and when members have such perceptions they experience increasing job satisfaction and increased participation (Bono & Judge 2003).

Hackman (2002) believes that viewing team leadership as creating conditions that increase the chances that a team will evolve into an effective performing unit is “unconventional”. Managers and writers about management commonly view the actions of leaders as the cause and the response of teams as effects. In these cause and effect models particular leadership behaviours and styles are viewed as strongly determining team behaviours and performance. By contrast Hackman argues that we should
transcend the common human tendency to assign credit/blame for collective performance to a single individual.

This tendency follows and re-enforces the Western individualistic orientation of interventions which were intended to improve team performance. The purported goal is to have group leaders and team members become more aware of those aspects of their personalities, attitudes and behavioral styles that change agents think are key to team effectiveness. This is based entirely on an assumption that improved team functioning will come about more or less automatically if each member understands his/her personal style and recognizes the need for good communication and co-ordination. There is no scientific evidence to support this assumption (Hackman 2002). Hackman states that our tendency to assign leader credit/blame for success/failure should be identified as leader attribution error because it can occur for favourable as well as unfavorable events.

Hundreds of studies have measured leader traits, intelligence, sociability, and self confidence but research has not been able to identify any set of universal traits. This was proven in the 1950’s but contemporary research has not been any more successful, despite this the research quest continues (Hackman 2002).

On leadership, at the global scene in China a study done by Yang (2010) on the association among project manager's leadership style, teamwork and project success to examine whether the impact of teamwork on project performance was moderated by the following data class variables: industry sector, total installed cost, owner regulation, initial site, team size, complexity, project type, and international involvement and in addition investigate the relationships among the project manager's leadership style, teamwork, and project success found out that teamwork exhibits statistically significant influence on project performance and that project type has a moderating effect on the relationship between teamwork dimensions and overall project success.

At the regional level, in Uganda a study done by Nsubuga (2010) on analysis of leadership styles and school performance of secondary schools in Uganda established that
there was a relationship between the age of the head teachers and their leadership style. The study noted that the young teachers, because of over ambition, tended to be more aggressive which led to the head teachers adopting a more autocratic leadership style. This study further found out that the nature of head teacher’s training contributed to either poor or good leadership and hence school performance.

Furthermore the study established that unless head teachers are well equipped with knowledge and skills in management and leadership, they would not be able to improve school performance significantly.

2.2.2 Organizational Communication

According to Taylor (1991), communication may be defined 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. Communication is the transfer of meaning or understanding from one mind to another. This can be accomplished orally, in writing, gesturing and facial expression. Communication is vital because it is through it that a firm makes contacts with its customers, suppliers and the various internal elements of the organization. The organization also gets information from external sources which help it to make business decisions and to take appropriate actions.

People in organizations typically spend over 75% of their time in an interpersonal situation; thus it is no surprise to find that at the root of a large number of organizational problems is poor communications. Effective communication is an essential component of organizational success whether it is at the interpersonal, intergroup, intragroup, organizational, or external levels (Bihm, 2001).

The best teams hone their communication skills like a razor. They have been trained to slice their way through most problems, and think their way around corners. These types of improvements are profound in the quality of teamwork, amount of management, and level of productivity.
By connecting better to the people around them, great teams hold each member (the team leader included) accountable for their actions. Establishing a culture of team building communication gives your team the words to use when others are not performing up to snuff. Your relentless focus on improving communication is the difference between your team's success and failure (Kakkad, 2011).

Businesses often ask employees to complete jobs that require they work as a team. Working together has many benefits, including the possibility to create new friendships, a sense of group accomplishment and distribution of responsibilities. Conversely, teamwork also may cause tension and anxiety among employees because of poor communication. Effective communication can eliminate much of the stress and negative feelings sometimes associated with working closely as a team. Business owners should encourage their employees to communicate with one another clearly when working together. This is especially important for smaller companies, whose employees often must work closely with one another (Gluck, 2011).

The ability to communicate has a direct bearing on one's friendships, promotion, pay raises, responsibilities, and career paths. It directly affects the level of support and help one receives from others. This is where good communication and team work go hand-in-hand. It determines how well one gathers and gives information, ideas and feelings. It decides how well one solves their problems, makes decisions, reach agreements and resolve disagreements. 70% of mistakes at the workplace are a direct result of poor communications. The communication impact: 7% Verbal 38% Tone of Voice 55% Body Language. These above mentioned aspects help the receiver interpret and understand the meaning of what is being communicated in a team and otherwise.

The way one begins to transfer their message determines the outcome of the communication process. Thus, one needs to prepare, think carefully how, when and where to deliver. Given here are important pointers to keep in mind to understand what effective communications is all about, especially when team workings come into play.
The way a message is delivered always affects the way it is received. How one says something is more important than what one actually says. The real communication is the message received and not the message intended to be delivered.

