

Impact of Teamwork on the Achievement of Targets in Organisations in Kenya: A Case of SOS Children's Villages, Eldoret

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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 study was carried out in SOS Children's Villages in Eldoret, Uasin Gishu County. The purpose and objective of this study therefore was to establish the impact of teamwork on achievement of organizational targets in Kenya. This study adopted descriptive research design. The target population for this study was 111, comprising of management and all other employees of SOS Children's Village, Eldoret. Using the Morgan and Krejcie Table for determining Sample Sizes, a sample size of 92 respondents was drawn from each of the category of management and the general employees using stratified random sampling technique. Stratified random sampling was used to identify respondents. The researcher used questionnaires, interviews, document reviews and observation techniques to collect data. Statistical Package for Social Scientist (SPSS) was used to analyze the data. From the findings, job descriptions were found to be ambiguous and that there was responsibility overlaps in most cases, creating confusion and disagreements between employees. The study also established also 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. The study also established that the employees at SOS Children's Village in Eldoret were qualified for the various responsibilities assigned and that most had undergone extra training within and without SOS. In conclusion, there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Clear job descriptions should be made at the point of employment and clear demarcations set for employees to know their boundaries and responsibilities. Managers of SOS equally noted that among the strategies they have in formation of teams, were to produce greater levels of performance, build reputation of the organization and offer quality services to customers in enhancing achievement of organizational targets. They felt that internal staff training on importance of teamwork, appraisal and remuneration should be conducted regularly to sensitize employees. The study suggests that research on employee – manager relationship should be carried out to verify its impact on performance. Also the study suggests research into the impact of managers' roles on career development of employees as a form of motivation.

Keywords: Teamwork, Achievement, Targets, Organizations, skills and qualifications job satisfaction, job descriptions

1.0 Introduction

Team work enhances organizational cohesion or integration consequently giving rise to synchronization of efforts among the employed resulting in higher productivity (Higgs, 1996). Currently many organizational disciplines have adopted teamwork as essential in achieving success and their mission statements routinely allude to the importance of teamwork, utilizing such words as cooperation, coordination, collaboration, and Communication as key components. According to Robbins (1996), teamwork can be instilled into organizational culture with time and focused leadership. However, many organizations lack both of these elements. Community leaders responsible for the SOS Children's Villages' mission often do not have organizational responsibility for those carrying out the tasks required. In organization where team work has been embraced Higgs (1996) asserts that higher integration among employees in institutional objectives results in better organizational health..

Recent study shows that employee working within the team can produce more output as compared to individual (Jones et al, 2007). Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress (Hayes 2005). There are various ways that employees feel that they are satisfied with their jobs is through motivation factors like salary increment and recognition. In cases where there is no motivation and recognition of employees they fail to have strong team work and at the same fail to achieve their targets. Hartenian (2003) notes that teamwork is the most appropriate means of improving

manpower utilization and potentially raising performance of individuals within and without the organization. With support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). For teams to perform optimally, team members should also have respect and trust for each other in two dimensions – as individuals and for the contribution each brings to team's results (Brooks 2006).

Another view on team effectiveness is by Halverson and Tirmizi (2008), where they state that a team's effectiveness can be determined by its structure, membership and processes that relate to the level of trust, cohesion, efficacy and commitment. There are also several variables that influence teams in terms of organizational and societal contexts. Halverson and Tirmizi show some other criteria that can be used to measure team effectiveness when focusing on multicultural teams, which are productivity and performance, as well as team members' satisfaction and learning. Integration of these factors leads to understanding of team's effectiveness. Cultural norms in this case can have influence on team member's perception on processes and performance. Team member's individual criteria for the team's effectiveness will relate to their satisfaction of the performed task (Halverson & Tirmizi 2008). Individual skills acquired by the employee plays a big role in the achievement of teamwork in organization. An employee in organizations is expected to exhibit professionalism through a consistent commitment to the maintenance of excellent work relationships and development of teamwork. Mintzberg, H (1997). Without proper skills and qualification it is not easy to fit in teams and give diverse views and better approach.

In Kenya, organizations such as Safaricom Ltd, National Bank of Kenya, Kenya Airways, and SOS Children's Villages among others have equally harnessed the power of teamwork in achievement of goals and targets. Mbinya (2013) notes that most organizations have embraced teamwork so as to achieve their organizational target.

