

THE EFFECT OF CHARACTERISTICS TEAMS ON TEAM PERFORMANCE IN SELECTED NON- GOVERNMENTAL ORGANIZATIONS IN ADDIS ABABA



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

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**June, 2022
Addis Ababa, Ethiopia**

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CANDIDATE’S DECLARATION

I do hereby declare to the senate of Addis Ababa University School of Commerce that the work which is being presented in this thesis entitled “*The Effect of Characteristics of Effective Teams on Team Performance in Selected Non-Governmental Organizations in Addis Ababa*” is original work of my own, has not been presented for a degree of any other university and that all sources of material used for the thesis have been duly acknowledged.

Tamrat Kebede
(Candidate)

Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

Worku Mekonnen (PhD)

(Thesis Advisor)

Date

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ACRONYMS/ABBERIVATIONS

- CEM** Categorization-Elaboration Model
NGO Non - Governmental Organizations
SPSS Statistical Package for Social Sciences
VIF Variance Inflation Factor

ABSTRACT

A management team's ability to perform well is linked to both internal and external characteristics of the team and processes within the team. The purpose of this thesis is to explore the relationship between team size, trust, satisfaction, conflict, and cohesive on team performance in management teams of NGOs in Addis Ababa. There is a lack of empirical research exploring the potential links between these two elements within management teams. Further, little attention has been paid to NGOs and potential mechanisms affecting this relationship. Using a systematic process, the study involved extensive literature review, questionnaire survey and key informants' interview to generate the required items. A total of 309 respondents (team members and team leaders) were part of the study that filled the questionnaires. Reliability and Validity checks were established, and it employed descriptive statistics analysis followed by correlation and regression analysis. The present study found that there was a positive effect between team trust, cohesiveness, satisfaction, and size but negative association between team conflict and team performance and that this study concluded team effectiveness characteristics have a significant effect on team performance. Due to the significant role teams play in an organization, this study suggest that NGOs should strive to create a group climate where conditions are set for optimum performance to ensure high-quality work performance and well considered strategies and visions for the future, all for the greater good of the organization.

Keywords: *Effectiveness, NGOs, Performance, Team*

CHAPTER ONE

INTRODUCTION

1.1 Chapter Introduction

This chapter deals with the introductory part of the study. It presents background of the study, statement of the problem, research questions, and objective of study, significance of the study, scope of the study, definition of terms and organization of the study.

1.2 Background of the Study

Team-based problem solving in the workforce has enlarged in recent years. Finding methods to encourage cooperation among team members has become an indispensable part of managing work teams. A fruitful organizational goal achievement is the key business objective of several companies. This is because performance is a valuable term to describe the capability of a team and the processes that the team undertake (Ijeoma, 2017). Performance relates more thoroughly to how well the task work and teamwork is carried out. Well-trained and efficient team assurances an accurate and on-time completion of developments or plans handed down to them. This permits the organization to take on more plans, developments, and projects, produce more revenue without having to add more staff (Tekleab, Karaca, Quigley and Tsang, 2016).

Team performance measurement criteria can be based on the use of quantitative measures that provide information on the critical aspects of the team's activity. Even if assessment of team performance is very critical for success, measuring intangibles and non-financial performance measures can pose a great challenge. Team performance is perceptibly significant in project success. When group work in teams, they provide major advantages and benefits like the diversity of knowledge, ideas, skills and tools and the amity among members of the team (Ijeoma, 2017). Outcomes of team member interactions determine how much or how well team members work together. As per observation of several studies, Kierra (2015) stated that many characteristics are identified as contributors to effective teams, and it is also apparent that effectiveness pertains specifically to the accomplishment of the goals, milestones, and objectives as defined by the requirements of the context or the stakeholders.

Teams are frequently made up of members from diverse corporate functions and these teams seek to integrate their diverse expertise to achieve the given organizational or projects goals. Therefore, a clear understanding of human aspect in organizational as well as project management and its effective use are required to inspire various stakeholders to work together to meet and shattered objectives (Ijeoma, 2017). This may be related to the fact that team performance can be said to be the other ingredients in a team apart from individual skills that people bring to the work. And these ingredients include competence, a precise and common goal, supportive structure, commitment/accountability and selfless contributions and mutual benefit.

This research study assessed team performance to produce the quality construct that would deliver successful organizations. This study focused on the background of people-oriented work base seeks to establish and identify ways of enhancing team performance that would always promise mission realization.

1.3 Background of the case Organizations

1.3.1 Selamta Family Project

Selamta Family Project works with orphaned, abandoned, and vulnerable children in Addis Ababa by recreating forever family homes in the communities of Kolfe Keraniyo Sub City. The organization has different teams and programs to carry on activities such as: Education and enrichment team, Psychosocial team, Health, and wellness team that comprises of senior, junior and project team leaders in the different woredas it functions.

1.3.2 Out of the Ash

Out of the Ash is an organization that works to improve the livelihood of families and children whose life is based on the garbage dump pile known as “Koshe” in Kolfe Keraniyo sub city. The organization mainly work on getting children off from the garbage dump and send them to school and provide additional tutorial program. To perform its task, the organization has built different teams to bring about the desired outcome.

1.3.3 Kora Project

The Kora project is designed to work on families whose life is very dependent on the garbage dump known as “Koshe”. The project train these moms with different skill set to produce some hand made goods to sell and share the profit among themselves. In order to bring the desired outcomes the organization has formed different teams such as: life skill trainers, hand craft trainers, nurses, counsellors.

1.4 Statement of the Problem

Team performance has been studied comprehensively. Previous literatures (Lars, 2016; Bang and Midelfart, 2016) consensus finds out that team size, task, and identity affect performance. With a few exceptions, the consensus is that smaller teams, three to five members, are more effective than larger teams. These studies found inconsistent research results as four to five students is the ideal size for college-level group project teams and larger teams, five to eight students, work best for group projects. These found that fewer teams (with more team members) reduce administration costs leading to a positive relationship between team size and team effectiveness as measured by participants’ and their supervisors (Ijeoma, 2017). Bang and Midelfart (2016) observed that larger management teams are positively associated with firm performance for computer industry companies, but not for natural gas distribution industry companies. They attribute this difference to industry environment; the computer industry is turbulent; the natural gas distribution industry is stable.

Observing these facts, Lars (2016) suggested that it is necessary to identify more factors that can be built up to become a driving force to creating a cohesive effective team that would serve as a strong pillar to a project endeavour bearing in mind that the success of any project largely depends on the effectiveness of the project team. In this situation, local organizations in Ethiopia are supposed to deliver programmes and activities with good quality to target beneficiaries; however, many of their delivered interventions have been marked with limited quality and weak performance (OCHA, 2021). Further, several of these NGOs have not been able to implement programs and activities effectively and efficiently to the satisfaction of their beneficiaries, making it difficult to respond to their relevant and actual needs and meet their rising demands. NGOs face uncertainty in evaluation of outcomes arising from the nature of objectives and the heterogeneous group of stakeholders involved (Bang and Midelfart, 2016).

Development projects by NGOs are very active in team constructions and intended to alleviate poverty and improve standard of living, protect the environment, protect basic human rights, build capacity, and provide basic physical and social infrastructure in Ethiopia. As per the preliminary interview with NGO staffs in Ethiopia, members of NGOs are organised mixed staffs from international to local unskilled employees with heterogeneous stakeholders involved in various projects. Most of the interview responses assured that their mixed staffing and heterogeneous actors' involvement may lead to uncertainty. As like industrial and commercial projects, NGOs may not have specific and restricted stakeholders such as client and organization (Lars, 2016). Additionally, Yalegama, Chileshe, and Ma (2016) distinguished that the substandard performance of development projects has been a concern throughout development project history. It shows that there is need for effective NGO project teams as these organizations are assessed by their ability to deliver on development goals that alleviate NGO projects that suffer from high levels of failure. Further, there is an increasing demand on the non-governmental social projects to meet the performance demands. Since the need for effective teamwork, this study is intended to review three NGOs team performance by highlighting competent project team with right attitude as significant factor in developmental projects.

1.5 Research Questions

1.5.1 Main Research Question

- To what extent the characteristics of effective teams influence team performance in non-governmental organizations in Addis Ababa?

1.5.2 Specific Research Questions

- To what extent does team cohesion influence team performance in the selected Non-governmental Organizations in Addis Ababa
- To what level does team size influence team performance in the selected Non-governmental Organizations in Addis Ababa
- To what level do team conflict influence team performance in the selected Non-governmental Organizations in Addis Ababa
- What is the level of team trust influence team performance in the selected Non-governmental Organizations in Addis Ababa

- To what level do team satisfaction influence team performance in the selected Non-governmental Organizations in Addis Ababa

1.6 Objective of the Study

1.6.1 General Objective of the Study

- To examine the effect of characteristics of effective teams on team performance in the selected non-governmental organizations in Addis Ababa

1.6.2 Specific Objective of the Study

- To find out the level of effect, team cohesion has on team performance in the selected Non-governmental Organizations in Addis Ababa
- To determine the level of effect, team size has on team performance in the selected Non-governmental Organizations in Addis Ababa
- To investigate the effect of team conflict on team performance in the selected Non-governmental Organizations in Addis Ababa
- To find out the level of effect, team trust has on team performance in the selected Non-governmental Organizations in Addis Ababa
- To find out the level of effect, team satisfaction has on team performance in the selected
- Non-governmental Organizations in Addis Ababa

1.7 Significance of the Study

Based on its objective of the study, this study will benefit various stakeholders' including government, beneficiaries, employees, the organization themselves and others as stated below. Since the NGOs play an active role in developing activities and vulnerability reduction predominantly in the developing countries, they use multi-dimensional tools that have been utilized to evaluate team effectiveness in different types of organizational settings (local, international, regional etc.). The performance indices are often personal and organizational context specific. Thus, such kind of study will assess the level of their team performance and characteristics of Effective Teams as NGO teams have been observed by way of a factor in project success.

Since NGOs experience differing types of uncertainty and play a key role in building the capacity of civil society, such kind of study will examine the components of effectiveness of NGO project teams. Also, it helps the NGOs to take corrective actions based on suggested recommendations, and identifies issues related to how to deliver the operational activities and thus provides feedback to managers. It shall also provide valuable information to various stakeholders' members and management as they make strategies of how to effectively execute operational excellence.

This study will be of significance to the policy makers in the government as it will inform them of the success of non-governmental organizations have had in enhancing beneficiaries' satisfaction. Further the government will be informed of the areas that need improvement to acquire maximum achievement. This study will give a clue for NGOs managers, employees, board members and others. It helps to reformulate human resource strategies that enable them to deliver development activities and vulnerability reduction and awareness creation on NGOs services.

As a final point, scholars, researchers particularly human resource scholars and academicians and students will be beneficiaries of this study. The study further sought to make relevant contribution to the existing literature on team performance and characteristics of effective team. Forthwith the concept of one stop shop which is a relatively new concept in Ethiopia, will brought forth as a human resource concept drawing greater operational and strategic appeal for both public and private sector organizations. In addition, it will be used as a reference material for other researchers who have interest on the subject matter.

1.8 Scope/Delimitation/ of the Study

This study focused conceptually on assessment of the level of team performance and the characteristics of Effective Teams in selected Non-governmental Organizations in Addis Ababa. The study was conducted from February to April, 2022 in Addis Ababa. The study was narrowed to select three local NGOs located in Addis Ababa.

The study mainly involved in five independent variables such as Team Cohesion, Team Size and, Team Conflict, Trust and Team Satisfaction as well as one dependent variable namely team

performance. It helped to test the effect of these variables on team performance in selected three Non-governmental Organizations in Addis Ababa. In view of the various factors that impact team performance which include communication within the team, teaming skills, trust and goodwill, task skills, organizational culture etc., the question now is, ‘which of these factors exerts the most influence on team performance and a subsequent project success delivery?’. This research therefore seeks to contribute to answering the above listed research questions, evaluating the attributes and characteristics of team performance, its measurement criteria and outcome in projects practices, processes, and delivery. Team performance is related to the evaluation of the results of teamwork. Such results as ability of the team to meet project goals and objectives, product creation quality, operations performance, ability of the team to function as a unit

This study applied explanatory and descriptive research design. It used a systematic research method for collecting data from a representative sample of individuals using two instruments; a five-point Likert scale questionnaire that includes closed ended and open-ended questions and in-depth interview. The study intended to describe the influence of Team Cohesion, Team Size and, Team Conflict, Trust, and Team Satisfaction on team performance in selected three Non-governmental Organizations through questionnaires to be filled by employees. Regarding data sources, the study used various publications, books, and journals articles that are related to the subject matter.

1.9 Organization of the Study

The research study involves in five chapters. The initial chapter deals with the introduction part that consists of the background of the study, problem statement, research questions, objectives of the study, significance of the study, the scope of the study, and limitations of the study. The next chapter covers a review of the related literature. The research design and methodology are presented in chapter three. The results and discussion of the study are enlightened in chapter four. Finally, the fifth and last chapter deals with the summary of findings, conclusions, and recommendations that are forwarded both by the respondents and by the researcher based on the result obtained.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the relevant literature in form of studies previously done by different researchers and scholars on the aspect of characteristics of effective team factors and their effect on team performance. It includes the theoretical review, the effect of team cohesive on team performance, the effect of team conflict on team performance, the effect of team trust and satisfaction on team performance as well as empirical studies, a summary and synthesis of the literature review. It covers team performance concepts, theories and models, characteristics of effective team's concepts and models, and behavioral intentions referral concepts and models.