Find out how important it is to the other person, how much they already know and what their previous experience was. Communication is a two-way lane. There is giving and receiving. Good and free communication in a team or between two people is therapeutic (Kakkad, 2011).

The barriers that occur in communicating with others: Obstacles within the self: One tends to screen information and messages, thereby limiting one's understanding and communication ability. Self beliefs and mindsets that limit one from seeing the larger picture of life. People do not talk to each other, but to the images they have about each other. Physical barriers like noise, etc., make concentration on what is being communicated rather difficult. The compatibility between the communicators tend to make it uncomfortable, awkward to communicate. Tendency to evaluate and judge, approve or disapprove other's statement (Kakkad, 2011).

Team members who have been actively listening will usually have no problem contributing relevant or innovative ideas when called upon to do so. When you are talking, stay mindful of the work and keep focused. It is better to limit jokes, personal anecdotes and over explaining, which can derail from the subject. Team leaders should refrain from giving a monologue. Honest feedback and exchange among all members of the team is better. Finally, at the beginning of the work and throughout, everyone should be able to clearly communicate with one another about things such as individual assignment progress, problems that arise and when and where help is needed (Bihm, 2001).

Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling. Communication helps managers to perform their jobs and responsibilities.
Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication (Gluck, 2011). Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible. Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood.

Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark. It is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions. It plays a crucial role in altering individual’s attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employee’s attitudes and helps in socializing. In today’s life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.

Communication also assists in controlling process. It helps controlling organizational member’s behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management. An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must
discover various barriers to communication analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization (Gluck, 2011).

On communication, at the international scene, in the USA a study done by Bonucum *et al* (2010) dubbed the human factor: the critical importance of effective teamwork and communication in providing safe care concluded that the complexity of medical care, coupled with the inherent limitations of human performance, make it critically important that clinicians have standardized communication tools, create an environment in which individuals can speak up and express concerns, and share common “critical language” to alert team members to unsafe situations. The study further concluded that all too frequently, effective communication is situation or personality dependent and that other high reliability domains, such as commercial aviation, have shown that the adoption of standardized tools and behaviors is a very effective strategy in enhancing teamwork and reducing risk.

### 2.2.3. Organizational Culture

In the larger literature on teams, effectiveness is judged by the extent to which a team is successful in achieving goals consistent with the task. For wraparound teams, achieving goals is necessary, but not sufficient; to produce the range of desired outcomes. By definition, wraparound cannot be considered successful unless both the planning process and the plan produced are individualized family centered, and culturally competent (Williams, 1988).

The goals pursued by the team must reflect the family’s own sense of its needs, strengths, and priorities. Furthermore, the strategies used to meet the goals and the indicators used to judge the success of the strategies must be consistent with the family’s beliefs and values. This implies that when teams are sharing ideas, developing priorities, and making decisions about goals and strategies, it is essential that family members’ perspectives are not only elicited, but in fact given priority, during teamwork. Evidence from a number of
studies has supported the idea that meaningful family participation in planning can contribute both to high-quality planning and to positive wraparound outcomes. For example, parent and youth participation in planning for children with emotional and behavioral difficulties has been linked to enhanced selection of treatment goals and strategies (Williams, 1988), improved treatment outcomes (Byalin, 1990; Williams, 1988) and service coordination (Koren et al., 1997), and increased family empowerment (Curtis & Singh, 1996). When families see the importance of their own roles in achieving team successes, their perceptions of individual-level self efficacy are likely to increase, contributing to both empowerment and an enhanced sense of competence.

Research in the area of positive psychology has shown that interventions that provide training in problem-solving and planning are empowering to people experiencing psychological difficulties and stressful life events (Heppner & Lee, 2002). The interventions promote increased goal-related thinking and perceptions of efficacy, which in turn are associated with positive mental health. Outcomes and coping effectiveness (Snyder, Horsch, & Childs, 1997). Building team cohesiveness may be even more important in wraparound than in other team contexts. Wraparound outcomes include supportive and adaptive relationships, and some of those relationships will be those formed or strengthened between team members. The experience of participation on a cohesive team provides a basis for these relationships, as well as a model for family efforts to build similar adaptive and supportive relationships outside of the team context or after the team has concluded its work.

Other aspects of cohesiveness are central in wraparound as well. Without psychological safety, for example, it is unlikely that family members will fully share sensitive information with the team. Building perceptions of cooperativeness is important for teams, particularly for wraparound teams whose members represent different agencies with disparate mandates and priorities. Equity is important in wraparound, just as it is in other team contexts. In the wraparound context, however, it is important not to confuse equity with equality.
If wraparound is to be family-driven, the family’s perspectives, opinions, and preferences must be more influential than those of other team members. This implies that wraparound team effectiveness will be positively affected when team members have reached a shared understanding that it is equitable for family members to have disproportionate influence during teamwork.

