



**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**PROJECT MANAGEMENT PROGRAM**

**EFFECT OF TEAM MANAGMENT PRACTICES ON  
PERFORMANCE OF DEVELOPMENT PROJECTS: THE  
CASE OF ISLAMIC RELIEF PROJECTS**

**A Project Work Submitted for the Partial Fulfillment of  
Master of Art Degree in Project management (MA)**

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**ADDIS ABABA UNIVERSITY**  
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**PROJECT MANAGEMENT DEPARTMENT**

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**By :Imam Mustefa**

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## **DECLARATION**

I, the undersigned, declare that the project work entitled “Effect of team management practices on performance of development projects: the case of Islamic Relief projects” Is authentic and the result of my own hard work. The sources of materials utilized for the study have been acknowledged. The study was conducted independently with the help and comments of the research advisor.

I assure that this study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management.

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Imam Mustefa , Date

## **LETTER OF CERTIFICATION**

This is to certify that Imam Mustefa has done this project work entitled “Effect of team management practices on performance of development projects: the case of Islamic Relief projects” is done with my follow up.

This project work is original and appropriate for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Mengistu Bogale (PhD) \_\_\_\_\_

Date and Signature

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## **List of Acronyms**

GBV	Gender Based Violence
HRM	Human Resource Management
IRE	Islamic Relief Ethiopia
PMI	Project management institute

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## ABSTRACT

*Nowadays due to increased technological advancement well develop team management practice is necessary to coup up with it. The main objective of this study is to identify effect of team management practices on performance of development projects the case of Islamic Relief projects. Explanatory survey research design was used. Project team members in Islamic Relief organization was the population for this study. The sampling method was random sampling technique. Primary data were collected using structured questionnaire and Key informant interview. Data analysis were done by using descriptive and inferential statistics method. The correlation result shows that there is from weak to moderate positive association between team management practices and project performance. The regression analysis found that team selection, communication, team creativity and innovativeness practice, training and conflict resolution has significant effect on project performance whereas motivation is not statistically significant. The study conclude that team management practice has effect on project performance .The study recommend that further study has to be done to test these team management practices to increase the generalization of these result.*

**Key Words:** *Team management, Project Performance, Team selection, Team communication, Team conflict resolution, Team creativity and Innovativeness, Training, motivation.*

# CHAPTER ONE

## *1.1 Background of the study*

Today many organizations are using project teams to deliver products or services as well as for solving problems particularly on complex tasks. This is due to project performance through team is more rewarding than individual performance as the team outcomes exceed the sum of individual outputs. According to Cserhádi, Gabriella, and Szabó (2014) success criteria and critical success factors are project management processes, project resources, project team, organizational culture, and communication and co-operation. Among people, processes and tools (inclusive technologies), people is the most critical success factor in influencing project performance (Guiney, 2009). In line with the above, the achievements or success of a project work is expressed by project performance. The project performance will always rely on various factors such as; nature of the project, contractual agreements, relationships between players in the project, competency of project managers, and the abilities of the key team players (Chow et al., 2005).

Furthermore a successful project execution is the main business objective of many organizations. Performance is a useful term to describe the ability of a team and the processes that the team go through. From the research of Henderson and Walkinshaw (2002), it is evident that effectiveness, pertains specifically to the accomplishment of the goals, milestones, and objectives as defined by the requirements of the context or the stakeholders. By contrast, performance pertains more closely to how well the task work and teamwork is accomplished.

Well-trained and efficient project team guarantees an accurate and on-time completion of projects given to them. This permits the organization to take on more projects, generate more revenue without having to add more staff. Research has shown that people management drives project success more than technical issues does (Scott-Young and Samson 2004). Project team factors involving the abilities and characteristics of team contributors is reasoned for the successful completion of projects. The competence of the team members such as communication skills, technical task, troubleshooting, and monitoring, and feedback is also found to be a necessary aspect throughout the implementation levels (Amponsah and Darmoe 2014).

When investigating the factors that contribute to a project's success, scholars have pointed to the resources and competences held by team members, the human resource management (HRM) practices applied, and the characteristics of the performed task (Floriciel et al., 2016). Teamwork is reconsidered as a key contributor to performance as it gives the means through which team players are able to integrate a multitude of expertise needed for successful completion of a project (Mendelsohn, 2008).

This study attempted to investigate the effect of team management practices on project performance on development projects in the case of Islamic relief projects.

### ***1.2 Back ground of the organization***

Islamic Relief is an international relief and development charity established in 1984 with its headquarters in Birmingham, UK. As well as responding to disasters and emergencies, Islamic Relief promotes sustainable economic and social development by working with local communities – regardless of race, religion or gender. The office officially started its operation in Ethiopia in 2004. Islamic Relief Ethiopia (IRE) operates in the Somali Regional State with a base office in Hargelle, Elkere, Bare and Dekasuftu, Afar Regional State; Ewa and Gulina, Oromia Regional State; Chiro and Meeso and an additional operational office in Addis Ababa.

With the ongoing effect of climate-change on local communities, Islamic Relief Ethiopia work with local communities to increase their resilience to potential disasters and become financially self-sufficient. Long-term development projects improve access to water and sanitation and working to keep families food secure. By helping communities prepare for potential disasters and offering livelihood support, including insurance loans, satellite mapping technology and veterinary training, Islamic Relief work with communities to rebuild/keep their cattle stocks safe and become financially stable should disaster strike.it also works in education, child care, health and sanitation programs.

IRE work also tackling gender-based inequalities to ensure that both men and women can lead more secure, healthier lives. In addition, IRE also working on promoting women's and girls' rights from a faith-literate perspective, tackling harmful social attitudes and practice. In gender-based violence (GBV) project blends advocacy,

income generation, capacity building and education to combat major forms of GBV prevalent in the community.

### ***1.3 Statement of the problem***

Successful project management relies on identifying key determinants of project success. Mullaly and Thamhain (2004) found that the human side of project management drives team performance. Investigating the team management practices like, motivation, decision making, conflict management will help project managers to best equipped with knowledge of human factor so that to increase performance of projects and achieve success.

Based on that, there exists sufficient body of research that investigates project team management practices on performance of projects. To mention some of them Antoniadis (2012): Jayarathna and Weerakkody (2016): Chiocchio (2007): Shaw, Zhu, Duffy et al (2011), investigated project team management practices effect on project performance. A study by Jayarathn and Weerakkody, (2016 ) attempted to link poor team management to low productivity and reduced performance Furthermore a study on the factors of project performance by McManus and Wood-Harper (2007) suggests that about 65% of causal factors to poor performance and failure of projects is caused by among other factors poor team leadership. However, a study conducted by Hyvari (2006) to examine project performance indicated that certain team management aspects decreased their influence on project performance in the following order: competence (23%), commitment (22%), and communication (18%), trouble shooting (8%), monitoring and feedback (7%). In support, Lindsjorn, etal (2016) aver that teamwork quality, team learning and work satisfaction have strong positive contribution to project success.