2.2 Review of Theoretical Literature

2.1.1 Concepts and Definitions of Team

A team is defined as a group of individuals who see themselves and who are understood by others as a social entity, who are embedded in one or more larger social systems (e.g., societies, organizations), and who perform tasks that affect others (such as customers or coworkers). Five common types of work teams are quality circle, cross-functional, semi-autonomous, self-managed, and self-designed teams. As anticipated, self-managed and self-designed teams are the least regularly used. There are at least two sets of team-related skills—task skills and process skills. Task skills are skills necessary for accomplishing the work assigned to the group (Guchait, Lei and Tews, 2016).

Employees will likely have the effective applicable task-related skills and knowledge, but they must be able to apply those skills in a group setting in a typical organization. In addition, they may require being cross trained in skills other members have in order to perform group tasks together. For instance, a team of mechanics and technicians that is indicted with servicing an airplane will each bring unique and harmonizing talents to the task. Each member has a specific role to perform, and some roles must be performed in conjunction with other team members (Dennis, Amy and Darry, 2017). Nonetheless, to function as a team, members must understand

each other's roles and see how they fit together into the overall task. Process skills are those skills that primarily have to do with working together as a team and maintaining the relationships that are essential for teamwork. Interpersonal skills are among the most important process skills, and this includes skills in communication, negotiation, and conflict resolution (Granasen and Andersson, 2016).

A common form of team training is called team building. Team building can be regarded as an effort to unify varied individual energies, direct these energies toward valued goals and outputs, and link these efforts to organizational results. It characteristically refers to a collection of techniques that are designed to build the trust, cohesiveness, and mutual sense of responsibility that make for an effective team. The greatest team-building involvements are directed by a facilitator (occasionally called a change agent) whose role is to help the team improve its ability to work together effectively, communicate better, improve problem solving capabilities, and make better decisions (Guchait et al., 2016).

Teams should not be moulded even-handed for the sake of having them. Teams should have a specific purpose and formed to accomplish goals that need the attention of a diverse group of people within an organization. Organizations should deliberate forming teams under conditions such as a specific goal (or set of goals) needs a multifaceted group of people with complementary talents, a specific project is best addressed by a cross-functional team of co-workers who offer different perspectives and broad-based perspectives are needed to develop and carry out the vision of growing a department or organization (Granasen and Andersson, 2016).

Team-based approaches are widespread, and teams have been revealed to be an effective organizational intervention. Several approaches or models for building teams have been offered, for example, focusing on goal setting, cultivating interpersonal relations, and problem solving, or clarifying the roles of respective team members. Under appropriate conditions, each approach can be an effective organizational intervention (Guchait et al., 2016). There is a growing literature on team effectiveness. HRD experts should rely on the HRD process model (i.e., assess, design, implement, evaluate) in designing and delivering team-training programs, be vigilant about new research, and make judicious use of scientific and practical knowledge that is available.

Teamwork both amplifies the importance of co-workers' influences on individual behaviour and brings other dynamics to the forefront. There are different forms of teams, and some are as organizational teams consist of people broadly linked together as in a top management team, or departmental heads in an organization. The team members can be associated with each other by the requirement to achieve an overall objective. Second, work teams consist of self-contained and permanent members who work closely together and interdependently to achieve specified results. Third, project teams consist of people brought together from different functions to complete a task over a period of months or even years. Another is Ad hoc teams that consist of people brought together from within a department or from several functions to tackle an immediate problem (Dennis et al., 2017).

2.1.2 Team Performance

Team performance can be defined as the extent to which a team is able to meet established quality, cost, and time objectives and the ability to create outputs and perform at a level that met or exceeded client and/or stakeholder standards and expectations. Attitudinal effectiveness refers to the team members' psychological state or whether the team experience contributed positively to individual team members' learning, well-being and development (i.e., the team members became more capable). Behavioral effectiveness includes team member performance, citizenship behavior, and creativity along with the development of capacity for the team to work together in the future (Fahim, Muhammad, Siddra and Muhammad, 2017).

Team effectiveness as the combination of team and task functions. Team performance is usually related to the extent to which a team can reach the predictable goal or completely reach the expected quality of a task (Lars, 2016). At this point, the team functions are the facilitating interaction patterns amongst the members, for e.g. cohesiveness, cooperation etc., and the task functions are actual activities performed to accomplish the tasks, for e.g. autonomy, accountability, etc. Team functions cover the attitudinal and behavioral aspect identified in the previous definitions while task function focus on the performance of the team through accomplishment of tasks. Overall, these definitions suggest that teamwork effectiveness is a multi-dimensional construct determined by performance, attitude, and behavior. It is however important to note that these dimensions are not equally important and significant for each type of

team. The importance of each one is concerned with team values and activities (Granasen and Andersson, 2016).

2.1.3 Theories Related to Study

2.1.3.1 The Social Categorization Perspective

Lars (2016) briefly stated that the social categorization perspective is based on social identity theory and self-categorization theory. The foremost evidence are that a significant part of our self-concept is based on perceived group-memberships, and that the choice of which groups we identify with (in-groups) is largely driven by the need for a positive self-concept and high self-esteem. In order to accentuate positive social identities, it can be easily classify people who are not part of our in-groups as out-group members. Prominently, to elevate positive social identities further, out-group members are often viewed in a more negative manner than the in-group members. This effect is called intergroup bias and does not occur due to social categorizations per se. Inter-group bias rather occurs when we perceive the out-group as a threat to our social identity. Such an identity threat is particularly likely to occur when groups are parsimoniously in competition and interdependent. Accordingly, this study involves in individuals' ability to cooperate and perform together with other people is significantly based on whether we view them as in-group or out-group members. These effects will often be stronger the more positively we identify with the in-group. Moreover, if the characteristics we use to make the in-group/out-group-distinction are salient when we are present, the in-group/out-group-distinction is more likely to be the focus of our attention. Heterogeneous groups tend to experience less commitment from its members, less cohesion, and more relationship conflict.

2.1.3.2 The Categorization-Elaboration Model (CEM)

Dennis et al., (2017) mentioned van Knippenberg et al. (2004) who have suggested a model (CEM) in order to comprehend the interactive effect of the social categorization perspective and the information/decision-making perspective on performance. Though initially envisioned as a model for considerate the effects of diversity on performance, the CEM affords great support in thoughtful how the two perspectives interact to predict the size-performance relationship. The significance of the model to the size-performance relationship is due to the parsimonious nature of size and diversity in management teams and the focus on information-sharing and deep-level processing of diverse information which is a key task for group performance.

This theory recommends that whether a team is able to advantage from their frequent diverse perspectives is contingent upon two key premises. To begin with, teams that are not able to manage the relational problems that diversity brings with it will struggle to make use of their increased number of perspectives and potential to process information. The next evidence recommends that a team's ability to benefit from the increased number of perspectives is dependent on the nature of the task the team has to perform, the ability the team has to process information on a deep level, and the motivation the team has to process information on a deep level. This theory signifies this study as it focused a large portion of their time on sharing information, discussing, and making both minor and major decisions. The information and decisions being discussed can often be of a quite complex nature. These are types of task TEAM characteristics (task nature) that should benefit from more perspectives.

2.1.4 The Relationship Between Characteristics of Team and its Performance

Teams can provide the 'elusive bridge between the aims of the individual employee and the objectives of the organization. They can provide the medium for linking employee performance targets to the factors critical to the success of the business. This is an important aspect of performance management and provides further justification for the payment of more attention to applying it to teams (Dennis, et al., 2017). The main factors that affect team performance include the clarity of the team's goals in terms of expectations and priorities, how work is allocated to the team, how the team is working (its processes) in terms of cohesion, ability to handle internal conflict and pressure, relationships with other teams, the extent to which the team is capable of managing itself – setting goals and priorities, monitoring performance, the quality of leadership – even self-managed teams need a sense of direction that they cannot necessarily generate by themselves, the level of skill possessed by individual team members (including multi-skilling) and the systems and resources support available to the team (Siddiquei, Fisher & Hrivnak, 2018).

Teams need to have a shared purpose. They also need to have the necessary mix of skills and abilities and to be mutually accountable for the outcome. In team performance assessment literature, team performance is frequently appreciated as a function of one or more of individual processes, individual outcomes, team processes, and team outcomes. By tradition, most research on teamwork has been in the physical realm, on, e.g., health care teams, emergency management, work teams, or military teams or teams in sports. However, in the last decade the virtual domain

has received much more attention, with a focus on trying to understand whether there are any differences between how virtual teams function compared to traditional work teams, and what implications it may have on management and leadership (Fahim *et al.*, , 2017).

Performing personality assessment tests within organizations has increased in popularity over recent years. In the same way, organizations value deeper characteristics in employees such as their values or personality rather than demographic information such as age or gender. This trend has been influenced by research studies stating certain combinations of personalities in teams work better together than others. These personality assessments group similar participant responses to determine which personality traits are dominant. At what time team-building interventions fail to establish a sense of unity, group facilitators frequently look to personality assessments to resolve conflict issues (Eduardo, *et al.*, 2017).

2.1.5 Characteristics of Effective Team

Kierra (2015) discloses that certain behaviours and attitudes are significantly correlated to team success and performance. Outcomes of team member interactions determine how much or how well team members work together. A large number of characteristics are identified as contributors to effective teams.

2.1.5.1 Team Cohesion

Cohesiveness is the members' sense of togetherness and willingness to remain part of the group. Given team members it is related to high level of interdependence, they must trust one another and feel a sense of cohesiveness if the team is to work together and be successful. Team cohesion is referred to as the ability for group members to establish deeper connections, commonly through social relationships or similarities (Siddiquei, et al., 2018). Cohesion is known to increase team performance. Studies show that teams with higher levels of cohesion typically perform higher than groups with lower levels of cohesion. However, teams with the highest levels of cohesion didn't necessarily have the highest levels of team performance (Kierra, 2015). Involving co-workers and team members in the learning process as participants or trainers can increase their acceptance of newly learned skills and the likelihood that they'll use them on the job. Likewise, managers should pay attention to employee attitudes toward training and using new methods and skills. High levels of cohesion are negatively correlated to team conflict, which

allow for productive teamwork and high levels of cohesion in teams, too much cohesion can lead to unproductive progress in teams such as groupthink (Nonose, Yoda, Kanno and Furuta, 2016).

2.1.5.2 Team Size

Eduardo, *et al.*, (2017) expressed as teams come in all shapes and sizes. When it comes to performance, the size of the team can make a difference. They suggested having teams with the least amount of people that are necessary to perform the task. The more team members that are added to a group, the lower the cohesion in addition to group performance. The size of a team can be determined by the task at hand or the type of team (i.e., human-computer, distributed teams). It leads to contemplate that the optimal team size is between four to six members, but most authors describe six members as being the most optimal number.

2.1.5.3 Team Conflict

Mohammed (2016) exclaimed as teams are not continuously effective as they may encounter failures that can hinder their potential to productive performance and reported that team performance was negatively related to relationship and task conflict. Moreover, dysfunctional conflict in virtual teams can be considered as an emergent state as it brings chaos. On the contrary, constructive/functional conflict is part of the process that supports virtual team effectiveness. There is a strong positive association between communication and team performance given that there is top management involvement. Team processes can be articulated from dynamic communication pattern perspective as having effect on organizational outcomes like assisting behaviour, trust, communication, and conflict. Meanwhile, task interdependence was found to have positive modulating effect on the relationship between team processes and organizational outcomes.

2.1.5.4 Trust

Trust has to do with expectations that another person (or group of people) will act benevolently toward you. There is a certain vulnerability or riskiness to trust, in that the other party may not fulfil your expectations. But research demonstrates strong links between interpersonal trust and employee performance (including citizenship behaviours), problem solving, and cooperation. Wu and Chen (2014) stated that an effective collaboration also requires an effective teamwork. Team effectiveness can be defined in terms of performance and satisfaction. This definition was

extended to include the extent to which it meets needs including quantity, quality, and relevance (performance); develops members' capability to work as a group (behaviour), and the experience contributes to individual satisfaction (attitude). It was also added that the dimension of interdependent functioning. In combination these definitions highlight three aspects of team effectiveness including performance effectiveness (productivity, efficiency), attitudinal outcomes (satisfaction, commitment, and trust in management); and behavioural outcomes that included absenteeism, turnover or safety (Nonose, et al., 2016).