Research on teams in other settings has suggested that teams are more likely to be cohesive and effective when they hold common values that are relevant to the mission and goals of the team (Jehn, Northcraft, & Neale, 1999). Shared values are thought to contribute to effectiveness through decreased conflict and increased cooperativeness and psychological safety. It is likely that shared perceptions regarding wraparound as a viable outcomes and coping effectiveness (Snyder, Horsch, & Childs, 1997). Building team cohesiveness may be even more important in wraparound than in other team contexts.

Other aspects of cohesiveness are central in wraparound as well. Without psychological safety, for example, it is unlikely that family members will fully share sensitive information with the team.

Building perceptions of cooperativeness is important for teams, particularly for wraparound teams whose members represent different agencies with disparate mandates and priorities. Equity is important in wraparound, just as it is in other team contexts. In the wraparound context, however, it is important not to confuse equity with equality. If wraparound is to be family-driven, the family’s perspectives, opinions, and preferences must be more influential than those of other team members. This implies that wraparound team effectiveness will be positively affected when team members have reached a shared understanding that it is equitable for family members to have disproportionate influence during teamwork.

Research on teams in other settings has suggested that teams are more likely to be cohesive and effective when they hold common values that are relevant to the mission and goals of the team (Jehn, Northcraft, & Neale, 1999). Shared values are thought to
contribute to effectiveness through decreased conflict and increased cooperativeness and psychological safety. It is likely that shared perceptions regarding wraparound as a viable means of achieving outcomes will also affect outcomes positively, because team perceptions of efficacy are less likely to develop when members are skeptical of the intervention’s utility.

2.3 Summary of study gaps
As already stated, several studies have been done touching on various aspects of work effectiveness and in particular as relates to leadership, culture and communication. However concerns should be with regards to the specific scopes and the uniqueness of these scopes to the proposed scope of this study. In addition, the specific aspects covered in those studies are different from the aspects the researcher is proposing to investigate.

First, even if there is evidence that studies have been done touching on the effects of leadership on the effectiveness of work teams, scanty information is available as regards to the effects of leadership on work teams within financial institutions and in particular the National Bank of Kenya. Similar information in regards to the effects of culture and communication on teamwork also exists but by and large, it does not include the effects of the same on financial institutions and in particular, the Bank under study. Therefore, based on these facts, there are considerable reasons as to why this study should be undertaken.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter set out various stages and phases that were followed in completing the study. It presents details of the research design used in the study, the population, data collection and analysis techniques.

3.1 Research Design

This is a descriptive survey since the unit of analysis is one organization. According to Kothari, (2004) noted that this involves a careful and complete observation of social units. It is a method of study in depth rather than breadth and places more emphasis on the full analysis of a limited number of events. Primarily data collected from such a study is more reliable and up to date.

3.2 Target Population

The target population of this study is all the employees of the National Bank of Kenya. There are 2870 such employees in Kenya (NBK, 2011). However, the proportion of the population that had the characteristics to be measured were 200 (NBK, 2011) employees working at the head office. Therefore, the category of the target population was as follows;

3.3 Sample Design

For this research a total sample size of 97 was adequate. Since 97 was the total sample size required, this was picked as a proportion of 200 using stratified random sampling as follows;
<table>
<thead>
<tr>
<th>Sections</th>
<th>Population frequency</th>
<th>Sample ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource</td>
<td>15</td>
<td>0.494</td>
<td>7</td>
</tr>
<tr>
<td>Procurement</td>
<td>15</td>
<td>0.494</td>
<td>7</td>
</tr>
<tr>
<td>Finance</td>
<td>28</td>
<td>0.494</td>
<td>14</td>
</tr>
<tr>
<td>Marketing</td>
<td>47</td>
<td>0.494</td>
<td>23</td>
</tr>
<tr>
<td>ICT</td>
<td>25</td>
<td>0.494</td>
<td>12</td>
</tr>
<tr>
<td>Operations</td>
<td>31</td>
<td>0.494</td>
<td>15</td>
</tr>
<tr>
<td>Clearing department</td>
<td>20</td>
<td>0.494</td>
<td>10</td>
</tr>
<tr>
<td>Business development</td>
<td>19</td>
<td>0.494</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td></td>
<td><strong>97</strong></td>
</tr>
</tbody>
</table>


**Table 3.1: Sample Size for various target respondents**

The staff in the company included all employees. This made it easier to get adequate and accurate information necessary for the research.