However the above mentioned previous studies are general and they may not explain team management practices on development projects. The critical success factors may not be similar for all project types and couldn't be generalized. So the subject should be further tested in this new setting on development projects. Beside this previous studies used descriptive statistics to know the effect here using regression is more powerful to see the effect of team management variables. This study has

focused on the team management practices like team selection, learning, communication, conflict resolution, reward systems and innovativeness affects the performance of projects.

#### **1.4 Objectives of the Study**

##### **1.4.1 General objective**

The general objective of this study was to assess effect of team management practices on performance of development projects: case of Islamic Relief projects.

##### **1.4.2 Specific objectives**

1. To investigate the extent to which team selection practices influence performance of development projects.
2. To assess the extent to which conflict resolution practice influence performance of development projects.
3. To assess to assess the effect of creativity and innovation practices influence on performance of development projects.
- 4, To identify the effect of training practices influence performance of development projects.
- 5, To establish the extent to which team motivating and rewarding practice influence performance of development projects.
- 6, To analyze the extent to which team communication practices influence performance of development projects.

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

Doing research on the effect of project team management practice on performance of projects will help project managers and human resource managers to utilize the team members potential and to bring project performance and success. Furthermore the arguments and empirical evidence which will dealt in this research will enormously contribute to the current academic world by bringing fresh insights. Another significance of this research is the first hand information from project team members in the organization will help future research on the subject.

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

### **1.6.1 Subject Scope**

The study was conducted on the effect of team management practices on project performance. The areas of the subject coverage included were team selection, communication, learning, creativity, motivation and reward and conflict resolution practices effect on project performance.

### **1.6.2 Geographical scope**

The study were conducted at Islamic Relief organization project team members located in Addis Ababa head office, Afar and Hararge. The choice of it is due to the fact that it is will give enough sample for the research.

### **1.6.3 Time scope**

The study were carried out for a period of three months (APRIL 2022 to JUNE 2022). The period of study is chosen because of the time table of the university and the fact that it three months seem adequate in providing the research findings.

## ***1.7 Limitation of the study***

The first limitation of the study is it only concerned on team selection, motivation, communication, conflict resolution, learning and innovativeness practice.it doesn't include other dimension of team management practices like team cohesion, team efficacy, team work etc. Other limitation of this study was associated with lack willingness of the organization to permit the research to be carried out on their organization. They also shows long bureaucracy to give permission .To overcome this problem the latter from university were given and explained the purpose of the research well .From respondents side they don't return the questioner in the required time. To overcome this challenge, repeated phone call for project coordinators were used.

## ***1.8 Organization of the thesis***

The first chapter presents the background of the study, statement of the problem, research questions, and objective of the study, significance of the study, the scope of the study and limitation of the study. Chapter two presents with review of theoretical, theoretical and empirical literature related to the study. Chapter three deals with the research methodologies like data collection, analysis, presentation and sampling methods. Chapter four provides results and discussion. Finally, Chapter five presents summary, conclusions and recommendations.

## ***1.9 Ethical Considerations***

The study addressed participants about the purpose, nature, data collection methods, and extent of the research before carried out it. Researcher disclosed to them their typical roles and assured that no participants will be put in a condition where they might be abused as a result of their participation, physical or psychological. The research strictly followed ethical guidelines used as standards about the honesty and trustworthiness of the data collected and analysis. Beside these the Researcher were made it clear that the participants' names would not be used for any other purposes, nor will information be given that shows their identity in any way. It were informed to the participants that the research is only for academic purpose and their participation in it is totally on their willingness.

# CHAPTER TWO

## Literature Review

### 2.1 Introduction

This chapter reviews related literature on team management practices which may help to respond theoretical and empirical research questions. It consists of the theoretical review, empirical studies, and conceptual framework of the study. The first part is theoretical literature which includes the definitions of project, performance and team. And it also presents theories of team management practices. The second part deals with empirical literature reviews and it presents various empirical studies on effect of team management practice on project performance. The third part presents the conceptual framework of the study and shows the independent variables and dependent variables relations.

### 2.2 *Theoretical literature*

#### 2.2.1 Definition of terms and concepts

**Team:** According to Leigh, (2008), "team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

#### **What is a Project?**

Based on the Project Management Institute, (2017), a project can be defined as a "temporary endeavor" aimed to drive changes in teams, organizations, or societies. The output of a project is normally a unique product, service, or result.

**Performance:** According to Mangkunegara (2005), explains that Performance is the work ability that is manifested by the work result. It is said that generally performance is divided into two, individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while performance of organization is a combination of individual performance with group performance.

### **Factors affecting performance**

According to Wibowo (2016), factor affecting performance are as follows:

1. Personal factors, indicated by the level of skill, competence possessed, individual motivation and commitment.
2. Leadership factors, determined by the quality of encouragement, guidance and support, carried out by managers and team leaders.
3. Team factors, indicated by the quality of support provided by colleagues.
4. System factors, indicated by the work system and facilities provided by the organization.
5. Contextual / situational factors, indicated by high levels of pressure and changes in the internal and external environment.

**Project Performance:** According to Chan and Chan, (2004) Project performance is a measure of the progress and achievements made during the project implementation discourse relative to the planned expectations.

### **2.2.2 Project human resource management**

According to PMI (2013), Project Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is consist of the people with assigned roles and responsibilities for accomplishing the project. Project team members have different skill sets, may be assigned full or part-time, and may be added or removed from the team as the project progresses. Project team members may also be known to as the project's staff. Although specific roles and responsibilities for the project team members are assigned, the participation of all team members in project planning and decision making is beneficial. Involvement of team members during planning adds their expertise to the process and strengthens their commitment to the project. Project human resource management includes the following.

1. Plan Human Resource Management—the process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.
2. Acquire Project Team—the process of confirming human resource availability and obtaining the team necessary to complete project activities.
3. Develop Project Team—the process of improving competencies, team member interaction, and overall team environment to enhance project performance.

4. Manage Project Team—the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

### **2.2.2.1 Plan Human Resource Management**

According to PMI (2013), Plan Human Resource Management is the process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan. The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release.

Human resource planning is important to determine and identify human resources with the necessary skills required for project success. The human resource management plan explains how the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project. It also embrace the staffing management plan including timetables for staff acquisition and release, identification of training needs, team-building strategies, plans for recognition and rewards programs, compliance considerations, safety issues, and the impact of the staffing management plan on the organization(PMI ,2013).