1.2 Statement of the Problem

One of the biggest problems faced by managers, organizations and institutions in general is getting workers to do what they need to do in order to achieve organizational targets, goals and objectives with the efficiency it deserves. Because of the complexity of human behavior and dynamics of organizational circumstances, much management goes about managing workers in such manners as could un-doubtably produce sub-optimal results, thereby jeopardizing the chances of the organizations realizing their set goals and objectives efficiently. There is a general feeling of workers low productivity in both the public and private sectors of the economy. Organizations are increasingly becoming dynamic and unstable. This evolution has given rise to greater reliance on teams and increased complexity in terms of team composition, skills required, and degree of risk involved. Thus, the paper aims to achieve the following objectives:

1. *To evaluate the impact of organizational culture on formation of teams on employees at SOS Children's Village in Uasin Gishu County*
2. *To examine the various job descriptions of employees on achievement of organizational goals at SOS Children's Village in Uasin Gishu County*
3. *To examine the impact of job satisfaction on team performance in SOS Children's Village in Uasin Gishu County*
4. *To establish the impact of skills and qualifications on performance of employees at SOS Children's Village in Uasin Gishu County*

1.3 Theoretical Framework

There are a number of models describing factors which influence team performance. For this study, Thompson's Model of teamwork will be adopted. This model came up in 2007 from L.L. Thompsons. 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. Team context consists of the following:

Organizational context 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. As shown in the chart, 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. The table indicates as follows:

Thompson's model

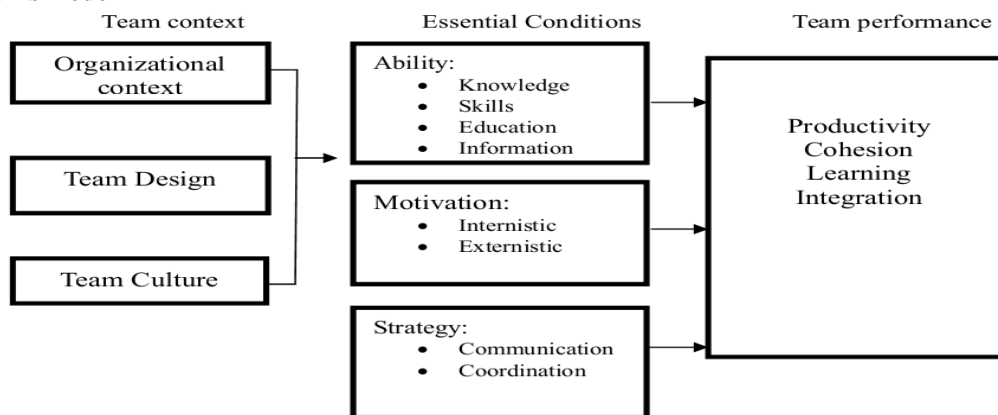


Figure 2.1: Integrated model of teamwork by Thompson

Source: L. L. Thompson, *Making the team: A guide for managers*, 2007.

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. This theory was relevant to this study in that it aims at stressing the importance of team work and achievement of targets of organization. The theory highlighted the need for teamwork of staff and thereby imparting useful knowledge and skills in teamwork management

2.0 Literature review

2.1 Impact of organizational Culture as a concept of teamwork

Margerison& McCann (1995) postulates that the Organizational culture is the behavior of humans who are part of an organization and the meanings that the people attach to their actions.. According to Rabey (2003) recognition of culture are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. The theory concentrates on the influence of culture in discouraging significant strategic change in employee attitude (Mussel white, 2001).. According to (Staniforth, 2000) teamwork is the collective way of working which results in potential benefits and greater synergy. Managers must plan and design appropriate motivation strategies for the team members and encourage their participation in team projects. . Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. It also looks at the vision and way of operation in the organization. Corporate culture binds the workforce together and provides a direction for the company. Teamwork can be positive if the organizational culture is well understood by employees in an organization. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things. Organizational culture defines the way employees complete tasks and interact with each other in an organization. According to Wright and Glynn (2006), there are seven dimensions of organizational culture. However, this study will delve into the details of two that the researcher deems to be of importance to the study. These are (i) communication and; (ii) coordination.

2.2 Impact of individual job satisfaction as a concept of team performance

Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress (Hayes, 2005). Yvonne (2012) high pay act as a motivation to staff and hence even achieving teamwork in the place might be a big challenge. Employees with the desired skills and willingness to perform the job, who want to improve their skills and knowledge. To promote teamwork, you must address several critical issues. For starters, you should open the lines of communication within the team; have a proper dialogue with them to find out more about their concerns. You just might hear some important issues or learn about ideas that will be beneficial to all.