### 3.4 Data Collection

Data was collected mainly by use of semi structured questionnaire method. The questionnaires were both open ended and closed questions. It was comprise of three sections. The first part seeking to obtain general information on respondent’s profile, the second part covers teamwork effectiveness and the third part devoted to the identification of factors affecting the effectiveness of teamwork within National Bank of Kenya, where the variables of the study were put into focus.

The researcher adopted a drop and pick method where the questionnaires were dropped and collected after having been completed by the respondents. Each questionnaire was coded and only the researcher knew which person responded. The coding technique was only used for the purpose of matching returned and completed questionnaires with those delivered to the organizations.
3.5 Data Analysis

The completed questionnaires were edited for completeness and consistency and the data was then coded. The researcher mainly used descriptive statistics to analyze data. This included frequency distribution tables, percentages, mean and standard deviation.
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction
The objective of the study is to presents the findings of the study and analysis of the data collected from the questionnaire which was administered to employees of National Bank of Kenya. Out of the 97 questionnaires administered, 80 were successfully filled and returned. This implies that, the response rate for this study was 82%. This was reasonably adequate number for analysis.

4.2 Demographic information
This section sought demographic information in terms of department, length of service and level of education.

4.2.1 Department of the respondents
The respondents were asked to state the department in which they work.

<table>
<thead>
<tr>
<th>Departments</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>7</td>
<td>8.7</td>
<td>8.7</td>
</tr>
<tr>
<td>Procurement</td>
<td>7</td>
<td>8.7</td>
<td>17.4</td>
</tr>
<tr>
<td>Operations</td>
<td>13</td>
<td>16.3</td>
<td>33.7</td>
</tr>
<tr>
<td>Clearing Department</td>
<td>10</td>
<td>12.5</td>
<td>46.2</td>
</tr>
<tr>
<td>Finance/Accounts</td>
<td>10</td>
<td>12.5</td>
<td>58.7</td>
</tr>
<tr>
<td>Business development</td>
<td>7</td>
<td>8.7</td>
<td>67.5</td>
</tr>
<tr>
<td>Marketing</td>
<td>16</td>
<td>20</td>
<td>87.5</td>
</tr>
<tr>
<td>ICT</td>
<td>10</td>
<td>12.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data source (2011)

Table 4.1: Proportion of respondents from each department

As shown in the table 4.1 above the data for this study was sourced from different levels of the bank’s work structure and that it can be generalized to represent the overall situation at the bank.
4.2.2 Length of period worked

The respondents were asked to state how long they have been working for National Bank of Kenya.

<table>
<thead>
<tr>
<th>Length of period worked</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>8</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Between 1-4 yrs</td>
<td>46</td>
<td>57.5</td>
<td>67.5</td>
</tr>
<tr>
<td>Between 5-10 yrs</td>
<td>22</td>
<td>27.5</td>
<td>95.0</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>4</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data source (2011)

**Table 4.2: Length of period worked**

As shown in table 4.2 above, 10% of the respondents had worked for less than 1 year, 57.5% of the respondents had worked for between 1 and 4 years, 27.5% of the respondents were found to have worked for between 5 and 10 years and 5% of the respondents had worked for over 10 years.

This shows that the respondents had sufficient background information to respond to effectiveness of teamwork.

4.2.3: Respondents’ level of education

The respondents were asked to state their level of education.
<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>10</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Degree</td>
<td>58</td>
<td>72.5</td>
<td>85.0</td>
</tr>
<tr>
<td>Masters Degree</td>
<td>12</td>
<td>15.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data source (2011)

Table 4.3: Respondents’ level of education

As shown in table 4.3 above, 72.5% of the respondents were found to be Degree holders while 15% of the respondents were found have a masters degree. Only 12.5% of the respondents were found to hold diplomas. Majority of the respondents hold a first degree and above and this shows that the employees had the adequate knowledge to respond to effectiveness of teamwork.

4.3 Teamwork Effectiveness

The respondents were asked to rate the extent to which there was effectiveness in teamwork, leadership, organizational culture and organizational communication within the bank on teamwork effectiveness measures on a five point likert scale where 0 - 1.4 refers to strongly disagree, 1.5 - 2.4 disagree, 2.5 - 3.4 neutral, 3.5 - 4.4 agree and >4.5 is strongly agree.