Effective human resource planning should take account of plan for the availability of or competition for scarce resources. Project roles can be designated for teams or team members. Those teams or team members can be from inside or outside the organization performing the project. Other projects may be competing for human resources with the same competencies or skill sets. Given these factors, project costs, schedules, risks, quality, and other project areas may be significantly affected (PMI ,2013).

### **2.2.2.2 Acquire Project Team**

According to (PMI, 2013) Acquire Project Team is the process of confirming human resource availability and obtaining the team necessary to complete project activities. The key benefit of this process consists of outlining and guiding the team selection and responsibility assignment to obtain a successful team.

According to(PMI ,2013).The project management team may or may not have direct control over team member selection because of collective bargaining agreements, use of subcontractor personnel, matrix project environment, internal or external reporting

relationships, or other various reasons. It is important that the following factors are considered during the process of acquiring the project team:

- The project manager or project management team should effectively negotiate and influence others who are in a position to provide the required human resources for the project.
- Failure to acquire the necessary human resources for the project may affect project schedules, budgets, customer satisfaction, quality, and risks. Insufficient human resources or capabilities decrease the probability of success and, in a worst case scenario, could result in project cancellation.
- If the human resources are not available due to constraints, such as economic factors or previous assignments to other projects, the project manager or project team may be required to assign alternative resources, perhaps with lower competencies, provided there is no violation of legal, regulatory, mandatory, or other specific criteria.

These factors should be considered and planned for in the planning stages of the project. The project manager or project management team will be required to reflect the impact of any unavailability of required human resources in the project schedule, project budget, project risks, project quality, training plans, and the other project management plans (PMI, 2013).

### **2.2.2.3 Develop Project Team**

According to PMI, (2013), Develop Project Team is the process of improving competencies, team member interaction, and overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Project managers should acquire skills to identify, build, maintain, motivate, lead, and inspire project teams to achieve high team performance and to meet the project's objectives. Teamwork is a critical factor for project success, and developing effective project teams is one of the primary responsibilities of the project manager (PMI, 2013).

Project managers should create an environment that facilitates teamwork. Project managers should continually motivate their team by providing challenges and opportunities, by providing timely feedback and support as needed, and by recognizing and rewarding good performance. High team performance can be achieved by using open and effective communication, creating team building opportunities, developing trust among team members, managing conflicts in a constructive manner, and encouraging collaborative problem solving and decision making.

The project manager should request management support and/or influence the appropriate stakeholders to acquire the resources needed to develop effective project teams (PMI, 2013). Project managers operate in a global environment and work on projects characterized by cultural diversity. Team members often have diverse industry experience, know multiple languages, and sometimes operate in the “team language” that may be a different language or norm than their native one. The project management team should capitalize on cultural differences, focus on developing and sustaining the project team throughout the project life cycle, and promote working together interdependently in a climate of mutual trust. Developing the project team improves the people skills, technical competencies, and overall team environment and project performance. It requires clear, timely, effective, and efficient communication between team members throughout the life of the project. Objectives of developing a project team include, but are not limited to:

- Improving knowledge and skills of team members to increase their ability to complete project deliverables, while lowering costs, reducing schedules, and improving quality;
- Improving feelings of trust and agreement among team members to raise morale, lower conflict, and increase team work; and
- Creating a dynamic, cohesive, and collaborative team culture to (1) improve individual and team Productivity, team spirit, and cooperation and (2) allow cross training and mentoring between team members to share knowledge and expertise (PMI, 2013).

#### 2.2.2.4 Team-Building Activities

According to Tuckman, (1965), team building activities includes five stages of development that teams may go through. Although it's common for these stages to occur in order, it's not uncommon for a team to get stuck in a particular stage or slip to an earlier stage. Projects with team members who worked together in the past may skip a stage. The duration of a particular stage depends upon team dynamics, team size, and team leadership. Project managers should have a good understanding of team dynamics in order to move their team members through all stages in an effective manner.

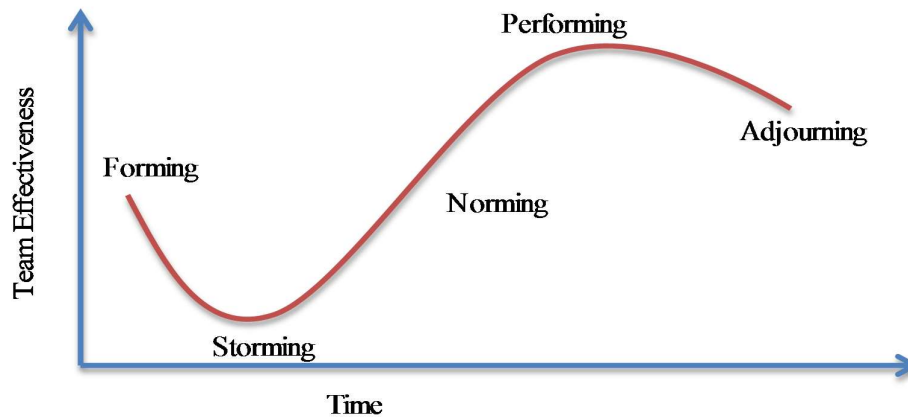
- Forming: This phase is where the team meets and learns about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.
- Storming: During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.
- Norming: In the norming phase, team members begin to work together and adjust their work habits and

Behaviors to support the team. The team learns to trust each other.

- Performing: Teams that reach the performing stage function as a well-organized unit. They are Interdependent and work through issues smoothly and effectively.
- Adjourning: In the adjourning phase, the team completes the work and moves on from the project.

This typically occurs when staff is released from the project as deliverables are completed or

as part of carrying out the Close Project or Phase process.



**Figure 1: Team development stages**

#### **2.2.2.5 Manage Project Team**

According to PMI, (2013) Manage Project Team is the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The key benefit of this process is that it influences team behavior, manages conflict, resolves issues, and appraises team member performance.

As a result of managing the project team, change requests are submitted, the human resource management plan is updated, issues are resolved, input is provided for performance appraisals, and lessons learned are added to the organization's database.

Managing the project team requires a variety of management skills for fostering teamwork and integrating the efforts of team members to create high-performance teams. Team management involves a combination of skills with special emphasis on communication, conflict management, negotiation, and leadership. Project managers should provide challenging assignments to team members and provide recognition for high performance.

### 2.2.3 Characteristics of effective teams

According to <https://www.indeed.com/career-advice/career-development/characteristics-of-effective-teams.effective> teams have the following characteristics.