One must also engage their interest and cooperation by helping them understand what their roles are in the big picture; too many workers refuse to work as part of a team because they believe that their responsibilities are insignificant and that they are mere pawns in the company's operations. There must also be open communication among all of the team members in order to help them related better with one another, thus

developing trust and cooperation, as well as a strong willingness to work together. Team building activities will help everyone get better acquainted outside of the workplace and learn how to work well together as a result of the shared experience. Teamwork is not something that can be quickly developed or enforced; it takes time for a real team to be created. Spend some time getting to know how your team operates and you will get an idea how you can better foster teamwork. Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

Margerison & McCann (1995) postulates that teamwork in the organization has a great significance for many reasons. Organizations that have embraced this concept have reported increased problem solving, employee autonomy and increased performance in work production stimulating new growth. According to the majority opinion of specialists in various fields, teamwork should help both to improve company performance and also to boost employees' well-being (Gulowsen, 1972; Hayes, 2005). When managed well, this approach has increased input by improving employee morale. Teamwork is said to have benefits, which can make a positive impact in the organization. Changes in today's business world have made teamwork a reality in organizations, as knowledge sharing is crucial for success. According to Nicky Hayes (2005), teamwork reduces fluctuations in performance and improves work morale. Leading researchers in the field of work organization, Katzenbach and Smith (1993), are convinced that people working in a team function more efficiently, are less prone to stress and make a greater effort in their work.

Furthermore, they spend less time incapacitated for work, come up with new ideas and try to improve their work. Many employees also adopted an even more negative view, complaining that teamwork was only introduced for effect, as a result of the company prioritizing the claims of shareholders over the interests of employees or as a way of reducing the number of workers in the enterprise.

2.3 Impact of Individual Job Description as a concept of Team work

Salas et al (2009) defines a job description is a concise statement of the duties, responsibilities, authorities, relationships and environment built into a job. The description outlines the requirements for performing the work, its frequency and scope. It is based on the nature of the work and not on the individual currently performing it. Salas et al (2009) also describe team performance as "a multilevel process arising as team members enact both their individual task work performance processes and individual and team - level teamwork processes". Katzenbach and Smith identifies the indicators of high - performance teams as interchangeable and complementary skills; a deeper sense of purpose; more ambitious performance goals; more complete approaches to problem solving; and fuller mutual accountability than real teams (Matveev&Milter 2004).

Adler (2008) states that a job description for individual team members is necessary and should encompass a job title (accountability. These items identify the job and give it its unique characteristics), a job summary (This defines work to be performed. Two job descriptions with the same title and same level of pay may have differing duties, responsibilities, accountabilities and relationships), ones duties and responsibilities (This part of the job description describes the tasks to be performed), individual skill and educational requirements (Describe the skills needed, educational requirements, special training and amount of experience needed), interrelationships within the team members (This specifies the relationships between the job and other jobs in the organization and outside), working conditions (Describe any dangerous or unusual conditions, whether travel is required and how much, and unusual hours), needed individual attributes (The qualities, aptitude and temperament required for the job), and finally who prepares and approves the job description and when? (These are important when questions arise and for keeping the description up to date). Adler (2008) The Importance of Job Descriptions is that all employees like to know what is expected of them and how they will be evaluated. Job descriptions can also be a great value to employers. Creating a job description often results in a thought process that helps determine how critical the job is, how this particular job relates to others and identify the characteristics needed by a new employee filling the role.

2.4 Impact of Individual skills and/or qualifications as a concept of team work performance

One research study concluded that to teach individuals on how to work in teams is not an easy task because to teach individuals regarding to work in teams is inappropriate (Crosby, 1991). Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main

emphasis for designing and implementing such a system is ultimately to improve employee learning (Washer, 2006).

2.5 Conceptual Framework

Based on the theoretical framework on teamwork and its relationship with achievement of targets, the study presents a conceptual framework. Authors have given diverse views on achievement of targets, the organizational culture, various job descriptions, job satisfaction and skills of the employees. From a theoretical point of view, we prefer to reposition a number of these variables and processes into a new conceptual framework, that serves as a guide to integrate theoretical perspectives that interlink these variables and processes and help to explain impact of team work in organizations, a case of SOS children's Villages Kenya. The framework will help understand the teamwork as necessary in achievement of targets. Especially with the fact that studies will reuse a number of research instruments that builds on this big variety in concepts, requires us to be on clear how the original concepts are repositioned within the conceptual framework for our studies. As such the study will adopt the following conceptual framework.