4.3.1 Effectiveness of Teamwork

The respondents were asked to rate the extent to which there was effectiveness of teamwork within National Bank of Kenya
<table>
<thead>
<tr>
<th>Constructs</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low levels of supervision</td>
<td>4.0250</td>
<td>.76266</td>
</tr>
<tr>
<td>Autonomy and interdependence of teams</td>
<td>4.0125</td>
<td>.90699</td>
</tr>
<tr>
<td>Conflicts within teams</td>
<td>2.7125</td>
<td>1.14950</td>
</tr>
<tr>
<td>Performance outcomes</td>
<td>3.1625</td>
<td>.77040</td>
</tr>
<tr>
<td>Turnover and absenteeism</td>
<td>3.4625</td>
<td>.54988</td>
</tr>
<tr>
<td>Subservience to organizational norms</td>
<td>3.3500</td>
<td>.65796</td>
</tr>
<tr>
<td>Experience of high job satisfaction</td>
<td>2.9500</td>
<td>.63445</td>
</tr>
<tr>
<td>Experience of turbulence in teamwork</td>
<td>2.6375</td>
<td>1.03415</td>
</tr>
<tr>
<td>N (listwise)</td>
<td>26.3125</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data source (2011)

Table 4.4: Effectiveness of Teamwork

As shown in table 4.4 above the respondents generally agreed that the low levels of supervision and autonomy had the greatest impact on teamwork effectiveness with mean scores of 4.0250 and 4.0125 respectively. Conflict within teams, performance outcomes, turnover and absenteeism, subservience to organizational norms, job satisfaction and turbulence in teamwork all had a neutral impact on teamwork effectiveness with a mean score of 2.7125, 3.1625, 3.4625, 3.3500, 2.9500 and 2.6375 respectively.

From the above analysis it can be seen that the level of supervision and autonomy and interdependence of teams are of great importance whereas the other factors like conflict within teams, performance outcomes, turnover and absenteeism and experience of turbulence in teamwork have a moderate impact on effectiveness of teamwork at the National Bank of Kenya.

From the standard deviation there was no consensus on the issue of conflict within teams among the respondents since it had a standard deviation of 1.14950. The respondents had a consensus on all the other factors in regards to standard deviation.
4.3.2 Leadership

The respondents were asked to rate the extent to which leadership affected the effectiveness of teamwork at the National Bank of Kenya.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders influence, Motivation and enabling</td>
<td>3.2625</td>
<td>.68886</td>
</tr>
<tr>
<td>Culture, norms, goals and ideologies</td>
<td>3.0375</td>
<td>.94726</td>
</tr>
<tr>
<td>Compassion and insight</td>
<td>3.1000</td>
<td>.62844</td>
</tr>
<tr>
<td>Flexibility, aggression and critical</td>
<td>3.0375</td>
<td>.53825</td>
</tr>
<tr>
<td>Achievement of set objectives</td>
<td>3.6087</td>
<td>.82636</td>
</tr>
<tr>
<td>Members attitudes</td>
<td>3.7750</td>
<td>.44933</td>
</tr>
<tr>
<td>Intrinsic rewards</td>
<td>3.6000</td>
<td>.66751</td>
</tr>
<tr>
<td>Satisfaction of team members</td>
<td>3.2875</td>
<td>.94392</td>
</tr>
<tr>
<td>N (listwise)</td>
<td>26.7087</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data source (2011)

Table 4.5: Leadership

As shown in table 4.5 above achievement of set objectives, members attitudes and intrinsic rewards had the greatest impact on teamwork effectiveness with mean scores 3.6087, 3.7750 and 3.6000 respectively. Leaders influence, norms, compassion, flexibility and satisfaction of team members all had a neutral impact on teamwork effectiveness with mean scores of 3.2625, 3.0375, 3.1000, 3.0375 and 3.2875 respectively.

From the above analysis it can be seen that achievement of set objectives, members attitudes and intrinsic rewards are of great importance whereas the other factors like leadership influence, culture, compassion, flexibility and satisfaction of team members have moderate impact on leadership in regards to team work effectiveness at the National Bank of Kenya.
From the standard deviation there was a general consensus amongst all the respondents on all the factors.

### 4.3.3 Organizational Culture

The respondents were asked to rate the extent to which organizational culture affected the effectiveness of teamwork at the National Bank of Kenya.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs strengths and priorities</td>
<td>3.9375</td>
<td>.46235</td>
</tr>
<tr>
<td>Values and beliefs</td>
<td>3.8375</td>
<td>.66454</td>
</tr>
<tr>
<td>Service coordination and empowerment</td>
<td>3.5584</td>
<td>.65882</td>
</tr>
<tr>
<td>Level of competence among team members</td>
<td>3.6000</td>
<td>.49299</td>
</tr>
<tr>
<td>Supportive and adaptive relationships</td>
<td>3.6625</td>
<td>.47584</td>
</tr>
<tr>
<td>Cooperation among team members</td>
<td>3.7000</td>
<td>.70081</td>
</tr>
<tr>
<td>Shared understanding that is equitable to team members</td>
<td>3.8082</td>
<td>.51794</td>
</tr>
<tr>
<td>conflict and enhanced psychological safety</td>
<td>3.5125</td>
<td>.57355</td>
</tr>
</tbody>
</table>

Source: Data source (2011)

**Table 4.6: Organizational Culture**

As shown from table 4.6 above needs, strengths and priorities, values and beliefs, service coordination and empowerment, level of competence, supportive and adaptive relationships, cooperation, shared understanding and conflict enhanced psychological safety all had the greatest impact on teamwork effectiveness with a mean score of 3.9375, 3.8375, 3.5584, 3.6000, 3.6625, 3.7000, 3.8082 and 3.5125 respectively. From the above analysis it can be seen that all the factors are of great importance on organizational culture in regards to team work effectiveness at the National Bank of Kenya.
From the standard deviation there was a general consensus amongst all the respondents on all the factors.