#### 1. Clear leadership

Successful teams usually have effective leadership, where one or several members act as team leaders. This helps unify the entire team to work toward the same goals. Effective leaders often provide guidance, motivation and focus. They may offer encouragement when the team encounters a challenge. A team might decide to rotate its leadership regularly, offering each member the chance to guide the group's work. Shared leadership can provide a sense of common responsibility and accountability, possibly improving a team's performance.

#### 2. Defined goals

Before working on their tasks, an effective team may first establish their goals. The team might work together to identify common objectives that align with a company's organizational goals. Team members may find it easier to commit to a project's goals when they find them meaningful. They can create plans for how to accomplish these goals, assigning roles and making schedules.

#### 3. Assigned roles

When each team member has an assigned role, they can make effective contributions to their group and help ensure its success. The team leader might designate these roles, or the entire team may work together to best understand each other's skills and expertise and assign roles accordingly. The team might determine specific roles depending on its overall goals.

#### 4. Open communication

A team with open communication allows members to discuss their ideas and feel that their input matters. Successful teams often welcome diverse thoughts and opinions that help them solve problems and complete tasks in creative ways. Effective communication also involves active listening, where members make a conscious effort to hear their teammates' ideas and reflect before responding to them. This allows a team to share its knowledge, experiment with new ideas and work together to develop effective plans.

## 5. Collaboration

Effective teams rely on collaboration to complete their tasks and accomplish collective goals. Collaboration involves seeking help when problems arise and sharing suggestions with one another. Team members may collaborate continuously throughout a project's lifetime to ensure they're working on the right tasks and contributing to the planned outcomes. Collaborative work helps encourage innovation through the exchange of ideas and the collective expertise of a team.

## 6. Trust

Teams that have trust between members often accomplish their goals because they believe in the work process of a project. Trust contributes to open communication, problem solving and collaboration. A successful team might rely on team-building exercises to increase trust between its members.

## 7. Conflict resolution

Successful teams usually have effective methods for resolving any conflicts that may arise. During a disagreement, members may speak to one another calmly, respect each other's ideas and focus on finding a compromise. This helps them listen to differences in opinion and find resolutions that satisfy the needs of the entire group. Effective teams often view disputes as a way to improve their decision-making and problem-solving strategies.

## ***2.3 Empirical literature***

### **2.3.1 The effect of team management practices on performance of projects**

Jehn and Mannix (2001) purported that teams help increase organizational efficiency, flexibility, and performance. According to Tsiga, Emes and Alan (2016) on their study aims to identify the critical success factors for projects in the construction industry. The study identified 58 success factors classified into 11 groups, which were tested using an elicitation technique. The authors adopted the use of the relative importance index to rank the categories. From the results, the top five most important success factors are (1) Project Organization, (2) Project Manager Competence, (3) Project Risk Management, (4) Project Team Competence and (5) Requirements Management.

Gudiene et al., 2014); on the study of Identification and evaluation of the critical success factors for construction projects in Lithuania, Team experience, technical skills, planning and organizing skills, commitment and involvement, teams adaptability to changing requirements, working relationships, educational level, training availability and decision making effectiveness are identified.

According to Noemi and Aphetsi(undated) on their study on the impact of effective project team management on project team productivity a case study of Ghana broadcasting corporation education project they found that Project team management has a direct impact on productivity since this is the core unit of activity execution. At the end it was clear that communications, motivation, effective human resource etc. at the team level are paramount in determining the overall success of a project.

### **2.3.2 The effect of motivation on performance of projects**

Rajput, (2011) explain that the word motivation is comes from a Latin word "Movere" which literally means "to move". They interpret motivation as "the individual's desire to demonstrate the behavior and reflects willingness to expend effort". Thus, the concept of motivation is some driving force within individuals by which they target to achieve some goal in order to fulfill some need or expectation.

The major cause for productivity loss was poor working morale and this includes, people being undervalued and poorly rewarded; an absence of positive team spirit; low motivation; lack of attention to quality; unwillingness to see a job well done; and a poor sense of belonging Mullins, (2008). Motivation can inspire, encourage and stimulate individuals and project teams to achieve great accomplishment. Motivation can also create an environment that foster teamwork and collective initiatives to reach common goals or objectives. The level of motivation can affect all project success factors (i.e. on time, within budget, meet scope and customer's expectation). In order to achieve process success, the project team must be kept in a motivating environment which will enhance the team productivity Peterson, (2007). Also Matsei (2008) made the study on the impact of motivation on employee performance at Metsimaholo district hospital in Sasolburg employing descriptive data analysis and concluded on existence of positive relationship between motivation and employee performance.

Another study conducted by Mbogo (2013) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality employing Statistical Package for Social Studies and showed that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. The study aimed to be done will different from this as it doesn't explore about factors of motivation. Similarly Employees who are effective and efficient are likely to be confined if they are not motivated to perform (Sajuyigbe, Olaoye, and Adeyemi, 2013).

Employee performance plays major role in an organization's performance. Further, in performance and growth of organization, rewards employees play a significant role (Aguinis, 2012). Rewards are decisive to improve motivation among employees and no organization can imagine hitting their goals and objectives without motivating their employees (Kumari, 2014). Reward schemes are aimed to enhance company performance by aligning the interests of employees with the financial performance of their companies (Chin-Ju, 2010).

Reward is a system (e.g. Bonus and profit sharing) that contributes to performance by linking the interests of employees to those of the team and the organization, thereby fostering effort and performance (Armstrong, 2007).

### **2.3.3The effect of communication on performance of projects**

According to Moran,etal.(2014) It is essential that effective team communication occurs throughout the project in order to reduce misunderstanding and unnecessary delays environments that foster effective communication provide the foundation for building the synergy needed to ensure timely and successful project completion. Teamwork requires a planning process in which all team members should be involved and contribute. The entire project team must understand that each and every team member should recognize the importance and impact on effective communication on the overall project. It is also necessary to know they each have a role and responsibility for making it happen. The team must also know the benefits they will get upon communicating, the methods that will be deployed and how to overcome any potential challenges. Communication is vital for project success that is why the project manager spends an enormous amount of time communicating with the various project constituents. Communication represents the links that bind all the project pieces together.

Altinöz (2008) defines communication as a means through which the task and the resources

needed to perform an assignment, the roles and duties and the expected results are clear to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus, effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, showing an understanding of the messages.

Samarasinghe (2019), examined the factors influencing effective and efficient team performance in software development projects. It considered a sample of 186 IT professionals who work in large-scale IT companies in Sri Lanka, and the data was collected through an online questionnaire. Based on the results, the hypotheses were tested to identify the effect of each influencing factor on the performance of software project teams. It was found that communication, cohesion, trust, value diversity and coordination of expertise have significant positive effect on team performance. The findings of this study would be useful for managers, team leads and project managers to enhance the performance of software development teams.