2.1.5.5 Team Satisfaction

Research revealed that teams composed of an average higher employee age were positively correlated to higher levels of satisfaction of their job and their co-workers. Consequently, older employees report more enjoyment working on the job than their younger co-workers. Additionally, authors found a significant correlation between employee satisfaction and willingness to work with other team members (Nonose, et al., 2016). Managers may be able to increase employee commitment by focusing attention towards engaging teams in team building exercises and training - these increases commitment to the team by increasing member's satisfaction with each other and by reducing intercede conflict. They must train first-level supervisors to be visible and alert to teams 'needs. This is especially challenging in self-directed work team environments, where working as independently from direct supervision as possible is one of the goals. All must pay special attention to inventory control, maintenance and repair issues, and the availability of supplies (Mohammed, 2016).

2.3 Empirical Studies

Eduardo, et al., (2017) clarified about what makes a team and identify the characteristics of an effective team. At that time, they presented critical observations to team performance measurement that reflect the 30 years of experience of the first author, at observing, measuring, and assessing team performance in various domains. These observations provide insight into what attitudes, behaviours, and cognitions—how teams feel, act, and think—play an integral role in performance assessment, while taking situational factors and construct considerations into account. Support is obtainable from the literature on teams and performance measurement, and we provide major contributions from a sample of team performance measurement literature in the past 30 years. They settle with a discussion on needs for developing future team-based measurement approaches.

Lars (2016) shown that role identity and commitment of each member several affects team performance, which included, team cohesiveness, communication mechanism and information-sharing quality, homogeneity of members to team goals, and consensus among team members toward goal approaches. It leads to consider that team performance is often improved. Briefly, team performances based on the effects of teamwork strongly support the notion that effective information-sharing between team members increases both performance and productivity through interaction.

2.3.1 Studies Across the Globe

Inter-instituted collaboration has attracted broad attention for organizational quality improvement in the last decade. The team performance of these innovative team projects received foremost attention, particularly with knowledge-sharing, emotional intelligence, and team conflicts. Thus, Wu and Chen (2014) empirically investigated the relationships among these three factors. The sample of this study was 178 respondents, involving collaboration projects from various twenty institutes. The collected data were statistically analysed using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The statistical analysis result indicated that knowledge-sharing created a positive effect on team performance. On the other hand, team conflict caused a negative effect on team performance. Emotional

intelligence did not have any significant direct effect on team performance but played a moderating role.

Dennis, et al., (2017) examined behavioural observer ratings and self-assessment ratings for measuring team performance in virtual teams, with team performance regarded as a combination of task outcome and team cognition. Comparing self-assessments and observer ratings from a quasi-experiment comparing team performance rating techniques reveals that they certainly produce overall similar results, with both singling out teamwork effectiveness ratings as the strongest contributor to overall team performance. Though, the comparisons show extraordinarily low correlation on individual questionnaire items. The most striking difference is that the team members' self-assessments of workload are lower than the corresponding observer ratings. In particular, the self-assessments do not correlate at all with overall team performance, while the observers' workload ratings are more reliable with contemporary research that suggests a strong correlation between workload and team performance, suggesting that observer-based techniques are more reliable than self-assessments for assessing workload. Further, the results display that the two techniques are fairly equal and suggesting that the choice between methods to employ can be deferred to other considerations such as obtrusiveness, accessibility, and resource availability.

Lars (2016) created a better understanding of the processes and emergent states that can explain the relationship between team size (number of members) and team performance in management teams. This study verified the proposition that team size has a general negative effect on the performance of management teams, and that relationship conflict and team cohesion partially mediates this relationship. Data was collected from 215 management teams primarily from Norway and Denmark. The results showed that when tested separately, both relationship conflict and team cohesion mediated a negative effect of team size on team performance. As soon as the mediators were tested in the same model, only team cohesion mediated the impact of team size on team performance. The findings specify that team cohesion is the main driver of the two mediators in explaining the negative effects of team size on team performance. While relationship conflict is involved in the size-performance association, an increase in relationship conflict is most likely an effect of a decrease in team cohesion, which in turn sets off a negative spiral between the two mediators.

Siddiquei et al., (2018) suggested an extended input-process-outcome (IPO) framework of temporal leadership within the project team context. The extended IPO framework suggests that the conceptualisation of temporal leadership includes two facets, temporal planning and temporal reminders, each important at different temporal stages in the project lifecycle. This conceptualisation is integrated with a two-phase model of team processes to suggest the mechanisms of team processes through which each aspect of temporal leadership may facilitate end-of-project task and social performance. The explanatory power of temporal leadership facets to predict task and social performance above and beyond the classical leadership construct of initiating structure is also examined. The hypothesised multi-level relationships were tested using multilevel structural equation modelling and relative importance analysis. At project initiation, team transition processes mediated the relationship between leader temporal planning and team outcomes in the form of both task and social performance. During the project execution stage, team action processes mediated the relationship between leader temporal reminders and team social performance. The prediction that team action processes would mediate the relationship between temporal reminders and team task performance was not supported. Both facets of temporal leadership were more important and accounted for incremental variance in the prediction of team task and social performance above and beyond leader initiating structure measured at the same two project stages. The positive associations between temporal leadership behaviours and team processes remained significant when considered simultaneously with initiating structure measured at the same two time points.

Kierra (2015) determined if lean simulations could improve team performance in age diverse teams. Assessments were used to determine if the experiment improved perceptions of age diversity and which activity reduced age salience and improved team interactions the most. Results indicated that appreciation of age diversity and team interpersonal processes were not statistically significant. Salience of age diversity was statistically significant between age groups and over time for the younger age group. Also, type of task was significantly related to how well participants perceived team interaction. When people spend more time together, personal bonds form and deepen and surface level differences such as age matter less and these personal bonds and relationships are an integral part of creating cohesion within a team, which is then known to improve team performance. Higher average age in teams was found to be positively related to

team cohesion but only when levels of participation among team members were low. When team members found a need for supervisory involvement, levels of cohesion within the group decreased. This can cause conflict among team members of different generations.

Ijeoma (2017) examined the vast literature on Team Performance with the view to uncover the factors that enable optimal team performance. It used a survey tool to determine which of these factors are more responsive in driving higher frequency of team performance that produces repetitive project success. This study found that the team performance factors obtained from the literature reviews study are: flow of communication within teams, coordination, thrust, trust, teaming skills, task skills, and team support from the organization and in contrast to this factor. This research through the findings from the survey questions accuses that in a high trust environment, team members' performance is at their peak. It included that trust enables teams to engage in effective communication that is consistent and meaningful leading up to commitment and inter-dependence among team members and trust-based work environment creates, develops and sustains accountability and good results in teams. In addition, collaboration and cohesion are effective in a trust based relationship among teams is and drives performance and success. In conclusion, when people evaluate the trustworthiness of others, they often focus on three things: ability (skills, competencies, characteristics), benevolence (motivation to do well) and integrity (adherence to acceptable principles) and in a team, this is what creates effectiveness and the drive for a collective success.

2.3.2 Empirical Studies in Ethiopia

Mohammed (2016) assessed several articles on team effectiveness from 2000 to 2017 with the help of Google Scholar Search Engine using key words “teamwork” and “teamwork effectiveness” and suggests strategy for teamwork effectiveness. The reviewer found that most studies focused on the input-process-output framework. Though, recent studies improved the linear relationship found in input-process-output framework and introduced the advanced input-mediator-output framework. Based on this framework, organizational and team context factors were categorized under the input side. While, processes and emergent states were considered as part of mediators and finally multiple criteria (performance, viability, and satisfaction) were used for explaining outcomes.

2.4 Research Gap

Eduardo, *et al.*, (2017) proposed for the future research to continue closing the gap between research and practice through designing and validating effective performance-based measures that target practitioner needs. This is because there is a shortage of studies in respect to team performance particularly in Ethiopian NGOs practices which accommodates several teams within specific organizational missions. Taking into account the inherently complex nature of teams, this chapter presents a few insights and a picture of the research and practice on teamwork measurement over time (Mohammed, 2016) Additionally, the reviewer recommended for future researchers, to come up with mixed (qualitative and quantitative) studies concerning teams in dynamic organizations. Finally, organizations in Ethiopia are advised to exercise current knowledge of team effectiveness that focuses on systems and team design, training and development, and leadership.

Lars (2016) viewed that several researchers have looked at the relationship between team size and team performance in for instance student teams, experimental groups, and production teams, there are very few studies that so far have looked at mediating variables in this relationship. Within research on management teams, there are also few studies that have looked directly at why and how team size affects team performance. This study contributes to the volume by presenting a few insights and a picture of the research and practice on measuring teamwork over time. This study also relies on the literature to support these observations. Lastly, this study will discuss some needs for developing future team performance assessment.

This study further relies on social identity theory and self-categorization. As social identity theory recommends that people categorize themselves and others into groups and ultimately make decisions which favour their own groups. It is simply classified as a group member induces own group favouritism, and this favouritism increases with group identity strength. Research finds stronger team identity results in higher contributions to the team and better performance. This is due to the fact that it made-up on perceived group-memberships and that the choice of which groups we identify with (in-groups) is largely driven by the need for a positive self-concept and high self-esteem.

2.5 Conceptual Framework

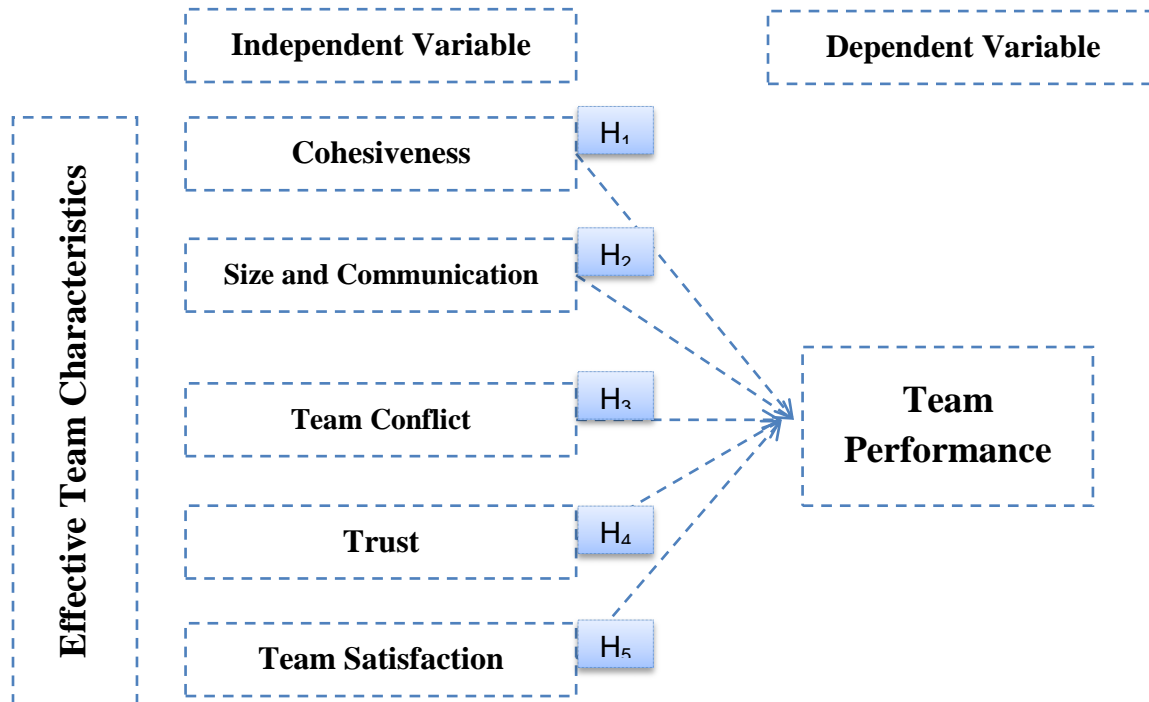


Figure 1 Conceptual Framework

Adapted from Kierra (2015)

The above conceptual framework consists of the much recognized five team performance measurement dimensions and team performance as a dependent variable. Team performance assessment factor include cohesiveness, size and communication, team conflict, trust, and team satisfaction. The presented conceptual frameworks adapted from Kierra (2015). It will assess some critical observations about measuring team performance in NGOs. These observations are based on primarily data collected from three NGOs at observing, measuring, and assessing team performance in various domains.

2.6 Hypothesis

Cohesiveness is an important concept for teamwork. It is the members' sense of togetherness and willingness to remain as part of the group. Higher average age in teams was found to be positively related to team cohesion but only when levels of participation among team members were low. Once team members found a need for supervisory involvement, levels of cohesion

within the group decreased. This can cause conflict among team members of different age group. If group members are not successful in creating a cohesive bond with their teammates, another type of relationship could be established to complete the group task. Social cohesion is the type of cohesion frequently mentioned where a bond is created based on personal social relationships. Technical cohesion is another form of cohesion where group members focus all attention on completing the project at hand (Kierra, 2015).

- H_1 = Team Cohesion has a positive significant effect on team performance in nominated Non-governmental Organizations in Addis Ababa

Kierra (2015) stated that communication is a crucial team process required for effective teamwork. Higher levels of team functioning are associated with high quality group communication. Inappropriately, communication does have its disadvantages. During times of high work content, communication has been known to slow down progress of teams.