4.3.4 Organizational Communication

The respondents were asked to rate the extent to which organizational communication affected the effectiveness of teamwork at the National Bank of Kenya.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication channels affects the quality of service delivery of teams</td>
<td>4.0750</td>
<td>.67082</td>
</tr>
<tr>
<td>Effects of communication flow on the level of productivity of teams</td>
<td>4.0000</td>
<td>.96784</td>
</tr>
<tr>
<td>Existing communication mechanisms is a critical determinant of individual innovativeness among team members</td>
<td>3.9125</td>
<td>.53234</td>
</tr>
<tr>
<td>Effects of communication on the level of support and help one receives from team members</td>
<td>3.9250</td>
<td>.75933</td>
</tr>
<tr>
<td>Influences of communication channels on how well a team solves their problems, makes decisions, reaches agreements and solves disagreements</td>
<td>4.0125</td>
<td>.60575</td>
</tr>
<tr>
<td>Effects of communication on stress and negative feelings among team members</td>
<td>3.4875</td>
<td>.66929</td>
</tr>
<tr>
<td>Effects of communication on the creation of a sense of group accomplishment and distribution of responsibility among team members</td>
<td>3.4500</td>
<td>.50063</td>
</tr>
<tr>
<td>Effects of communication mechanisms on shaping of individual attitudes among team members leading to high levels of motivation</td>
<td>3.2000</td>
<td>.58244</td>
</tr>
</tbody>
</table>

Source: Data source (2011)

Table 4.7: Organizational Communication

As shown from table 4.7 above effects of communication channels on the quality of service delivery, effects of communication flow on the level of productivity of teams, existing communication mechanism, effects of communication on level of support and help and influence of communication on how well a team solves their problem had the greatest impact on teamwork effectiveness with a mean score of 4.0750, 4.0000, 3.9125, 3.9250 and 4.0125 respectively.
Effects of communication on stress and negative feelings, effects of communication on the creation of a sense of group accomplishment and distribution of responsibility among team members and effects of communication mechanisms on shaping of individual attitudes among team members leading to high levels of motivation had a neutral impact on teamwork effectiveness with a mean score of 3.4875, 3.4500 and 3.2000 respectively.

From the above analysis it can be seen that communication channel, communication flow, communication mechanism communication on level of support and influence of communication channels on problem solving were of great importance on teamwork effectiveness whereas effects of communication on stress, effects of communication on the creation of a sense of group accomplishment and effects of communication mechanism on shaping individuals attitudes among team members have a neutral impact on organizational communication in regards to team work effectiveness at the National Bank of Kenya

From the standard deviation there was a general consensus amongst all the respondents on all the factors.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This objective here is to present the summary of key data findings, conclusions drawn from the findings, policy recommendations as well as areas for further study.

5.2 Summary of the key findings
This study was conducted within the National Bank of Kenya. As a result, the study found out that of the four variables under study, each one of them had diverse effects on the effectiveness of teamwork at the National bank of Kenya. For instance the study found out that the level of supervision and autonomy and interdependence of teams had the greatest impact on effectiveness of teamwork at the National bank of Kenya.

It was found out that turnover and absenteeism; subservience to organizational norms; performance outcomes and experience of high job satisfaction had neutral effects on the effectiveness of teamwork at the bank. Other measures that were found to have neutral impacts within the bank included conflicts within teams as well as experience of turbulence in teamwork.

From the standard deviation there was no consensus on the issue of conflict within teams among the respondents since it had a standard deviation of 1.14950. The respondents had a consensus on all the other factors in regards to standard deviation.

On leadership, the study found out that achievement of set objectives, members’ attitudes as well as intrinsic rewards had the greatest impact on the effectiveness of teamwork at the National Bank of Kenya. Satisfaction of team members, leaders influence, motivation and enabling, compassion and insight, flexibility, aggression as well as culture, norms, goals and ideologies were cited by the respondents as having neutral effects on effective teamwork at National Bank of Kenya.