Kibe (2014) analyzed the effects of communication strategies on organizational performance. by using descriptive research design by distributing 132 questionnaires for employees. The results of this research indicated the importance of both the theoretical level and practical level. It concluded that for any organizational performance to be effective, an open communication environment should be encouraged. Once members of the organization feel free to share feedback, ideas and even criticism at every level it increases performance.

According to Chiochio, (2007) communication is a main factor in team performance, successful project completion, and effective project management. Collective asynchronous electronic messages on task and coordination distributed among members of 34 teams were analyzed using time-series analysis. Results indicate that compared to low-performing teams, high-performing teams exchanged more messages, modified their exchanges around milestones, and were more prone to self-organize prior to project completion. Also, high-performing teams began to coordinate themselves later but maintained higher levels of coordination afterward. Project managers could benefit from monitoring the amount and the way their team members discuss task and coordination in order to ensure high team and project performance.

Adegbuyi, O. A, Adunola, O,Worlu, R. & Ajagbe, A. M. (2015) The study was able to ascertain from various literature reviewed that business strategies such as (customer orientation, employee autonomy, communication, training and development job satisfaction, corporate social responsibility, motivational factors) have crucial role to play in organizational performance. Recognizing the causes of organizational performance is necessary particularly with respect to the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. Hence, this study recommends that business organizations should implement appropriate strategies that would foster adequate organizational performance.

Rajhans, (2012). Indicated that clear and honest communication supports to encourage and strengthen relationship and concludes that employee communication has a major role to play in the management effort to reorient employees' perplexity by changes, or inform and motivate those who adapt more readily In Nigeria and other African countries, empirical studies abound also. Udegbe, (2012), made a research on the "Impact of business communication on organizational performance in Nigeria companies, Nigeria". The research employed a descriptive quantitative survey research design. The research showed that in the survey carried out communicating effectively in the business environment is highly encouraged no matter the size and nature of business. The research concludes that business communication generally affects organizational performance to a reasonable extent in Nigerian companies.

Harris,(2010),explain that communication is one of the most dominant and important activities in organizations. Basically, relationships grow out of communication, and the functioning and survival of organizations is relied on effective relationships among individuals and groups. Communication helps individuals and groups coordinate activities to achieve goals, and it's decisive in socialization, decision-making, problem solving and change management processes. Communication assists to motivate, build trust, create shared identity and spur engagement; provides a way for individuals to express emotions, share hopes etc. Communication is important because it is the means by which people either collectively or individually understand their organizations purpose and objectives.

### **2.3.4 The effect of training on performance of projects**

Wright & Geroy (2001) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010).

Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Nick and Thacker (2004) observed that profitability is directly related to the quality and quantity of training. It was concluded from their observation that the survival of firms is directly linked to employee. Training, which was linked to the belief that the benefits brought by training are translated into further profits for the enterprise, due to the real improvement in productivity; profits for workers who take part in the process since it is an instrument to achieve employability, high-quality jobs and better paid jobs, improvement for the whole society and its standards. The philosophy behind this conception was that staff training reduces costs, which in turn increases on the organizational gains.

### **2.3.5 The effect of conflict resolution on performance of projects**

Conflict has both positive and negative effects (Rusell and Jerome cited in Hotepo, Asokere, Abdul-Azeez and Ajemunigbohun, 2010). It can be positive when it supports creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it makes resistance to change, establishes turmoil in organization or interpersonal relations, fosters distrust, builds a feeling of defeat, or broadens the incident of misunderstanding.

Olukayode (2015) analyzed the impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms. Participants comprised 250

employees selected through the use of stratified random sampling technique. Data were gathered through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance.

Ajike, etal (2015) investigated the effect of conflict management on the performance of financial service organization in Nigeria using Access Bank Plc as a case study.

A sample size of eighty-one (81) out of the numerous employees of the bank was studied with questionnaires in three branches of the bank located in Lagos State. A descriptive and regression analysis with the use of SPSS was used to investigate the relationship between conflict management on organizational performance of Access Bank Plc. The findings of the study showed that there was a significant positive relationship between conflict management and organizational performance.

Awan and Saeed (2015) carried out a study on conflict resolution and employee performance in a commercial bank in Pakistan. The study implemented formal questionnaire to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation and variance, and factor analysis were used to analyze and interpret the data. The main findings are that Education does not have any effect on the opinion of respondents on Conflict resolution Strategies. Likewise, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. On the other hand, there is a significant effect of conflict on organizational performance. The research indicate that management should use conflict resolution strategies that improve the performance of the organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to increase their morale.

Toku (2014) carried out a study to explore conflict resolution in basic schools in Ashanti Region of Ghana. Face to face interviews were employed to collect responses from teachers alongside participant observation. The sampling technique used by the researcher in the collection of data was the purposive sampling technique. Content analysis was employed in analyzing the data collected. The study discovered that the integrating style of resolving conflict was the most widely used conflict resolution style in basic schools in the region.

This style placed more emphasis on high concern for self and others as well. It was also discovered that of all the challenges faced in managing conflicts, lack of cooperation on the part of the two parties was considered the most striking challenge. Furthermore, it was also discovered that conflict resolution played a major role in strengthening the bond between management and workers.

Mukolwe et al., (2014) investigated the effect of interpersonal conflict on employee performance of selected hotels in Kisii town, Kenya. The study used both descriptive survey and explanatory research designs and targeted a population of 368 employees of purposively selected hotels. The data was analyzed using descriptive and inferential statistics while multiple regression was used to test the hypotheses. The results showed that interpersonal conflict strategies, relationship conflict and task conflict significantly affect employee performance respectively, while outcomes of interpersonal conflict does not significantly affect organizational performance.

### **2.3.6 The effect of team selection on performance of projects**

Selection is a process of selecting individuals who has suitable qualifications to fill an existing or future job vacancy (Yahaya, et al 2009). A study conducted by O. J.,Ekwoaba et al, (2015) which explored the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos Nigeria as focal point. The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents showed that recruitment and selection criteria have significant effect on organization's performance. The more objective the recruitment and selection criteria, the better the organization's performance.