- H_2 = Team Size and Communication has a positive significant effect on team performance in nominated Non-governmental Organizations in Addis Ababa

Conflicting team members could not trust each other and would tend to limit communication for self-protection. Members only made an effort at self-performance but not toward team goals; minor discussions on initiative ideas would be initiated among team members. The team conflicts include task conflicts and relationship conflicts create unfavourable interaction, information delivery, task cooperation, and substantive supports among team members, as well as a lack of sympathy for team goals. Those indifferent behaviours and attitudes degrade team performance. The team conflict discussed in this study focused on the hindrance of team performance (Siddiquei, et al., 2018).

- H_3 = Team Conflict has a negative significant effect on team performance in nominated Non-governmental Organizations in Addis Ababa

Designers and engineers must understand and trust each other. In product development process, many times conflicts may occur, but “decision-making must be based on a collaborative approach. The influence of personal relationships between team members on team efficiency is also frequently investigated. Eduardo, *et al.*, (2017) argue that the development of trust between team members decreases the risk of unproductive conflicts and through this, cooperative

teamwork is encouraged. It was contended that personal relationships between team members are more important than all other determinants of team efficiency.

- H₄= Trust has a positive significant effect on team performance in nominated Non-governmental Organizations in Addis Ababa

When team members are satisfied with interactions between themselves and their teammates, levels of team cohesion rise (Guchait and Tews, 2016). It leads to contemplate that individual learning and satisfaction as the degree to which “the team-experience contributes positively to the learning and well-being of individual members, rather than frustrating, alienating, or deskilling them.

- H₅= Team Satisfaction has a positive significant effect on team performance in nominated Non-governmental Organizations in Addis Ababa

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents details of the research design and methodology. That includes research design, research approach, research hypothesis, target population and sample size determination, data type and source, procedure for data collection, method of data collection and data analysis, questionnaire design and reliability. In short, it presents the study research approach and design.

3.2 Descriptive of Study Area

This study was conducted in three NGOs found in Addis Ababa. The area of this study was in Addis Ababa and its administrative divided into eleven (11) sub-city administrations and federal projects which are found in Addis Ababa. So that that it includes many international and local organizations and varied projects which are under the supervision of Addis Ababa and Federal charity organisation. Inhabitants of Addis Ababa are more connected to the digital world.



Figure 2 Map of Addis Ababa

3.3 Research Design

According to Creswell (2014), research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research designs the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. To magnificently achieve the research objectives and answer the stated research questions, the research design uses cross-sectional and causal design in which data are collected from respondents in some given areas that gets the advantage from this organization.

This study used self-completion questionnaires to make the study very objective or to assess team performance. The cross-sectional research design is often called a social survey design and it entails the collection of data on more than one case and at single point in time. In order to collect a body of quantitative and qualitative data in connection with two or more variables, which are then examined to describe characteristics and/or explore pattern of associating among team performance variables. More unambiguously, for a thesis work like this which is supposed to be completed within limited period cross sectional study design is the most appropriate one. This study employed both descriptive and explanatory research design.

3.4 Research Approach

Creswell (2014) categorized scientific research approaches into three: quantitative, qualitative, and mixed research. Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Quantitative research is an approach for testing objective theories by examining the relationship among variables, which can be measured and analysed using statistical procedures. While mixed research approach involves collecting and analysing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study.

As quantitative research, this study displayed the cause-and-effect relationship between team as performance dependent and associated five selected factors of team performance as independent variables. To address the research question, to test hypotheses and investigate the cause-and-effect relationship between team performance factors and this study employed qualitative

research approach. Thus, for the purpose of attaining objectives of the research and answering research questions qualitative approach was used.

3.5 Unit of Analysis

The unit of analysis was individuals from selected three NGOs projects in Addis Ababa.

3.6 Target population and Sampling

3.6.1 Target Population

This study selected individuals from selected three NGOs projects. The targeted population for the study was 384 junior and senior experts, project administrators and professional executives.

3.6.2 Sample Frame

Project identification and organizational based on Human Resource Administrations recommendations list was used to identify the selected staffs from the listed three organizations and associated projects.

3.6.3 Sample Size Determination

The samples are project leaders and members from NGOs firms in Addis Ababa, Ethiopia. Sample size is computed using single population proportion formula with assumptions of 95% confidence level, 5% margin of error and proportion of 50% for poor team performance in NGO sector. The formula to find out the sample size (n) of infinite population is

Given as under:

$$\mathbf{n = z^2 \cdot p \cdot q / e^2}$$

Where,

n= sample size,

z= the value of standard variation at a given confidence level and to be worked out from table showing area under normal curve.

Since there is a lack of studies in relation to assessment of team performance in NGOs and then this study applied 50% proportion. This helps to understand the "team worst acceptable" value is one of the confidence limits around the estimated sample proportion. The sample size given is for a "two-tailed test", a larger sample size than for a "one-tailed test".

p= sample proportion (50 %); q= 1-p (50%) and e = given precision rate or acceptable error.

$$n = (1.96)^2 (0.50) (0.50) / (0.05)^2 = 384$$

Table 1 Sample Proportion and Size

No	Targeted Population	Targeted Respondents	by individual	Proportion (384/550)	Sample Size	
1	Selamta Family project	160		0.698182	112	
	Junior		45			31
	Senior Experts		65			45
	Project Leaders		50			35
2	Out of Ashe	140		0.698182	98	
	Junior		55			38
	Senior Experts		45			31
	Project Leaders		40			28
3	Kora Project	250		0.698182	175	
	Junior		95			66
	Senior Experts		85			59
	Project Leaders		60			42
Total		550			384	

Survey result from respected organizations, 2022

3.6.4 Sampling Procedures

This study purposed sampling to select the projects found in Addis Ababa. The reason to select purposive sampling was to incorporate those who were better in knowledge, experience on the issue, and rich in information in the study area. The reasons for the selected projects are their abundance and hugeness of their workers and their annual team performance achievement. The sample was composed of people who have responded to the questionnaire on behalf of their organizations.

Among probability sampling techniques, stratified random sampling technique was served as the basis for selecting samples from the target population. This sampling technique is important to select from NGOs project participants equally based on their proportion as compared to others. All targeted NGOs project participants have got the chance to include in the survey. In addition, it used simple random sampling technique to recruit NGOs project participants for participation in the study. On the other hand, for non-probability sampling technique, purposive sampling method was used.

3.7 Data Sources

The data for the study was found from both primary and secondary source of data. Secondary sources data may include project human resource and financial reports and notification letters between project stockholders. A structured modified and standard questionnaire and interview checklist was used to collect primary data from the professional employees.

3.8 Data Collection Methods

This study used two data collected methods; these were presented below accordingly.

3.8.1 Questionnaire

The study applied a standard survey questionnaire and adapted from the study of Team Performance and Project Success by Ijeoma (2017) and Kierra (2015). The professional employees and organizational leaders in those companies were chosen to fill the questionnaire. That helped to receive unbiased and more accurate response.

To strengthen the reliability of research data and supplement the information missing in the questioner survey, information was collected from other related research, journals, the company procedure and policy and relevant corporate reports. It includes open and closed questions. These tools were used to increase the validity of the data and minimize dropping of information. Open-ended questions are questions that allow someone to give a free-form answer. The study used closed-ended questions that can be answered with Likert Scale measurement and a limited set of possible answers. They are good for the study, because the study got higher response rates when participants didn't have to type so much. Also, answers to closed-ended questions can easily be analysed statistically such as percentage and count. In addition, the study used open-ended questions to prompt participants to answer with sentences, lists, and giving deeper and new insights about team characteristics and association performance in NGOs sector. Open-ended questions are questions that allow research participants to give a free-form answer.

3.8.2 Interviews

This study includes semi-structured interviews. Ten interviews or interview sessions were considered to be the most suitable method to provide answers to the research questions as well as to ensure the validity of our findings from literature review and to enrich and refined them. In this study, in-depth interviews were conducted with selected employees and managers of the surveyed organization. It is the most widely used data collection method in research which can be described as a 'conversation with purpose' and has been described as best standard of qualitative research methods. It helps us to understand the factors affecting poor team performance in view of NGOs' performance.

3.9 Research Instrument

3.9.1 Validity

In this study, two types of research test instrument were used. One of these was validity test that was the extent to which difference found with measuring instrument reflecting true differences among those being tested. To ensure the quality of the research design content and construct validity of the research was checked. Construct validity establishing correct operational measures for the concepts being studied. Project and human resources professionals and experts who has

specialized knowledge and experience on NGOs management and governmental organizations and project leaders' judgment and opinion were taken.

3.9.2 Pilot Study

A pilot survey was conducted using twelve respondents prior to administrating the questionnaire to the selected sample size. The pilot survey was conducted to check if the questionnaire were clear, easy to understand and straightforward to ensure that the respondents could answer the questions with no difficulty. Based on the feedback from the pilot survey, necessary changes were made on the questionnaire before administering to the selected sample size. Accordingly, by rule of thumb 12 respondents were participants on the pilot study.

3.9.3 Reliability Test of Research Instrument

This study used Cronbach's coefficient alpha, which could be thought of as the average of all the inter-item correlations. This is because it was conducted for all the measures to check and find high to analyse the association between the variables under study.

Table 2 Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Team Cohesiveness	.838	6
Size and Communication	.918	6
Team Conflict	.933	6
Trust	.847	6
Team Satisfaction	.904	12
Team Performnce	.921	33

Source: Survey Result, 2022

The overall Cronbach alpha of the scales was used in this study was rated as excellent. Consequently, it indicates the reliability of the scales was very high depicting a very strong internal consistency among the measurement items and the selected instrument accurately measures the variables selected. In this regard, values of 0.70 or greater were considered adequate for a scale that was used to analyse associations (Guchait and Tews, 2016).

3.10 Data Analysis and Presentation

3.10.1 Data Entry and Processing

The collected data from respondents' perception was passed through a process of analysis and interpreted accordingly before their meaning and implications was assumed. Hence, all collected data analysis techniques was employed to analyse the data. The data from document analysis and questionnaire was presented in a narrative form by using tables, percentage and mean. Accordingly, SPSS (Statistical Package for Social Sciences) version 23.0 was used to compute and analyse the data.

3.10.2 Descriptive Analysis

Descriptive statistics included the mean and standard deviation used to capture the characteristics of the variables under study. Frequency distribution, graphs, pie charts and tables, was used to organize and give a summary of the data. They were displayed in a meaningful and understandable manner to assist in describing and interpreting the results of the research. Descriptive statistics was computed to describe the socio-demographic characteristics of participants and to summarize the respondents' perception of effectiveness of team performance.

3.10.3 Inferential Analysis

The team success or failure was determined by determining team success as an assessment of performance based on whether the team was effective. Besides, inferential statistics like Pearson correlation and regression was applied to see the effect of the independent variable (effective team) on the dependent variable (team performance). Moreover, the data that was collected qualitatively have been first transcribed into text, next organized based on the objective of the study and then analysed by coding, giving meaning, categorization, editing and through thematic organization and descriptive narration. Inferential statistics included bivariate correlation, which was used to analyse the relationship of the independent variable. Besides, correlation and regression to test for relationships while a multiple regression model was used to determine the combined effect on the relationship between the outcomes and performance. The summary statistic was used, and the output presented using tables. All the data aimed at providing answers to the research questions. This type of data analysis was based on the use of numeric data in the form of numbers, levels, and categories.

Multiple regression also allows determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained. When one selects to analyze his or her data using multiple regression, part of the process involves checking to make sure that the data he or she want to analyze can be analyzed using multiple regression.

- Assumption #1: dependent variable should be measured on a continuous scale (i.e., it is either an interval or ratio variable).
- Assumption #2: should have independence of observations (i.e., independence of residuals), which you can easily check using the Durbin-Watson statistic, which is a simple test to run using SPSS.
- Assumption #4: data needs to show homoscedasticity, which is where the variances along the line of best fit remain similar as move along the line. When analyze data, it needs to plot the studentized residuals against the unstandardized predicted values and it needs to explain how to test for homoscedasticity.
- Assumption #5: data must not show multicollinearity, which occurs when we have two or more independent variables that are highly correlated with each other. This leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as technical issues in calculating a multiple regression model.
- Assumption #6: Finally, need to check that the residuals (errors) are approximately normally distributed (explain these terms in our enhanced multiple regression guide). Two common methods to check this assumption include using: (a) a histogram (with a superimposed normal curve) and a Normal P-P Plot; or (b) a Normal Q-Q Plot of the studentized residuals.

3.10.4 Data Analysis Model

From the study model the equation is derived as follows: -

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + E$$

In the above equation,

- Y = Team Performance

- X_1 - Team Cohesiveness
- X_2 - Size and Communication
- X_3 - Team Conflict
- X_4 - Trust
- X_5 - Team Satisfaction
- E = error

3.11 Ethical Considerations

Ethical approval was obtained from Addis Ababa University, School of Commerce, and Postgraduates Studies. Then, a discussion was held with selected organizations officials and staffs. As a result, permission/consent was secured to professional staffs and appropriate discussion with NGOs leaders was conducted about the purpose, nature, objectives, and benefits of the study in the local language (Amharic).