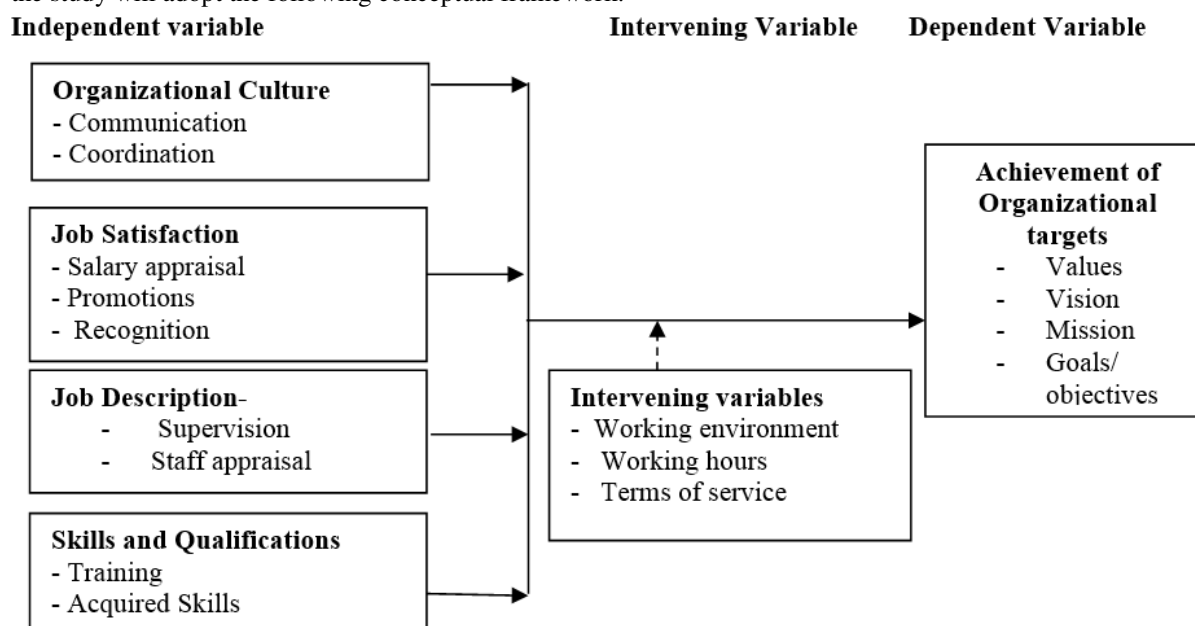


Figure 2.1 Conceptual Framework

Source: Source: Author

3.0 Research Methodology

Descriptive research design allowed the researcher to use various forms of data as well as incorporating human experience. The target population for this study was both the administrative and junior staff of SOS Children's Village in Uasin Gishu County. In total, there were 111 staff members within the facility. This study adopted Krejcie & Morgan's Table for Determining the Sample Size. this study conducted the study on 92 respondents. Of the total, only 92 questionnaires were administered to the staff of SOS Children's Villages. Top management officials were interviewed on the set dates. . Likert scale type of questions was employed in some items in order to obtain the opinion of the respondents regarding the impact of teamwork on achievement of targets in organizations. Interview Schedules were administered to the management level of staff . The reliability of the questionnaires and interview schedules were established through a test re-test method.

4.0 Data Analysis Procedure

Data was collected and analyzed using descriptive statistics. Descriptive statistics were used in the calculation of frequencies and percentages. Frequency table was used where they were required to describe findings.

4.1 Analysis and Results Interpretation

From the study most of the employees in SOS Children's Villages believe that the good coordination of work majorly affects the formation of team work to a positive direction. The study therefore found out that for effective teamwork in the organization communication and coordination of work is key when it comes to the organizational culture of the organization as this was not embraced in the organization there before but now it can be felt in SOS Children's Villages, Eldoret.

Table 1` impact of culture and teamwork

Section	Communication	Coordination	Total
Village	14	16	30
School	23	26	49
FSP	5	5	10
Total	42	47	89

4.2 Impact of Various Job Descriptions and teamwork

It was established that Job descriptions are inadequate as a guide to what people are actually expected to do. They are not exhaustive and hence bring conflict when it comes to doing some duties. It was further revealed that if the appraisal and supervision are done properly then the issue of people doing others jobs won't be there. Since it would show clearly what one is expected to do at the end of each day. Staff appraisals are done annually between the supervisor and the employee and hence encourage the effect of team work at the end of it all.