The study conducted by Rahmany, (2018) on the effect of recruitment/selection process on employees' performance in Afghanistan civil service. The research was done in deductive

research approach, and data is gathered through quantitative data collection method. The primary data is gathered by distributing close-ended questionnaires to job candidates and employees to evaluate recruitment/selection processes and employees' performance. Provided data is analyzed by SPSS version 20. In order to capture the goal of research, 120 questionnaires have been distributed, and the recruitment/selection is taken to account as an independent variable and employees' performance as a dependent variable. Furthermore, secondary data is collected through books, articles, and particularly annual report about Afghanistan. Finding indicates a high level of correlation between employees' performance and recruitment/selection processes.

The study conducted by Adil and Javed(2018) based on Jeddah, Saudi Arabia, where 20 respondents were asked for regarding how recruitment and selection process of the organization impacts their performance. The findings of the study showed a correlation between the recruitment and selection practices and its impact on the employee performance. The result highlighted that small or medium scale organizations needs to focus on defining the recruitment and selection process in details for right candidate, for the right work at the right place can be hired. This makes employee satisfies their job, increasing the motivation to perform better and benefiting the organization in achieving competitive edge in the industry.

### **2.3.7 The effect of creativity and innovativeness on performance of projects**

Rogers (2003) explains that innovativeness is the extent to which an organization adopts new methods relative to its rivals. It can be the generation and acquisition of new value, and accomplishment of new methods, inter and extra organizational relational, and the transformation of mindset and business models to develop sustainability (Yidiz et al., 2014).

Runco (2000) states that creativity is an expression of adaptability, and is an integrative application of transformational experience, individual subjective awareness and motivation. In addition, employee creativity is the key in fostering competitive advantage by contributing fundamentally to effectiveness and viability of organization (Shalley, Zhou & Oldham, 2004). Innovation has positive influence on performance, focuses on a sample of US business service companies, Mansury and Cinta (2008) explored that the presence and the level of service innovation has positive influence on company growth but does not have influence on productivity. To add more, innovation is very important in improving performance

(Svejenova et al., 2007).

Celine et al, (2015) in their research results specifically find that output innovation leads to a great increase in performance but it is also discovered that the relation of Innovation and performance is stronger for younger companies. The same results are found in the service context, of which innovation has proven to be an important driver of performance. The findings are also supported by the research results of Osman, et al (2015) which proves that innovation has positive and significant influence on employee performance at Tenaga Nasional Berhad (TNB)/limited labor Malaysia. Innovation is measured by innovations in technology use and organizational culture, product innovation and process innovation. Innovation on indicators of technology and organization, products and processes has been proven significantly influencing on the improvement of employee performance.

Kemp, et al, (2003) in his research on small and middle-scale companies in Europe have proven that innovation in products and services is dominantly implemented. The larger the size of the company is, the innovation process will be intensively implemented. It shows innovation goes well through adequate funding and resources support. The relation between innovative output and company performance indicates that there are only two indicators which are found as significant effects, growth in turnover and growth in employment, while Profit and productivity are not significantly influenced by innovative output.

Mansury and Cinta (2008) find that the presence and the level of service innovation has positive influence on company growth but does not have influence on productivity.

### **2.3.8 Research hypothesis**

Based on the above foundational theoretical and empirical reviews this study intends to address the following research hypothesis.

Haypothesis1: There is a positive relationship between team selection practices and performance of development projects.

Haypothesis2: There is a positive relationship between conflict resolution practices and performance of development projects.

Haypothesis3: There is a positive relationship between creativity and innovation practices and performance of development projects.

Haypothesis4: There is a positive relationship between practices of training and performance of development projects.

Hypothesis5: there is a positive relationship between motivating and rewarding practices and performance of development projects.

Hypothesis 6: There is a positive relationship between communication practices and performance of development projects.

### 2.3.9 Conceptual frame work of the study

Conceptual frame work of the study is designed by considering the associated literature. The Conceptual frame work is used to explain the effect of team management practice on the Project performance. The independent variables are team innovativeness and creativity, team motivation and reward practices, team conflict resolution, training, team communication and team selection. The dependent variable is project performance. The conceptual framework shown in the figure below is used to indicate how team management practices affect project performance.

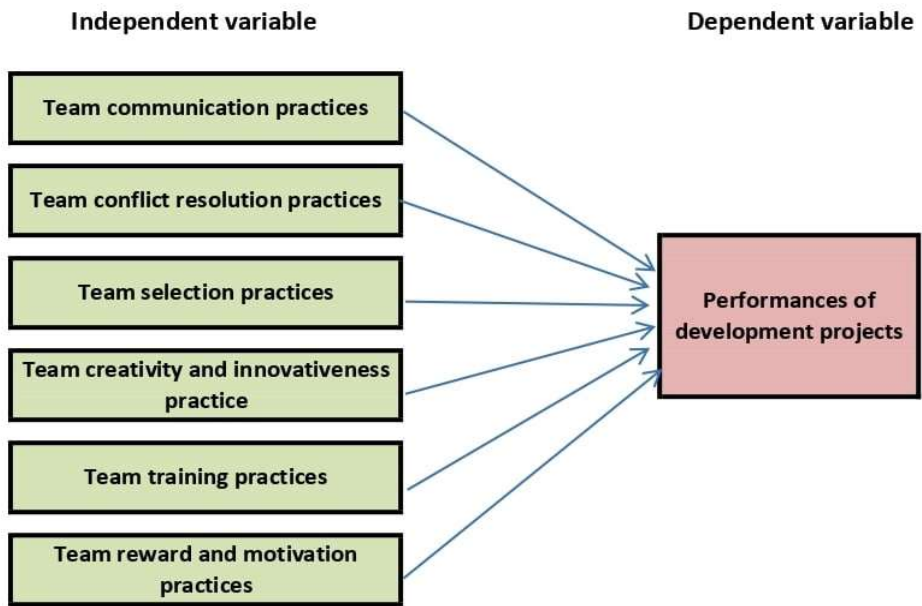


Figure2: conceptual frame work of the study source (own computation)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### ***3.1 Research Design***

According to Ram (2010) “A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure”. The research design here is explanatory research. Engel and Schutt (2010), explain that explanatory research seeks to identify causes, to ascertain causality between factors and to determine effects on behavior of a social phenomenon, and to predict how one phenomenon will change or vary in relation to another variable. This should lead to explaining why events occur and to building, elaborating, extending, testing or revising a theory. It aims at developing and testing theory in a particular field of study. Explanatory studies are normally experimental in nature, where hypotheses can be tested and comparison groups used.

#### ***3.2 Target Population***

The target population is project team members of Islamic Relief project workers in Addis Ababa, Hararge, and Afar project office team members are the target population. In Addis Ababa 15 members, in Afar 30 members and in Hararge 25 team members in total 70 team members were the total population. And for 45 members questionnaires were sent randomly from which 35 were returned.