The study adheres to the ethical conducts in academic research by avoiding plagiarism and the likes. Consequently, in this study, everyone has the right to determine whether to participate in a research project and it indicated in the main part of the questionnaire and formally rose before the interview sessions begun. Data collectors obtained verbal consent from employees after informing them about the nature of the study and that their participation was voluntary. Then, they scheduled individual interviews to avoid disruption of usual health and COVID-19 practices. Confidentiality of the respondents was maintained by establishing secured safeguards using codes during data collection rather than asking names and the original data shall not be accessed except for the researcher and supervisor for data checking, cleaning, and data entry purpose. Respondents were assured that the information sought will not be used for any other purpose than that to which participants consented and will not be passed to a third party. After the successful thesis defence and approval by Addis Ababa University Senate, the questionnaire will be stored in a secure manner.

3.12 Operational Definition and Expected Signs

Hypothesis	Definitions	Expected Signs
	Independent Variables	
H ₁ = Team Cohesion has a positive significant effect on team performance	Team Cohesion - refers to the social and motivational forces that bond members of a group together (Dennis, et al., 2017) cited Beal, Cohen, Burke, & McLendon, 2003)	+
H ₂ = Team Size has a positive significant effect on team performance	Team Size - based on Third, the social categorization perspective ((Dennis, et al., 2017) cited Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) suggest that as teams increase in size they will experience more relational problems due to an increasing number of members from different subgroups.	+
H ₃ = Team Conflict has a negative significant effect on team performance	Team Conflict – is based on relationship conflict as interpersonal incompatibilities between group members, which typically includes tension, animosity, and annoyance between members within a group (Yalegama, et al., 2016).	-
H ₄ = Trust has a positive significant effect on team performance in selected three Non-governmental Organizations in Addis Ababa	At the core of collaboration is trust. Trust needs to be evident in the relationships – how work is done, how words are spoken, and how the results are accounted for. (Lars, 2016).	+
H ₅ = Team Satisfaction has a positive significant effect on team performance	Satisfaction is an overall attitude towards a team or an emotional reaction to the difference between what teams expect and what they actually receive regarding the fulfillment of a need (Yalegama, et al., 2016).	+
Depended Variable		
Team Performance - Team performance refers to the evaluation of the results of teamwork. Such results as ability of the team to meet project goals and objectives, product creation quality, operations performance, ability of the team to function as a unit (Dennis, et al., 2017).		

CHAPTER FOUR

RESULTS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the study findings, presentation of data, analysis, and interpretation of the study data. Consequently, the data collected through both the questionnaire and interview are presented and analyzed. The results are presented displaying descriptive statistics and inferential statistical techniques along with the qualitative results are presented in terms of themes supported by quotations. A response rate and demographic profile of respondents are presented followed by presentation of result and analysis of responses on effective team performance in the surveyed organizations.

4.2 Response rate

As indicated in chapter three, the suggested sampled size was 384 employees of the surveyed organizations. Response rate achievement is compiled and reported below.

Table 3 Response Rate

Targeted Population	Sample Size	Returned	Response Rate
Selamta Family project	112	89	79%
Junior	31	25	81%
Senior Experts	45	35	78%
Project Leaders	35	29	83%
Out of Ashe	98	82	84%
Junior	38	33	87%
Senior Experts	31	25	81%
Project Leaders	28	24	86%
Kora Project	175	138	79%
Junior	66	53	80%
Senior Experts	59	49	83%
Project Leaders	42	36	86%
	384	309	80%

Source: Study Result, 2022

The above table illustrates that out of the 384 questionnaires which were distributed in person, a

total of 309 questionnaires were returned which displayed 80% response rate. A response rate of 50% is satisfactory for a study, 60% is good and 70% and above is outstanding as per the study of Fahim et al., (2017) a response rate of 63.6%. This is a noticeably positive response rate which could improve the validity of the research and generalizability of the findings. There also mentioned Hair et al. (2006) recommended that a ratio of 5:1 is the standard to achieve to ensure that the data collected would be adequate to reflect the phenomenon being studied. Though most of the surveyed employees have been eager to respond the study questionnaire, relatively the senior managers’ response rate has been lower. This may be due to the work burden, dual assignments, and field work assignments in and out of Addis Ababa. As a result, the study appeared good data collecting achievement and well-intentioned reactions with respondents’ busy schedules.

4.3 Demographic Profile of Respondents

The demographic characteristics of the respondents include usual socio-demographic characteristics that included gender, age, educational background, profession, occupation, and income. Before analyzing the data, the background information on the employees at different level has been shown in the below table and diagrams.

Table 4 Demographic Characteristics of Respondents

Variable (Category)		Count	Column N %
Gender	Male	190	61.5%
	Female	119	38.5%
Age	Below 35	117	37.9%
	36 - 45	129	41.7%
	46 -55	63	20.4%
	Above 56	0	0.0%
Education	Diploma	59	19.1%
	First Degree	186	60.2%
	Master’s Degree & above	64	20.7%
Marital Status	Not Married	111	35.9%
	Married	172	55.7%
	Divorced	24	7.8%
	Widow(er)	2	0.6%

	Separated	0	0.0%
Monthly Income	Below 5,000	43	13.9%
	5,001 – 10,000	179	57.9%
	10,001 – 15,000	85	27.5%
	Above 15,001	2	0.6%
Current Position	Project	58	18.8%
	Admin	89	28.8%
	Finance	52	16.8%
	Technical Staff	73	23.6%
	Logistics	27	8.7%
	Others	10	3.2%
number of team mostly participate	3	170	55.0%
	4	90	29.1%
	5	49	15.9%
	6	0	0.0%
	7	0	0.0%

Source: Study Result, 2022

Respondents were prevailed upon to disclose their gender to ensure that data and responses were not biased by having responses from one gender only. The distribution of the gender is shown in the above table. It displays that, among the 309 sampled respondents in which the study was conducted, 190 individuals were male and only 38.5 % of them were female. The results indicate that the two-gender group i.e. female and male was adequately exemplified in the study since there is none which was more than the two-thirds. Though, the statistics show that the male gender could be dominating in projects in Ethiopia. Therefore, the percentages indicate an increase in the number of men engaging in project employment activities. In addition, the above table shows that, among 309 sampled respondents, 37.9 % of the total respondents were of age below 35 years, 41.7 % of them were of age 36 - 45 years, 20.4 % of the respondents were of aged between 46 to 55 years and no one was above 56 years of age. This shows that the study incorporated all age group to accommodate various age group opinions and team perception in project activities. The findings show a diminution in the number of young people engaging in project employee activities.

The respondents contacted in this study were requested to reveal highest education attained. Exactly 60.2 % of the respondents were found to be graduates first degree while 20.7 % of the

respondents have attained post-graduate level of education and only 19.1 % of them were found to have diploma at college level. It implies majority respondents had an ability to interpret and respond to the questions based on their education level. This shows that they are proficient enough to respond team and associated team performance questions to accomplish the aim of this study. This shows that the study collected pertinent data from well-educated and included all marital status groups.

The above table exhibits that the study collected relevant data from various respondents who obtained different income per month. The above table exhibits that, among the selected respondents, 13.9 % of them were having less than 5,000 Birr monthly income, 57.9 % of the respondents obtained from 5,001 to 10,000 Birr monthly income, 27.5 % of them from 10,001 up to 15,000 and .06 % of the surveyed employees acquired more than 15,0001 Birr per month. This helps to get appropriate information about the team practices within various positions. As per the majority of interviewees' information, fresh graduates and those who have lower working experiences obtain lower salary and their salary will be increased based on their working experience and educational background. Regarding the respondents' service year, few of them have been an employee of these projects for less than a year. Most of them (55%) have been working with three individuals in a team mostly participate and more than a quarter them (29.1 %) have been working with four individuals in a team. In general, the demographic profile of the respondents was presented in this section. The personal profile of the respondents was analyzed as per their gender, age, levels of educational achievements, and service year in the working environment of the surveyed organizations. It shows that both female and male respondent almost equally participated to the study. In addition, it also indicates that most of the respondents were well known the surveyed organization to response effectively to the questionnaire.

4.4 Level of Team Effectiveness in Surveyed Organizations

The collected data was used to assess the effect of team effectiveness individual factors on team performance in local NGOs in Addis Ababa. Data were further classified into various team helpfulness, behavior, and team Performance in selected NGOs, their challenges and motivation in the sector. For that reason, empirical findings of the responses results are presented and discussed in this chapter. In this study, a rating scale was used, and the statistical data (mean) was interpreted in the same way as Dennis et al., (2017). Rating scale was used to analyze the

result of team analysis and team performance in local NGOs as ($X < 2.49$ = low practice, $X > 2.5 < 3.49$ = Moderate, $X > 3.5 < 4.49$ = Very Good Practice, 4.5 - 5 = Excellent).

4.4.1 Level of Characteristics of Team Effectiveness

This study measured five factors to review the team effectiveness talk about the usefulness of work groups can be greatly influenced by factors outside the group with conviction about realizing long-term interests, compelling future image, aspiring to accomplish and sharing an exciting dream of the future.

4.4.1.1 Team Cohesion

NGOs employees were requested about united team, feelings about team and other issues related to team cohesion. The findings are summarized below.

Table 5 Team Cohesion (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
United team	20	7%	25	8%	20	7%	85	28%	159	52%	4.09	1.217
Feel pleased to belong to team.	18	6%	24	8%	26	8%	127	41%	114	37%	3.95	1.136
Willing to exert themselves for the success of my team.	13	4%	12	4%	51	17%	79	26%	154	50%	4.13	1.088
Always seem to really like one another.	21	7%	16	5%	23	7%	134	43%	115	37%	3.99	1.127
Often team discussion.	23	7%	27	9%	28	9%	114	37%	117	38%	3.89	1.217
My team is a tightly knit group of people.	23	7%	23	7%	40	13%	112	36%	111	36%	3.86	1.2
Grand Mean											3.98	

Source: Study Result, 2022

The above table show depicts that most of the surveyed employees have at least agreed showing that the surveyed organizations continuously improve the consistency of team activities towards greater team performance management. Brian and Mohamad (2018) stated that team success revolves around these factors cohesion (internal team culture and design) and external support

system (organisational structure). This is confirmed by the highest grand mean score (3.98) result of the level of team cohesion and similar scores such as minimum, maximum, grand mean and Std were 3.86, 4.13, 3.98 and below 2 standard deviation respectively. This table also shows that one sample test result of team cohesion level which exhibited less than 0.05. So, it can be concluded that the mean scores for team cohesion level are significantly different. It shows that the lowest and heats mean gap was not lessened. This shows that the grand mean has been more than the level of team cohesion level towards team performance achieving and the data range was minimal.

The highest mean score (4.13) stated that there are several team members who would be enthusiastic to exert themselves for the success of their team. In addition, their team is particularly united (4.09). All-NGOs local employee’s teams had higher success in cohesion and member satisfaction. These teams pursued riskier and wider-ranging strategies. Most of the interview respondents stated that the higher team’s potency level is exceedingly related to their belief in successfully completing the project. Social cohesion is the type of cohesion frequently mentioned where a bond is created based on personal social relationships. Technical cohesion is another form of cohesion where group members focus all attention on completing the project at hand. Cohesion is the unity and social support present in the team. Potency drives members to reach their potential and beyond. It defines their commitment and motivation for success (Lars, 2016).

4.4.1.2 Team Size

NGOs employees were requested about the size of the team can make a difference; partake in teams with the least amount of people and how team can be determined by the task at hand. The findings are summarized below.

Table 6 Team Size (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
When it comes to performance, the size of the team can actually make a difference.	53	17%	40	13%	38	12%	68	22%	110	36%	3.46	1.502

I usually partake in teams with the least amount of people.	45	15%	54	18%	39	13%	81	26%	90	29%	3.38	1.431
The size of a team can be determined by the task at hand	42	14%	67	22%	39	13%	58	19%	103	33%	3.37	1.468
I usually involved in limited scope team.	44	14%	68	22%	39	13%	75	24%	83	27%	3.28	1.427
Grand Mean											3.37	

Source: Study Result, 2022

This study also found that the mean average score was 3.37 and it also found that 3.28 as minimum itemized mean, 3.46 as maximum and below one standard deviation as per Table 6. The mean result of level of employees' perception towards team was rated as medium or good. This table also shows that one sample test result of itemized variables, which exhibited greater than 0.05. So, it can be concluded that the mean scores for all latent variables are significantly different. This shows that the employees of the surveyed organization have pertinent understanding towards team size of NGOs.

The highest mean score (3.46) shows that sampled employees somewhat perceived the size of the team can make a difference when it comes to performance. It implies that they do not believe on the size of team rather they perceived on the effectiveness of the team. Mari (2017) depicted that a management team's capability to perform well is connected to both internal and external features of the team and processes within the team. One such internal characteristic is team size. Many of the interview responses also stated that it is not team size this one that is challenging or helpful with regards to team performance, but fairly the varied effects that team size produces thru different mechanisms within the team. On one hand, increased team size provides the opportunity for larger amounts of information to be shared and the potential to add more diverse perspective when making decisions and planning a head. The lowest mean (3.28) NGOs employees do not believe that usually involved in limited scope team. This shows that NGOs reduced the team size to alleviate coordination problems, motivational loss, relational problems within the team and a wide range of biases linked to social categorization. At large, it is presumed that size is detrimentally related with team size, overwhelming the possible benefits when increasing the number of team members (Brian and Mohamad, 2018).