From the standard deviation there was a general consensus amongst all the respondents on all the factors.
On organizational culture, the study found out that employees’ needs, strengths and priorities, values and beliefs, a shared understanding that is equitable to team members as well as supportive and adaptive relationships, cooperation among team members as well as level of competence among team members had great impacts on the effectiveness of teamwork of National Bank employees. Service coordination and empowerment as well as conflict and enhanced psychological safety equally had great impacts on the effectiveness of teamwork. 

From the standard deviation there was a general consensus amongst all the respondents on all the factors.

Finally on organizational communication, the study found out that the effects of communication channels on the quality of service delivery was considered by the respondents to have the greatest impact on effectiveness of teamwork at the National Bank of Kenya. Other measures that were found to have similar great impacts and in order of saliency included: Influence of communication channels on how well a team solves their problems, makes decisions, reaches agreements and solves disagreements; effects of communication flow on the level of productivity of teams; effects of communication on the level of support and help one receives from team members as well as existing communication mechanisms as a critical determinant of individual innovativeness among team members.

Effects of communication on stress and negative feelings among team members; effects of communication on the creation of a sense of group accomplishment and distribution of responsibility among team members as well as effects of communication mechanisms on shaping of individual attitudes among team members leading to high levels of motivation were found to have neutral impacts on the effectiveness of teamwork at National Bank of Kenya. From the standard deviation there was a general consensus amongst all the respondents on all the factors.
5.3 Conclusions

The study concluded that for teamwork effectiveness to improve at the National Bank of Kenya, certain measures were required. The study concluded that the bank’s management required finding ways to monitor supervision and autonomy and interdependence of teams among the various teams of the members of this bank. The study also concluded that if this was done then it would be possible for the bank to be able to know the degree of supervision and autonomy and interdependence that its members required to work to their fullest potential and how such degree would be brought into practice in an harmonious manner without causing disruptions within the bank’s systems and processes. The study concluded that members’ attitudes, achievement of set goals as well as the use of intrinsic rewards were such leadership measures that had profound effects on the effectiveness of teams at the bank. The study therefore concluded that there was need for the bank’s management putting in place mechanisms of monitoring and evaluating these key antecedents to help improve effectiveness of teamwork at the bank.

The study concluded that for the bank to improve effectiveness of teamwork, there was need for the bank to entrench a culture that had in built mechanisms of assessing individual employees’ needs, strengths and priorities and how this could be harnessed to improve productivity of individual employees so that they could be enabled to work towards surpassing individual set targets in line with the bank’s overall business focus.

The study also concluded that there was need for the bank to consider effecting reviews on the banks ‘values and beliefs’ over time to fit with the changing circumstances. If this was done, the study concluded, it would make it possible for employees to respond positively on emerging changes within their teams and be able to adapt to new situations and circumstances. The study concluded that in order to realize teamwork effectiveness, there was need to improve the channels of communication and in particular as relates to problems and conflicts resolution among team members. The study further concluded that these two areas were critical as regards to the quality of service delivery of individual employees at the bank.
5.4 Recommendations

The following recommendations were proposed to improve team work effectiveness in National Bank of Kenya, amongst its employees and to other scholars. Although National Bank of Kenya has been successful in promoting team work amongst its employees, in order to remain profitable and competitive in the market the company should continuously encourage good leadership by determining a good degree of supervision that is adequate to arouse high motivation among team members. Promote a culture that is acceptable by all employees and which all employees are comfortable with. The employees should also be involved in decision making and employ an efficient communication system that avails information to all stakeholders. The study further recommends that all the employees should embrace team work in order for it to be effective completely.

5.5 Areas for further study

The researcher recommends that a replicate study be done on other organizations so as to find out how other organizations respond to team work effectiveness since each organization employs a different approach. The researcher further recommends that a similar study be done on other organizations for the purpose of benchmarking.
REFERENCES


Jennie Kakkad (2011). Good Communication and Team Work


Samantha Gluck, (2011). Effective Communication & Team Work


Leonard M., Graham S. and Bonucum D.,(2010). The human factor: the critical importance of effective teamwork and communication in providing safe care

Nsubuga Y.K.,(2010). Analysis of leadership styles and school performance of secondary schools in Uganda


APPENDIX

APPENDIX I: QUESTIONNAIRE

The questionnaire is meant to collect information on factors affecting effectiveness of teamwork within the National Bank of Kenya. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

SECTION ONE: DEMOGRAPHIC INFORMATION

1. Which department do you come from within your organization? (Please tick only once)
   i. Human resource
   ii. Procurement
   iii. Operations
   iv. Clearing department
   v. Finance/ accounts
   vi. Administration
   vii. Marketing
   viii. ICT
   ix. Other (Specify)

2. How long have you worked in your current position?
   i. Less than one year
   ii. Between 1-4 years
   iii. Between 5-10 years
   iv. Over 10 years