#### ***3.3 Sample Size and Sampling Procedures***

This study employed random sampling in selecting project team members who are currently working on Islamic Relief projects in Addis Ababa, Afar and Hararge project office project team members. The 35 respondents were selected randomly from project implementing team members. The 35 respondents are above the minimum requirements of 30 cases for correlation analysis (Best and Kahn, 2009).

### ***3.4 Sources of data***

Data for this study was collected from secondary and primary sources of data which quantitative and qualitative in nature. The secondary sources of information were collected from internet in which scholarly articles, journals and project management books were be used.

The primary data were collected from project team members using structured questioner in the form of likert scale filled online format and paper. Interview questioners in the form of open ended and close ended were also used to collect information's which need opinions and judgment and clarification.

### ***3.5 Data Collection Instruments***

The study used structured questionnaires and key informant interview to collect quantitative and qualitative data from the 35 respondents. A questionnaire is list of questions prepared for respondents' answer (Best and Kahn, 2009). While questionnaires are objective, easy to administer and can collect data from large group of respondents in a short time at minimal cost, they may be difficult for respondents to comprehend.

### ***3.6 Data Analysis Methods***

The study used both descriptive and inferential statistics. Descriptive statistics used were percentages, standard deviation and arithmetic mean. Inferential statistics used were one way ANOVA, spearman correlation coefficient ( $r$ ) and ordinal regression for testing hypothesis of the quantitative data and to see the correlation were used. Parameter test on ordinal regression analysis were used to see the effect of dependent variables on the independent variable. Key informant interview were analyzed by qualitative method.

### ***3.7 Validity and reliability***

Reliability and validity are concepts used to evaluate the quality of research. They show how well a method, technique or test measures something. Validity Test is used to determine the feasibility of items in a list of statements in defining a variable. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure. To check and

maintain the validity of the data collection items, intensive literature were reviewed, expert in the area was consulted and pilot study is conducted. The study addressed content validity through the review of literature and adapting instruments used in previous research. The reliability of the Likert-scale questionnaires were determined using Cronbach's Coefficient Alpha method at  $\alpha = 0.5-1$ .

Cronbach alpha is represented as a number between 0 and 1. Depending on this, the researcher Performed the reliability analysis by measuring Cronbach's alpha for all variables as a whole and individually. As scholar's depicted If alpha is high (.70 or higher) then this indicates that all of the items are reliable and the entire test is internally consistent. The overall result showed that 0.657 value of Cronbach's alpha, which is very near to the minimum cut off alpha of 0.7. The Calculated Cronbach's alpha coefficient is shown in the table below.

Table 3.1 Reliability Test Result

Items	Cronbach Alpha	Number of Items
Team selection practices	0.71	5
Team communication practices	0.65	5
Team motivation practices	0.61	5
Team creativity and innovativeness practices	0.58	5
Team conflict resolution practices	0.73	5
Team training practices	0.67	5
Project performance	0.65	4
Over all	0.67	34

Source: survey data (2022)

### 3.8 Prediction of the model

Model Summary: In model summary, project performance was used as the dependent variable while activities of team management practices were used as the Independent variables.

Performance of development projects and team management

Practices = f (team management practices)

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \epsilon, \text{ Where;}$$

Y:	Performance of development projects
X1:	Team selection
X2:	Team motivation
X3:	Team communication
X4:	Team dispute resolution
X5:	Team creativity and innovation
X6:	Team training
$\beta_0$ :	Constant term
$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$	Beta coefficients
$\epsilon$	Error term

# **CHAPTER FOUR**

## **RESULTS AND DISCUSSIONS**

### ***4.1 Introduction***

This chapter displays analysis, interpretation and presentation of the data used for the study. It is discussed in according to the ultimate research objectives of the study. Six Hypothesis were tested out and quantitative and qualitative research method were selected to test the hypothesis. Survey questionnaire and in-depth interview were used under the mixed approaches as research methods to collect the necessary data and information in accordance with the mentioned hypothesis. Statistical testing and interpretation of the results are done using SPSS version 25. Descriptive analysis is presented using frequency, mean maximum ,minimum and percent whereas inferential analysis were presented by using spearman correlation and ordinal regression model and ANOVA.

#### **4.1.1 Sample and Response Rates**

Based on the methodologies depicted in chapter three simple random sampling, were employed to get response from project team members of sample size 60. 45 questionnaires were distributed on line and in paper. Beside this interview questioner of 5 were distributed to 5 team members. From the 45 questioner 35 were returned and from 5 interview question all were returned. In total 40 questioner were returned which shows a response rate of 80%.

### **4.2 Descriptive Analysis**

This section presents the descriptive statistics of dependent and independent variables used in this study. The dependent variable used in this study is project performance and the independent variable is project team management practices. The result of the descriptive statistics which includes mean, maximum, minimum, standard deviation and others statistics value and its interpretations are presented below next to respondents profile.

#### 4.2.1 Respondents Profile

Demographic characteristics of respondents of this study are summarized and major findings of each of demographic variables are presented below.

**Table 4.1: Sex of respondents.**

SEX					
		Frequency	Percent	Valid Percent	Cumulative Percent
	female	9	25.71	25.71	25.71
	male	26	74.28	74.28	25.71
	Total	35	100.0	100.0	

Source: survey data (2022)

From total of 35 respondents, 9 (25.71%) were found to be Male and the remaining 26(74.28 %) of the respondents were Female. Based on the findings, majority of the employees in Islamic Relief are Male.

**Table 4.2: Age of respondents**

AG					
		Frequen cy	Percent	Valid Percent	Cumulative Percent
Valid	<25	5	14.28	14.28	14.28
	26-40	14	40.0	40.0	40.0
	40-50	12	34.28	34.28	34.28
	>50	4	11.42	11.42	14.42
	Total	35	100.0	100.0	
Total					

Source: survey data (2022)

The highest percentage of respondents that accounts for 14 (40.0 %) consists of people of 26-40 years of age. The next higher groups of 34.28 % of respondents were within the age

group of 40-50 and 5 % of respondents were within the age group of less than 25. Finally 11.28 % of respondents are greater than 50 years.

**Table 4.3: Educational background of respondents.**

EDUCATION						
		Frequency	Valid Percent	Cumulative Percent		
Valid	certificate	2	5.7	5.7		
	diploma	4	11.4	11.4		
	First degree	14	40.0	40.0		
	masters	14	40.0	40.0		
	PHD	1	2.9	2.9		
	Total	35	100.0	100.0		

Source: survey data (2022)

With regard to educational background, B.A/B.Sc. Degree and MA/Msc holder respondents each constitute the highest number 40% % (14), followed by diploma 11.4% (4).and finally 2.9% (1) of respondent Is PHD holder.