4.4.1.3 Team Conflict

NGOs employees were requested about personal conflicts between some members of their team, interpersonal incompatibilities between group members and others. The findings are summarized below.

Table 7 Team Conflict (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
Personal conflicts	121	39%	142	46%	39	13%	6	2%	1	0%	1.78	0.761
Always interpersonal incompatibilities	123	40%	142	46%	36	12%	7	2%	1	0%	1.77	0.765
There is not much friction among members of my team.	120	39%	141	46%	40	13%	7	2%	1	0%	1.80	0.773
Not work well together.	127	41%	139	45%	36	12%	7	2%	0	0%	1.75	0.747
There is frustration between members within my group	125	41%	138	45%	37	12%	7	2%	2	1%	1.78	0.792
Some negative tensions among members of my team.	119	39%	151	49%	31	10%	6	2%	2	1%	1.77	0.756
Grand Mean											1.78	

Source: Study Result, 2022

The data analysis was based on the grand mean score within employees' perception about team conflict towards team performance system and practices and the level of overall performance system. The grand mean (1.78) for the level of team conflict was rated as poor. This table also shows that one sample test result of latent variables, which exhibited greater than 0.05. So, it can be concluded that the mean scores for all latent variables are significantly different. It means that there is no as much team conflict that touches employees trust and their job performance management in their respective NGOs. In the same way, the standard deviation values were less than two which is a small standard deviation and therefore suggests that respondents had similar opinions. It implies that there are minimal personal conflicts between some members of their team. There are always interpersonal compatibilities between group members. There is much friction among members of their team and there are members of their team who work well together. This also implies that there are defined roles within teams' that increases team effectiveness by reducing confusion. Defining team member roles prevents conflict by requiring

members to discuss role expectations and goals and agree to follow them. Roles held by certain individuals are often associated with the age of the person. Experienced higher-level positions in businesses are not usually associated with a younger worker, but with an older employee who had time to move up to that position (Lars, 2016).

4.4.1.4 Team Trust

Enhancing performance is conceivable not with mere potentials possessed in the employees but with the level of trust existing within the team members. Effectiveness of team's performance depends on team trust. Trust is key component that underpins for affirmative behaviour and enhances performance (Rajeesh and Divya, 2017).

Table 8 Team Trust (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
I rely on my team group.	20	7%	42	14%	26	8%	107	35%	114	37%	3.82	1.246
I am confident on my team.	21	7%	37	12%	26	8%	89	29%	136	44%	3.91	1.27
I always expect good results from my team.	16	5%	25	8%	42	14%	77	25%	149	48%	4.03	1.188
Faith in team group.	5	2%	17	6%	17	6%	118	38%	152	49%	4.28	0.915
Grand Mean											4.01	

Source: Study Result, 2022

The above table show depicts that most of the surveyed employees have at least agreed showing that the surveyed organizations continuously improve trust-based team building that has become a common phenomenon in today's globalization. We know also that motive behind ever team is to enhance the performance of the organization. Therefore, in the concept of bringing in High Performing Teams in the Team Building synergy the intra-team trust plays a vital role to make the Team more proactive thereby improving the intra-team communication for attainment of the Team's desired level of Performance (Rajeesh and Divya, 2017). This is confirmed by the highest grand mean score (4.01) result of the level of team trust perception and similar scores such as minimum, maximum, grand mean and Std were 3.82, 4.21, 4.01 and below 2 standard deviations respectively. This table also shows that one sample test result of team trust level which exhibited less than 0.05. So, it can be concluded that the mean scores for team trust level are significantly different. It shows that the lowest and heats mean gap was not lessened. This

shows that the grand mean has been more than the level of team trust level is high that helps to achieve higher team performance and the data range was minimal.

4.4.1.5 Team Satisfaction

High work team indicates high perceptions of task performance, high team satisfaction, high attitudinal commitment, and low continuance commitment (Brian and Mohamad, 2018).

Table 9 Team Satisfaction (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
I am generally satisfied with how my team is managed.	21	7%	18	6%	19	6%	96	31%	155	50%	4.12	1.182
I am always satisfied with my working conditions at my team.	13	4%	39	13%	22	7%	63	20%	172	56%	4.11	1.227
I always recommend my team as a group place to work.	26	8%	20	7%	19	6%	60	19%	184	60%	4.15	1.287
I develop my professional competencies by participating in this and satisfaction management team.	18	6%	35	11%	6	2%	72	23%	178	58%	4.16	1.246
Working in this management team contributes to my learning.	34	11%	26	8%	20	7%	112	36%	117	38%	3.82	1.32
I really enjoy working together with my management team colleagues.	32	10%	15	5%	23	7%	146	47%	93	30%	3.82	1.214
I get a lot of energy from our management team meetings.	37	12%	10	3%	19	6%	141	46%	102	33%	3.84	1.257
Grand Mean											4.02	

Source: Study Result, 2022

The data analysis was based on the grand mean score within employees' satisfaction towards team system and practices and the level of overall performance system. The grand mean (4.02) for the level of their satisfaction towards team was rated as high. So, it can be concluded that the mean scores for all latent variables are significantly different. It means that there is no as much team satisfaction that touches employees' gratification in their respective NGOs. In the same way, the standard deviation values were less than two which is a small standard deviation and

therefore suggests that respondents had similar opinions. It implies that there is higher team satisfaction.

4.4.1.6 Team Performance

Table 10 Team Performance (N= 309)

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
successful in its efforts.	23	7%	42	14%	21	7%	99	32%	124	40%	3.84	1.289
My team performs well as a team.	22	7%	39	13%	20	7%	91	29%	137	44%	3.91	1.285
Gain a useful input	25	8%	35	11%	22	7%	109	35%	118	38%	3.84	1.271
Receive positive feedback	8	3%	26	8%	5	2%	119	39%	151	49%	4.23	1.013
Added value team contributes	7	2%	25	8%	5	2%	127	41%	145	47%	4.22	0.983
I consistently make high quality decisions in my team.	27	9%	30	10%	6	2%	175	57%	71	23%	3.75	1.17
majority of made by team	13	4%	27	9%	4	1%	194	63%	71	23%	3.92	0.983
Grand Mean											3.95	

Source: Study Result, 2022

The above table show depicts that most of the surveyed employees have at least agreed showing that the surveyed organizations continuously improve team performance trust based reduced conflicts, and the trust in teams thus seems to positively stimulus the perceived Team's Performance and in turn increases the Team's Satisfaction to the next level. Intra-team also helps the Team to be consistently effective (Rajeesh and Divya, 2017). This is confirmed by the good grand mean score (3.95) result of the level of team performance was rated as very good. The highest mean scores (4.23 and 4.22) showed that they receive constructive response on their performance as a team and it is relaxed to see what additional value their team adds to their organization. Team performance can be supposed to be the other constituents in a team apart from individual abilities and talents that employees take along to the work. And these team elements include employee active team competence, a precise and common goal, and reassuring team structure, obligation/answerability and self-sacrificing contributions and mutual benefit. Team performance measurement criteria can be based on the use of quantitative measures that provide information on the critical aspects of the team's activity. Measuring intangibles and non-

financial performance measures can pose a great challenge; though, measuring it is very serious for a successful of an organization or a project (Ijeoma, 2017).

4.5 Inferential Analysis

The study applied correlation analysis the degree of association between different variables under consideration. In addition, regression analysis was also used to test the effect of independent variable on dependent variable.

4.5.1 Correlation Analysis

To determine if any relationships existed between five individual characteristics of team as independent variables such as team cohesion, team size and, team conflict, trust, and team satisfaction as well as one dependent variable namely team performance, a correlation analysis was conducted. A simple bi-variate relationship analysis between the dependent and independent variables is briefly presented below. This study used the rating of relationship between two variables-based Brian and Mohamad (2018) on analytic posteriors for Pearson’s correlation coefficient for the relationship between two variables will be from 0.01 up to 0.09 negligible association, 0.10 up to 0.29 low association, from 0.30 up to 0.49 moderate association, from 0.50 up to 0.69 substantial association from 0.70 and above very strong association. The findings are presented in the below table. The correlation ratio can detect almost any functional dependency and the entropy-based mutual information, total correlation and dual total correlations can detect even more general dependencies.

Table 11 Correlation Analysis (N= 309)

		Correlations					
		Team Cohesion	Team Size	Team Conflict	Trust	Team Satisfaction	Task performance
Team Cohesion	Pearson Correlation	1	.498**	-.291**	.581**	.176**	.467**
	Sig. (2-tailed)		.000	.000	.000	.002	.000
Team Size	Pearson Correlation	.498**	1	-.456**	.526**	.233**	.564**
	Sig. (2-tailed)	.000		.000	.000	.000	.000

Team Conflict	Pearson Correlation	-.291**	-.456**	1	-.331**	-.276**	-.603**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Trust	Pearson Correlation	.581**	.526**	-.331**	1	.286**	.547**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Team Satisfaction	Pearson Correlation	.176**	.233**	-.276**	.286**	1	.580**
	Sig. (2-tailed)	.002	.000	.000	.000		.000
Task performance	Pearson Correlation	.467**	.564**	-.603**	.547**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Study Result, 2022

A Pearson's Product Moment Correlation was conducted to establish the strength of the relationship between the variables. Therefore, an assessment of the correlation matrix between all the independent variables and team performance are positively related. Though the above simple correlational and mean analysis gives an important insight to the simple relationship between the dependent and independent variables, therefore, there is a positive and significant (Sig. (2-tailed) .000 with correlation is significant at the 0.01 level (2-tailed).) There is a relationship between team cohesion (.467) and team performance in NGOs. In line with this study, Brian and Mohamad (2018) stated that a very significant factor that has frequently been linked to team performance is cohesiveness among team members. Cohesiveness has been the central feature in studies related to teams and team dynamics and it has been found to be one of the critical influencing factors over work performance and it has showed to play important role in predicting team performance and there is agreement that there is a positive relationship between team cohesion and team performance (Ijeoma, 2017).

An assessment of the correlation matrix between team size as independent variables and team performance management are positively related. Though the above simple correlational and mean analysis gives an important insight to the simple relationship between the dependent and

independent variables, therefore, there is a positive and significant (Sig. (2-tailed) .000 with correlation is significant at the 0.01 level (2-tailed).) There is a relationship between team size (.564) and team performance in NGOs practices. Similarly, Mari (2017) found a positive relationship between management team size and team performance.

A valuation of the correlation matrix between team conflict and performance management system practices are negative related. Consequently, there is a negative and significant (Sig. (2-tailed) .000 with correlation is significant at the 0.01 level (2-tailed).) There is a relationship between team conflict (- .603) and team performance. In the same way, Lars (2016) found the same result as the negative relationship conflict and team performance.

An assessment of the correlation matrix between team trust and team performance are positively related. Consequently, there is a positive and significant (Sig. (2-tailed) .000 with correlation is significant at the 0.01 level (2-tailed).) There is a relationship between team trust (.547) and team performance. In the same way, Rajeesh and Divya (2017) found that there is a positive relationship between team trust and team performance.

An evaluation of the correlation matrix between team satisfaction and team performance are positively related. Consequently, there is a positive and significant (Sig. (2-tailed) .000 with correlation is significant at the 0.01 level (2-tailed).) There is a relationship between team satisfaction (.580) and team performance. Similarly, (Ijeoma, 2017) found that the positive relationship between it and team performance.

4.5.2 Regression Analysis

While investigating research objective aimed to examine the effect of effective team characteristics on team performance at the surveyed NGOs or organizations, multiple regression was conducted. According to Rajeesh and Divya (2017), it relates one dependent variable to a linear combination of one or more independent variable. It expresses that how much each independent variable has an effect on this study's dependent variable. The following basic and common assumptions are considered.

4.5.2.1 Multi-Collinearity Test

The assumption assumes that independent variable is not tremendously linked with each other. The supposition is tested by Variance Inflation Factor (VIF) statics as indicated below:

Table 12 VIF statics test result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Team Cohesion	.611	1.637
	Team Size	.593	1.687
	Team Conflict	.755	1.325
	Trust	.566	1.768
	Team Satisfaction	.880	1.137

a. Dependent Variable: Task performance

Source: Study Result, 2022

Practical regression assumption diagnostic experience indicates that if any of the VIF results exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity (Nonose et al., 2016). Collinearity Statistics shows that the VIF value of five below two that ranges from 1.3 to 1.7; indicate no collinearity is perceived. The table also gifts the result of regression analysis; the result regression analysis is based on team performance. The independent variables that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

4.5.2.2 Linearity Test

Linearity defined as the degree to which the change in the dependent variable is related to change in the independent variables (Nonose et al., 2016).