Table 1 showing the quality of job description given to staff in SOS

	Section Supervision	Staff Appraisal	Total
Village	17	13	30
School	17	32	49
FSP	4	6	10
Total	38	51	89

4.3 Impact of job satisfaction as a concept of teamwork

The study sought to examine the impact of job satisfaction on team performance in SOS Children's Villages Eldoret. It was established that 29 (32.58%) of the respondents were satisfied with Salary, 12 (13.48%) were satisfied with promotions while 48 (53.93%) were found to be satisfied with Recognition.

Table 3 Strategies used by the organization to achieve teamwork

	Factors Salary	Promotion	Recognition	Total
Village	6	2	22	30
School	20	8	21	49
FSP	3	2	5	10
Total	29	12	48	89

4.4 Impact of Skills and Qualifications on performance at SOS Children's villages Eldoret

It was established that 62 (69.66 %) of the staff are trained workers in various fields. 17 (19.10 %) of the other staff acquired their knowledge through experience. While 10 (11.23%) did not have any training. This reveals that the employees in SOS Children's Villages Eldoret are trained workers with different skills. This is a very strong team that can do wonders if used well. The workers expressed their dire need to be able to work well with others in teams since they know the advantage of good team work but blame the managers of manipulation and not giving them opportunities to grow.

Table 4 Distribution of qualifications of SOS workers on recruitment

Section	Training Acquired	skills untrained workers	Total
Village	20	5 5	30
School	35	10 4	49
FSP	7	2 1	10
Total	62	17 10	89

5.0 Conclusion and Recommendations

From the data collected, analyzed and the findings got, this study has come to the following conclusions. Regarding the effect of culture on teamwork by SOS Children's Villages Eldoret, the study established that there are details that the employers should consider to maintain good team work. This study established that there should equity in job allocation to staff across all regions to enable people bring their diverse culture to the organization, acceptance and appreciation for diversity was highly recommended and fair treatment of each employee as well as respect for each employee's contribution to the organization. Regarding the Job Description and teamwork, this study established that adequate job descriptions are not given to the workers and this makes them do duties outside their jurisdiction. This was done through the staff appraisals and supervision of the different tasks given to the employees.

Regarding the Job satisfaction of the workers, this study established that the organization is using strategies to achieve the best team work results. SOS children's villages Eldoret use employee recognition, good

working conditions, good remuneration and employee promotion to achieve the best team work result. Regarding the Individual skills and qualification of employees the study established that the staff employed at SOS Children’s villages are qualified staff that has gone through training in various colleges. A range of reasons were established as to why organizations form teams: the study established that, organizational objectives, building organizational reputation, producing greater level of performance, increasing employees’ organizational commitment and to offer quality services to customers were the major reasons for the formation of teams in organizations.

SOS Children’s villages should strive for what is considered a "healthy" organizational culture in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees. They should have acceptance and appreciation for diversity. Regard for and fair treatment of each employee as well as respect for each employee’s contribution.

Team members must never be hesitant to communicate with other members about issues and concerns, as well as new ideas or personal observations.

It is important for the organization to put in place adequate job description which typically outlines the necessary skills, training and education needed by a potential employee. It will spell out duties and responsibilities of the job. Once a job description is prepared, it can serve a basis for interviewing candidates, orienting a new employee and finally in the evaluation of job performance. Using job descriptions is part of good management. From the study it was established that teamwork becomes a valuable experience for the workers involved. Regarding Job satisfaction it was realized that job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs.

There is also need for Managers of SOS to equally note that among the strategies they have in formation of teams, they are to produce greater levels of performance, build reputation of the organization and offer quality services to customers in enhancing achievement of organizational targets. Internal staff training on importance of teamwork, appraisal and remuneration should be conducted regularly to sensitize employees. Impact of managers’ roles on career development of employees as a form of motivation The impact of employee – manager relationship in the achievement of organizational targets in an organization

5.1 Contribution to the body of Knowledge

Table 5 Contribution to the body of knowledge

Objective	Contribution
Effect of organizational culture	The organization to have continuous learning and flexibility so as to build successful teams
Job Description of employees	There should be adequate Job description that covers all the duties that an employee should do and be fair to that job description.
Job Satisfaction of employees	The organizations to improve on the services offered and reward their staff without biasness.
Skills / Qualifications of employees	Staff being recruited should be qualified to enable them fit well in their respective teams for efficient service provision

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