3. What is your highest level of education? (Please tick one)
   i. Secondary
   ii. Undergraduate
   iii. Tertiary College
   iv. Postgraduate
   v. Other (specify)
SECTION TWO: EFFECTIVENESS OF TEAMWORK

4. The following are statements about effectiveness of teamwork. To what extent do you agree your organization has succeeded in achieving effectiveness of teamwork? Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Strongly Disagree(1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly Agree (5)</th>
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<tbody>
<tr>
<td>i</td>
<td>Our team requires low levels of supervision</td>
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<td>ii</td>
<td>Our team can work autonomously and independently</td>
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<td>iii</td>
<td>Our team never experience conflicts in our teamwork</td>
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<td>iv</td>
<td>Our team has continuously achieved performance outcomes</td>
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<td>v</td>
<td>Low turnover and absenteeism characterize our team</td>
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<td>vi</td>
<td>Our team is subservient to organizational norms</td>
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<td>vii</td>
<td>Our team do experience high job satisfaction</td>
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<td>viii</td>
<td>We rarely experience turbulence in our teamwork</td>
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</table>
SECTION THREE: FACTORS

5. Comment on the following issues on the effects of leadership on the effectiveness of teamwork within your organization using the provided criteria in each box. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

Leadership

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<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Strongly disagree(1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly agree (5)</th>
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<tbody>
<tr>
<td>I</td>
<td>Leaders in this organization are capable of <strong>influencing</strong>, <strong>motivating</strong> and <strong>enabling</strong> team members to contribute towards success</td>
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<td>ii</td>
<td>The leaders are capable of changing such things as: organizational <strong>culture</strong>, <strong>norms</strong>, <strong>goals</strong> and <strong>ideologies</strong></td>
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<td>iii</td>
<td>The leaders are <strong>compassionate and insightful</strong> in leading team members in accomplishing their goals</td>
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<td>iv</td>
<td>The leaders are <strong>flexible</strong>, <strong>aggressive</strong> and <strong>critical</strong> to teamwork</td>
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<td>V</td>
<td>The leaders are known to exert more work effort that leads team members towards achieving <strong>set</strong></td>
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<td><strong>objectives</strong></td>
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<td>vi</td>
<td>The leaders influence team members <strong>attitudes</strong> such as trust, job satisfaction, organizational commitment and behavior</td>
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<td>vii</td>
<td>The leaders do emphasize the need for <strong>intrinsic rewards</strong> such self expression, self consistency and self efficacy</td>
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<td></td>
<td>The leaders have devised strategies that lead to <strong>satisfaction</strong> of team members</td>
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**Organizational Culture**

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<tr>
<th></th>
<th>Strongly disagree(1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly agree (5)</th>
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<tbody>
<tr>
<td>i</td>
<td>The culture within this organization reflects our team’s <strong>needs, strengths and priorities</strong></td>
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<td>ii</td>
<td>The <strong>values and beliefs</strong> of this organization supports the effectiveness of teamwork</td>
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<td>iii</td>
<td>The culture has led to improvement of <strong>service coordination and</strong></td>
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<td>iv</td>
<td>The culture has led to enhanced <strong>level of competence</strong> among team members</td>
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<td>v</td>
<td>The culture has led to <strong>supportive and adaptive relationships</strong> among team members</td>
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<td>vi</td>
<td>The culture improves the level of <strong>cooperation</strong> among team members</td>
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<td>vii</td>
<td>The culture leads to <strong>shared understanding</strong> that is equitable to team members</td>
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<td>viii</td>
<td>The shared value have led to the effectiveness of team members through decrease <strong>conflict and enhanced psychological safety</strong></td>
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<td></td>
<td>The existing communication channels affects the <strong>quality of service</strong> delivery of our team</td>
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<td>2</td>
<td>The communication flow within this organization affects the <strong>level of productivity</strong> of our team</td>
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<td>3</td>
<td>The existing communication mechanisms in this organization is a critical determinant of individual <strong>innovativeness</strong> among team members</td>
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<td>4</td>
<td>The effectiveness of communication within this organization influences the <strong>level of support and help</strong> one receives from team members</td>
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<td>5</td>
<td>The existing communication channels within this organization has influenced how well a team <strong>solves their problems, makes</strong></td>
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<td>decisions, reaches agreements and solves disagreements</td>
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<td>6</td>
<td>The effectiveness of communication within this organization has helped eliminate <strong>stress and negative feelings</strong> among team members</td>
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<td>7</td>
<td>The effectiveness of communication within this organization has helped create a <strong>sense of group accomplishment and distribution of responsibility</strong> among team members</td>
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<td>8</td>
<td>The existing communication mechanisms in this organization have helped shape individual <strong>attitudes</strong> among team members leading to high levels of <strong>motivation</strong></td>
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*Thanks for Your Response*