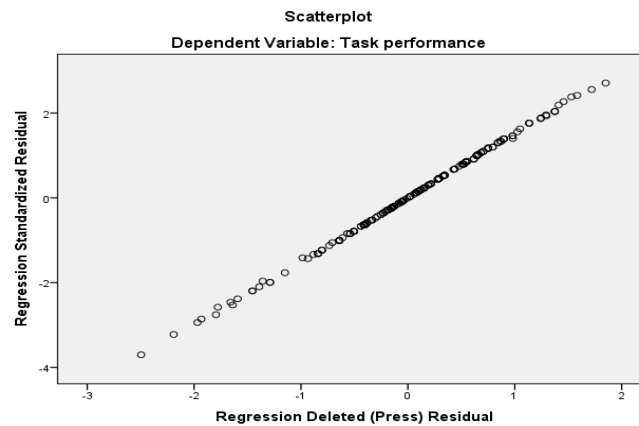


Figure 3 Linearity Test for Employee Performance

Source: Study Result, 2021

To determine whether the relationship between dependent variable (team performance) and the independent variables (teach effectiveness characteristics) is linear, plots of regression residuals through SPSS had been used. The scatterplot of residuals parades no large variances in the spread of the residual as we look from the left to the right in the above figure. This result suggests that the relationship that is being predicted is linear; therefore, the assumption is satisfied.

4.5.2.3 Normality Test

The succeeding figure displays the frequency distribution of the standardized residual associated to normal distribution.

Figure 4 Normal Q-Q Plot of Employee Performance
Source: Survey result, 2022

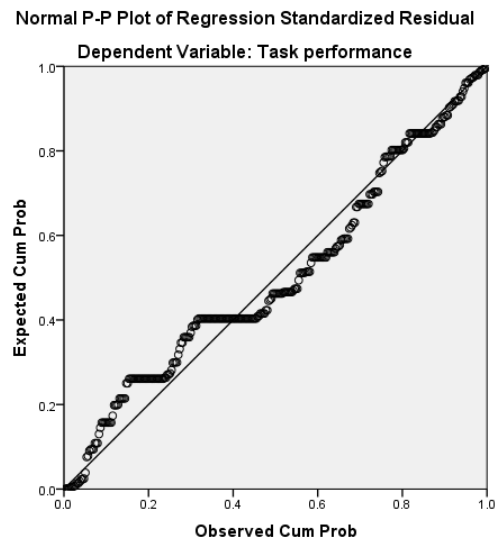
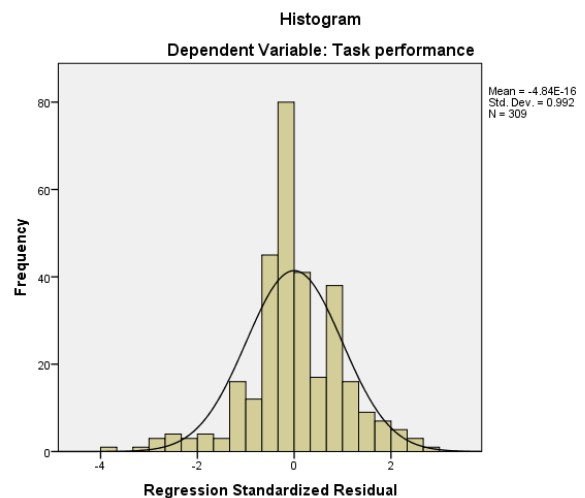


Figure 5 Histogram for testing normality
Source: Survey result, 2021



By way of it, it can be assumed from the figure, the data facts are close to the diagonal line confirming that there is normality. The graph table parades the histogram that is a plot of how often possible values occurred. It's one way to see if there is anything strange in the data - any extreme values, or all the scores piled up on one side. Having Normality through histogram was conducted; the study used a histogram plot indicating normality of residuals. It produced a bell-shaped curve that shows the normal distribution of the series. In this study, the figure above displays a bell-shaped distribution of the residuals. The figures show that X-axis shows the residuals, whereas Y-axis represents the density of the data set. Therefore, this histogram plot confirms the normality test results from the two tests in this study.

4.5.2.4 Autocorrelation Test Result

Table 13 Durbin-Watson Test Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.665	.659	.632	1.364

a. Predictors: (Constant), Team Satisfaction, Team Cohesion, Team Conflict, Team Size, Trust

b. Dependent Variable: Task performance

Source: Survey result, 2022

The popular Durbin-Watson Test was employed in this study to check the incidence of autocorrelation. In other verses, it is assumed that the errors are uncorrelated with one another. If the errors are not uncorrelated with one another, it would be stated that they are “auto correlated” or that they are “serially correlated”. A test of this assumption is therefore required.

4.5.2.5 Regression Test Results

This study has taken the study of Ijeoma (2016) who highlighted organizational or project teamwork is a well-intentioned objective aimed at accomplishing high level cooperation, productivity and success but often times this is not so. The level of performance applied towards an organization or project work has a direct impact on the project success or failure.

Table 14 Regression Model Test Results, N=309

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.665	.659	.632

a. Predictors: (Constant), Team Satisfaction, Team Cohesion, Team Conflict, Team Size, Trust

b. Dependent Variable: Task performance

Source: Survey result, 2022

Here below clarified are the linear regression of various independent variables and dependent variable. As shown in the above table, the overall package of contributing factors namely the indicated five independent variables were 66.5 % ($R^2 = .665$) described team performance. This recommends that 66.5 % of team performance in NGOs clearly depends on the independent variables while the remaining 33.5 % is determined by other unaccounted factors in this study. Adjusted R-squared (adj. R^2) is 0.659. It means that 65.9 percent of the total variability of the dependent variable (team performance in NGOs) is explained by the stated four independent variables and 65.9 percent of it is explained by other variables.

Table 15 Regression ANNOVA Test Results, N=309

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	239.868	5	47.974	120.030	.000^b
	Residual	121.103	303	.400		
	Total	360.971	308			

a. Dependent Variable: Task performance

b. Predictors: (Constant), Team Satisfaction, Team Cohesion, Team Conflict, Team Size, Trust

Source: Survey result, 2022

As the second table shows the result $F= 120.30$ (highest result), it can be concluded that the combination of determinant factor has positive effect on team performance in NGOs which is statistically significant.

Table 16 Regression Coefficients Test Results, N=309

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.042	.249		8.192	.000
	Team Cohesion	.101	.036	.118	2.781	.006
	Team Size	.177	.043	.180	4.159	.000
	Team Conflict	-.481	.057	-.326	-8.518	.000
	Trust	.145	.038	.167	3.786	.000
	Team Satisfaction	.346	.032	.379	10.679	.000

a. Dependent Variable: Task performance

Source: Survey result, 2022

In this study, the main objective of this study was to determine causal relationships among five individual characteristics of team as independent variables such as team cohesion, team size and, team conflict, trust, and team satisfaction as well as one dependent variable namely team performance. To demonstrate the cause and effects behind the relationships of these components, a multiple regression analyses have been utilized in this study. This measurement is made by inferring the value of R^2 to explain the magnitude of the effect of the independent variable on the dependent variable of team performance in local NGOs in Ethiopia.

This study rejects, thus, the null hypothesis. When we see the statistical significance of each variable from the above coefficients table, the result in the above table displays that team cohesive (sig. =.006) have a positive statistically significant contribution to team performance in NGOs which is the prediction of the dependent ($\beta=0.101$, $p<0.000$). The result of Standardized Coefficients (.118), it has the lowest contributor towards team performance. Cohesiveness has been the dominant feature in team dynamics, and it has been found to be one of the critical influencing factors over work performance (Ijeoma, 2017).

In the same way, team size, (sig. =.0001) have a statistically significant contribution to team performance in the study area or NGOs which is the prediction of the dependent ($\beta=0.177$,

$p < 0.000$). In the same way, Mari (2017) found a positive effect of team size on the dependent variable called team performance.

Besides, team conflict (sig. = .0001) has a statistically negative significant contribution to the dependent variable team performance in NGOs which is the prediction of the dependent ($\beta = -.481$, $p < 0.000$). In the same way, Lars (2016) found the same result as the negative effect of team conflict on team performance.

On other hand, team trust (sig. = .0001) has a statistically positive significant contribution to team performance in NGOs which is the prediction of the dependent ($\beta = .145$, $p < 0.000$). In the same way, Rajeesh and Divya (2017) suggested that the overall positive relation of trust. Work team trust was particularly strongly associated with commitment to the organization. When work team trust is low, levels of attitudinal commitment tend to decrease, while more calculative (continuance) commitment tends to arise. Such implications can bring additional problems, for instance in contexts of change when additional levels of effort and involvement are needed to successfully implement those changes.

Finally, team satisfaction (sig. = .0001) has a statistically significant contribution to team performance in NGOs which is the prediction of the dependent ($\beta = 0.379$, $p < 0.000$). The result of Standardized Coefficients (.379), it has the highest contributor towards team performance. Similarly, (Ijeoma, 2017) and Bang and Midelfart (2016) revealed that teams composed of an average higher employee age was positively correlated to higher levels of satisfaction of their job and their coworkers.

4.6 Discussion

4.6.1 Team Cohesive

H₁: Team cohesive has a positive and significant effect on team performance in NGOs in Addis Ababa

Using correlation analysis, this study established the relationship between team cohesive and team performance in NGOs of local experiences on team characteristics. In addition, this study examined the influence team cohesive on team performance in surveyed organizations using regression analysis. Thus, this study found that there exists a positive relationship between team cohesiveness and team performance in local NGOs $r = (0.467)$; $P \leq 0.05$; thus, the relationship is

statistically significant. In addition, this study realized that team cohesiveness (**sig. =.006**) has a positive statistically significant contribution to team performance in local NGOs in Ethiopia; this assure that the hypothesis is supported. Similarly, Literature has identified several determinants that create an effective team that leads to project success in NGO projects. These include team cohesion (Lars, 2016) along with consultation with stakeholders, capacity to solve problems, communication skills to resolve conflicts and local knowledge, transparency and accountability, role clarity and needs of target beneficiaries (Mohammed, 2016).). Supporting teamwork requires a strong theoretical and empirical understanding of what teamwork is, which depends in part on the appropriate measurement of teamwork (Siddiquei et al., 2018).).

4.6.2 Team Size

H₂: Team Size has a positive and significant effect on team performance in NGOs in Addis Ababa

This study applied correlation analysis, this study established the relationship between team size and team performance in NGOs of local experiences on team characteristics. Moreover, this study examined the effect team size on team performance in surveyed organizations using regression analysis. Consequently, this study found that there exists a positive relationship between team size and team performance in NGOs $r = (0.564)$; $P \leq 0.05$; thus, the relationship is statistically significant. In addition, this study realized that team size (**sig. =.0001**) has a positive statistically significant contribution to team performance in NGOs in Addis Ababa; this assure that the hypothesis is supported. On contrary, Mari (2017) found that there was a negative relationship between team size and dependent variable team performance. It shows that team psychological safety significantly mediated this relationship. Furthermore, greater teams tend to be associated with lower levels of team psychological safety, which in turn is negatively related to team performance. But, Yalegama et al., (2016) investigated the instruments that potentially influence the relationship between team size and team performance in management teams. By examining potential mediators for this association, we can broaden our understanding of how team size influences team performance. In other words, as group size increases, there is a general tendency towards decreased group performance, or less efficiency, directly related to the individual members' contribution or effort.

4.6.3 Team Conflict

H₃: Team conflict has a negative and significant effect on team performance in NGOs in Addis Ababa

This study employed correlation analysis, this study established the relationship between team conflict and team performance in NGOs experiences on team characteristics. Moreover, this study examined the effect team conflict on team performance in surveyed organizations using regression analysis. Consequently, this study found that there happens a negative association concerning team size and team performance in NGOs $r = (-.603)$; $P \leq 0.05$; thus, the relationship is statistically significant. In addition, this study realized that team size (**sig. =.0001**) has a negative statistically significant contribution to team performance in NGOs in Addis Ababa; this assure that the hypothesis is supported. Siddiquei, et al., (2018) associated it with social value orientation that is a personal trait that codifies an individual's preference of outcome balance between oneself and others in situations of social conflict; social conflict being any situation where different individuals may have different preferences for different outcomes.

4.6.4 Team Trust

H₃: Team trust has a positive and significant effect on team performance in NGOs in Addis Ababa

Using correlation analysis, this study established the relationship between team trust and team performance in NGOs experiences on team characteristics. In addition, this study examined the influence team trust on team performance in surveyed organizations using regression analysis. Thus, this study found that there occurs a positive relationship between team trust and team performance in NGOs $r = (0.547)$; $P \leq 0.05$; thus, the relationship is statistically significant. In addition, this study realized that team trust (**sig. =.0001**) has a positive statistically significant contribution to team performance in NGOs in Addis Ababa; this assure that the hypothesis is supported. Rajeesh and Divya (2017) show that it is significant condition strength team performance for the functioning and wellbeing of teams in organizations. So far, the extent to which trust may be reflected a determinant factor in these functioning remains inclusive, since it is dependent on the trust requirements that are associated with the functioning of teams and organizations. With respect to the environment of trust, this study supports the conceptualization

of trust as a multi-component construct. As in other studies (e.g., Siddiquei, et al., 2018), numerous dimensions were recognized which suggest that trust is a complex variable with several component parts. Although these constituents cannot be directly compared with those found in other studies, these results support the distinction between propensity, trustworthiness and behaviours of trust often proposed in the literature as dimensions of the trust construct (e.g., Yalegama et al., 2016).

4.6.5 Team Satisfaction

H₃: Team satisfaction has a positive and significant effect on team performance in NGOs in Addis Ababa.

This study employed Pearson correlation test investigation and established the relationship between team satisfaction and team performance in NGOs of experiences on team characteristics. Additionally, this study examined the effect team satisfaction on team performance in surveyed organizations using regression analysis. Consequently, this study found that there occurs a positive relationship between team performance and team satisfaction in the study area $r = (0.580)$; $P \leq 0.05$; consequently, the relationship is statistically significant. In addition, this study realized that team satisfaction (**sig. =.0001**) has a positive statistically significant contribution to team performance in NGOs in Addis Ababa; Consistent with other studies this assure that the hypothesis is supported. Additionally, Mari (2017) authors found a significant correlation between employee satisfaction and willingness to work with other team members. The levels of team cohesion rise when team members are satisfied with interactions between themselves and their teammates. Rajeesh and Divya (2017) stated numerous benefits were associated with trust. These benefits are reflected not only in the team outcomes, but also in member's attitudes to the organisation. High work team indicates high perceptions of task performance, high team satisfaction, high attitudinal commitment, and low continuance commitment. In relation to task performance, this study findings support the main effect between trust and performance also found in similar studies examining trust in other contexts.

Table 17 Summary of Discussion

Variables (Hypothesis)		r	Sig.	Decision
Team Cohesion	H ₁ = Team Cohesion has a positive significant effect on team performance	.467**	.006	Support
Team Size	H ₂ = Team Size has a positive significant effect on team performance	.564**	.000	Support
Team Conflict	H ₃ = Team Conflict has a negative significant effect on team performance	-.603**	.000	Support
Trust	H ₄ = Trust has a positive significant effect on team performance in selected three Non-governmental Organizations in Addis Ababa	.547**	.000	Support
Team Satisfaction	H ₅ = Team Satisfaction has a positive significant effect on team performance	.580**	.000	Support

Source: Survey result, 2022

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part of the study presents closing chapter of the study which includes summary of findings, conclusion, and appropriate recommendations regarding the study findings.

5.2 Summary of Key Findings

Using descriptive and explanatory research design, this study found that

- There is high level of team performance in the selected Non-governmental Organizations in Addis Ababa
- The highest characteristics of Effective Teams including team trust and satisfaction in the selected Non-governmental Organizations in Addis Ababa
- To achieve the greatest team performance, the determination factor is towards team cohesion
- To achieve the maximum team performance, the willpower factor is towards team size
- The most detrimental team character is towards team conflict that highly downgrading team performance
- To achieve the greatest team performance, the contributing factor of effective team character is towards team trust
- To realize the utmost team performance, the most (highest) effective team determinant character is towards team satisfaction

5.3 Conclusions

This study concluded that there are characteristics that highly affects team performance in selected non-governmental organizations in Addis Ababa. In detailed, the trust in teams thus seems to affect the perceived Team's Performance and in turn increases the Team's Satisfaction to the next level. Thus, this study concluded that the contributing factor of effective team character is towards team trust, this helps to achieve the greatest team performance. Trust-based work environment creates, develops, and sustains accountability and results in teams

collaboration and cohesion. And thus, a trust-based relationship among teams drives performance and success. Accordingly, this study concluded that team trust is the determinant factor towards team cohesion to accomplish the greatest team performance.

In addition, the norms guide the team to be effective in conflict resolution, collaboration, and social relationship establishment. These suggestions the team should establish a procedure where the leader is a mediator and objective judge during conflict. Thus, the most harmful team character is towards team conflict that highly downgrading team performance

It is indicated as one should struggle to create a group climate where circumstances are set for greatest performance to ensure high-quality decision making and reflected basic strategies and visions for the future, all for the greater good of the organization. Thus, this study concluded that the determination factor is towards team size to attain the maximum team performance. Further, Team-Leader Fit is related to the degree to which the team leader satisfies the needs of the team members and generating and supporting work groups requires deliberate consideration and action; there is a clear business case for expecting managers and human resource specialists to use a model that connects inputs to desired outputs to maximize employee satisfaction and quantifiable outcomes. Thus, this study concluded that the most (highest) effective team determinant character is towards team satisfaction to realize the utmost team performance.

5.4 Recommendations

- This study suggests that NGOs may review their current organizational structure. It is also recommended that the new organizational structure be implemented immediately after its evaluation and restoring. The immediacy of this structural change is critical to control NGOs issues. Based on the issue's severity, the change will require a few budgets to evaluate the best practices of each organization and develop a structure that accounts for all parties' needs. This study believes that the new structure will improve communication and conflict resolution processes that currently hinder team performance. The new organizational structure should be implemented based on requirements and functions of the member organizations. During the structure development, NGOs should be evaluated to identify the best practices from each organization that could be

incorporated into the new structure. By utilizing the best practices of each local organization, individual organization will be more committed to the new structure.

- This study suggests organizational and team structure should have a well-defined communication process that confirms NGOs communicate respectfully and directly with others, without a mediator. NGOs will require training and it should be performed immediately to ensure that communication skills are developed enough to adapt to the new communication procedure.
- This study recommends team leader of NGOs need to improve their motivational skills and exerts the highest commitment by showing more respect for member needs. If the leader encourages member involvement, they will be more likely to support the team's direction. The leader needs to encourage members to actively partake in decision-making, goal-setting, and other leadership tasks.
- This study recommends improving internal conflict resolution system that stems from defining conflict resolution processes. Conflict resolution skills can be taught through the suggested training. NGOs should have a well-defined conflict resolution procedure that should result from the revised structure. All team members and NGOs or organizations should be involved in immediate implementation. The team should establish a procedure where the leader is a mediator and objective judge during conflict. . The team should create a procedure that handles personality clashes. The team and leader are the players engaged in the development of this conflict resolution process.
- The training can also be used to educate the local NGOs project leadership on how to lead these types of teams and how to adjust their styles of leadership in order to help the NGOs teams to maximize their team performance. The training can also consist of educating the NGOs teams and leaders on the importance of team effectiveness in the humanitarian environment. They can learn that the effectiveness of their team(s) is directly related to the reliability of the translation of the business requirements to functional technical requirements and specifications.
- The NGOs should institute better employee service provision system in relation to availing working equipment, continuing professional development to professionals to improve the satisfaction of team members with the target activities given in each assigned teams.

5.5 Contribution of the Study

This study along with the review of the literature showed that there is limited amount of research that explored the variables and their relationships. Therefore, this study sought to further analyse team effectiveness in local and international NGOs and evaluate these relationships in team-modelling methods as well as in general. This study required to fill a void in the research that was identified earlier on this study.

The results of this research study contribute to several different bodies of knowledge, including: team effectiveness, team modelling; humanitarian teams, local organizational teams, leadership, team dynamics, and conflicts in small organizations. By performing this study, the results help to enhance and evolve these bodies of knowledge since this study not only shape on existing research but it endeavoured to expand and fill a gap in the research that was identified earlier on this study. By more systematically understanding these variables and their relationships, it can be understood the advantages and disadvantages of the variables and their relationships, which in turn should help improve the effectiveness of team creation.

The results of this study were also appreciated from a practitioner viewpoint since the understanding of these variables and relationships helped to introduce ideas and strategies that a practitioner can deploy to be more effective in their profession. The results from this study help a practitioner to understand the relationships and variables but also the implications related to these variables and relationships.

5.6 Managerial implications

There are a few suggestions from the results of this study. The main implication is that the results of this study serve to fill a research void in which NGOs teams have not been previously measured or assessed in the scope of team performance. Their performance is openly related to the effective reliability and translation of the business requirements to functional technical requirements and specifications. Consequently, it is very important to exploit team performance and effectiveness in NGOs teams since they are directly associated to the reliability of the translation of the organizational requirements to functional technical requirements and specifications, which in turn can impact the functioning of the humanitarian delivery systems. Therefore, a second implication is that this study can serve as a blueprint to NGOs team

leadership. By understanding the factors and relationship in NGOs team characteristics that impact NGOs team performance and effectiveness, they can be more prepared to guide and lead others, funder, local and governmental teams.

5.7 Future Studies

The higher satisfaction levels reported should be further studied through qualitative studies to find appropriate solutions in solving the problems. Different approaches to the concept of effective team characteristics have led to several conceptualizations. Future studies may review life cycle of the team and degree of familiarity between team members. In addition, future studies may involve in the role of effective team characteristics on team and organizational performance in multi-project organizations. Future researchers may also address the contextual variables around effective team characteristics, team productivity and team efficiency, in order to provide better interpretations of the results.

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Annex

Appendix I - Questionnaire



ADDIS ABABA UNIVERSITY
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

(To be filled by Employees)

Dear Respondents,

My name is Tamrat Kebede. I am a student in the postgraduate program of master's degree in Human Resource Management. It is intended to assist the researcher, in partial fulfilment of the award of a Master of Arts Degree, titled “Assessment of the Performance of Organizational Team in The Case of Non-Governmental Organizations in Ethiopia”. This questionnaire has been designed to ask for information for purely academic purpose. Since the data collected is for academic purposes only, the confidentiality of the information you provide is fully assured. For that reason, I would appreciate the genuine response you give to the questions. All information given will be strictly confidential.

Thank you very much in advance for your cooperation and timely completion of the questionnaire.

Direction:

- Do not write your name.
- Put a tick mark “√” in the space provided in front of each item.
- The questionnaire has three that includes respondents' profile and study related questions.

Best Regards,

Tamrat Kebede

09 11 60 7922

Part I - Personal Information

Direction: Please select an appropriate response category by putting a thick mark (✓) an appropriate option.

	Male	Female		
Gender	<input type="radio"/>	<input type="radio"/>		
	Below 35	36 - 45	46 -55	Above 56
Age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Illiterate	High School and below	Diploma First Degree	Master's Degree & above
Education Level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never married	Married	Divorced	Widow(er)
Marital Status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Separated	Refused		
	<input type="radio"/>	<input type="radio"/>		
	Below 5,000	5,001 – 10,000	10,001 – 15,000	Above 15,001
Monthly Income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Project	Admin	Finance	Technical Staff
Please indicate your current position?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Logistics	Others _____		
	<input type="radio"/>			
The number of team you mostly participate	3	4	5	6
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	7	Other please indicate _____		

Part II: Team Performance Assessment

Please indicate the degree to which the following factors that help to assess team performance of your organization. After you read each of the factors, evaluate them in relation to your business and then put a tick mark (√) under the choices below. Where, 5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree and 1 = strongly disagree.

No	Measurement Items	Measurement Scale				
		<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>
		1	2	3	4	5
Team Cohesion						
1	My team is particularly united.					
2	I feel proud to belong to my team.					
3	There are many team members who would be willing to exert themselves for the success of my team.					
4	My team members always seem to really like one another.					
5	My team members often take an overall perspective on the matters the team discuss.					
6	My team is a tightly knit group of people.					
Team Size						
1	When it comes to performance, the size of the team can actually make a difference.					
2	I usually partake in teams with the least amount of people.					
3	The size of a team can be determined by the task at hand.					
4	I usually involved in limited scope team.					
Team Conflict						
1	There are personal conflicts between some members of my team.					
2	There are always interpersonal incompatibilities between group members.					

3	There is no much friction among members of my team.						
4	There are members of my team who do not work well together.						
5	There is frustration between members within my group						
6	There are some negative tensions among members of my team.						
Trust							
1	I rely on my team group.						
2	I am confident on my team.						
3	I always expect good results from my team.						
4	I have faith in my team group.						
Team Satisfaction							
1	I am generally satisfied with how my team is managed.						
2	I am always satisfied with my working conditions at my team.						
3	I always recommend my team as a group place to work.						
4	I develop my professional competencies by participating in this and satisfaction management team.						
5	Working in this management team contributes to my learning.						
6	I really enjoy working together with my management team colleagues.						
7	I get a lot of energy from our management team meetings.						
Task performance							
1	My team is very successful in its efforts.						

2	My team performs well as a team.						
3	I gain a useful input when I bring up an issue in my team.						
4	I receive positive feedback on my performance as a team.						
5	It is difficult to see what added value my team contributes to my organization.						
6	I consistently make high quality decisions in my team.						
7	The vast majority of decisions made by my team turn out to be beneficial for the organization.						

Thank You !

Appendix II – Interview Checklist

Dear Sir/Madam,

I really appreciate for your valuable responses to the following checklists. It will not take much of your time.

Shall I proceed with my questions?

Thank you!

1. Do you know the level of team performance in selected three Non-governmental Organizations in Addis Ababa?

2. What are the characteristics of Effective Teams in selected three Non-governmental Organizations in Addis Ababa?

3. What is the effect of characteristics of Effective Teams (in terms of team cohesion, team size, conflict, trust, and team satisfaction) on team performance in selected three Non-governmental Organizations in Addis Ababa?

Thank you again!