**Table 4.4: service years of respondents.**

SERVICE							
		Freque ncy	Percent	Valid Percent	Cumulative Percent		
Valid	1-2years	10	28.6	28.6	28.6		
	2-5years	14	40.0	40.0	40.0		
	>5	11	31.4	31.4	31.4		
	Total	35	100.0	100.0	100.0		

Source: survey data (2022)

Table 4.4 shows the work experience of the respondents in the organization. Accordingly, 20 (43.8 %) of the total respondents have less than 2 years of experience, 14 (40%) of

respondents have 2-5 years of experience, and 11(31.4%) have greater than 5 years of work experience in the organization.

**Table 4.5: work position of respondents.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	junior officer	7	20.0	20.0	20.0
	middle level officer	20	57.14	57.14	57.14
	supervisor	2	5.71	5.71	5.71
	project manager	3	8.5	8.5	8.5
	project coordinator	3	8.5	8.5	8.5
	Total	35	100	100.0	

Source: survey data (2022)

As the above table shows 7(20%) of respondents are junior officer, 20(57.14%) are middle level officer, 2(5.7%) of respondents are supervisors, 3(8.5%) are project manager and 3(8.5%) are project coordinators.

**Table 4.6 department of respondents**

		<b>DEPT</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	livelihoods	10	28.6	28.6	28.6
	emergency	11	31.4	31.4	31.4
	education	3	22.9	22.9	22.9
	nutrition	8	20.0	22.9	91.4
	WASH	3	8.6	8.6	8.6
	Total	35	100.0	100.0	

Source: survey data (2022)

As table 4.6 shows 28.6% Of the respondents work on livelihoods department,31.4% Of respondents work in emergency department,22.9% respondents work in education department,20% work in nutrition department,8.6% work in WASH department.

#### 4.2.2 Frequency statistics

The frequency of five point likert scale responses for the six team management practices as well as Project performance are presented below.

**Table 4.7: Frequency Table**

Items	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Fre q	percen t	Fre q	percen t	fre q	perce nt	fre q	percen t	fre q	percen t
Team selection practice	106	60%	62	35.42%	7	4%				
Team communication practice	100	57.14%	68	35.42%	7	4%				
Team motivation practice	1	0.57%	8	4.57%	63	36%	83	47.42%	20	11.42%
Team creativity practice	72	42.85%	98	56%	4	2.28%	1	0.57%		
Team conflict resolution practice	92	52.57%	74	42.26%	6	3.42%	3	1.71%		
Team training practice	87	49.71%	80	45.71%	8	4.57%				
Project performance	82	46.85%	52	29.71%	5	2.85%	1	0.57%		

Source: survey data (2022)

Majority of the respondents are positive about the project team management practices and project Performance as it can be seen from table 4.7 above. 60 % of the respondents strongly agree and 35.42 % agreed with team selection practice. However, among the five questions presented in this category, only 7% fall under neutral and no respondents are under disagree and strongly disagree category. In the case of Team communication practice 57.14% of the respondents strongly agreed and 35.42% agreed and 7% are neutral. This shows there is high communication practice in the organization. With regard to team motivation practice 0.57% of the respondents strongly disagree and 29.0 percent of them agree 36% of the respondents are neutral and 47.42% of the respondents disagreed and 11.42% of respondents are strongly disagreed. This shows that team motivation and reward practice is very poor in the organization.

For team creativity practice it can be seen that 42.85% of the respondents strongly agreed 56% agreed and 2.28% fall under neutral and 0.57% are disagreed. This shows that there is high practice of team creativity and innovativeness. For team conflict resolution practice 52.57% strongly disagreed, 35.42% agreed, 3.42% are neutral and 1.71% are disagreed. This indicates team conflict resolution practice is highly practiced.

For team training practice 49.71% are strongly agreed, 45.71% are agreed, 4.57% are neutral. This shows there is good conflict resolution practice in the organization.

Finally, in the case of project performance 46.85% of the respondents strongly agreed and 29.71% agreed 2.85% fall under neutral and 0.57% are disagreed. This indicates that good project performance is observed in the organization.

#### **4.2.3 Team management practices and project performance of in Islamic Relief**

Regarding team management practices and project performance of Islamic relief, different interview questions were employed with selected project managers and project coordinators.

According to the response of the key informants the organization team selection is fair and transparent .with regard to team communication practice the communication practice is effective and the superior contacts direct and openly. With team motivation practice there is no reward and encouraging practice of the organization and they follow blanket type of

payment practice. When looking at the practice of creativity the responded that the organization follows good innovativeness practice. The organization also have good conflict resolution practice and training practice. The project performance of the organization is categorized as good by key informants.

For quantitative analysis of each activities of team management practices a set of questions has been presented to the respondents to rate their perception, knowledge, feelings and Attitudes about different team management activities of the organization on a five point Likert scale ranging from one (strongly agree) to five (strongly disagree). Thus the five team management variables are Ordinal variables. Under this analysis the mean scores of each team management practices as well as the mean scores of each item under each dimension were calculated and presented below along with their respective standard deviation.

**Table 4.8: Descriptive Statistics of team management practices and project performance**

	Number	Mean	Std. Deviation	Minimum	Maximum
Team selection practice	35	4.39	0.32	3.8	5
Team communication practice	35	4.17	0.34	3.4	5
Team motivation practice	35	2.33	0.5	1.2	3.2
Team creativity practice	35	4.27	0.31	3.8	4.8
Team conflict resolution practice	35	4.14	0.35	3.4	5
Team training practice	35	3.91	0.45	3	5
Project performance	35	4.17	0.35	3.5	5

Source: survey data (2022)

The mean score values of team management practices and project performance Islamic Relief Found to be in the range 2.33 to 4.39 with standard deviation ranging from 0.5 to 0.32. Accordingly, team motivation practice has the lowest mean value of 2.33 and standard deviation of 0.5, followed by training practice which has mean of 0.39 and standard deviation of 0.45, then Team communication practice follows

With mean of 4.17 and standard deviation 0.34, and Project performance mean of 4.17 and standard deviation of 0.35 respectively. With mean value 4.17 and standard deviation 0.35 team conflict resolution follows, Team creativity practice with mean 4.27 and 0.35 standard deviation follows, finally team selection practice with mean values of 4.39 and standard deviation of 0.39 ranks the highest.

The maximum value; For team selection, team conflict resolution practice, team communication practice, team training practice and Project performance are 5 and for the Team creativity is 4.8 and team motivation practice is 3.2. regarding minimum value team motivation practice has 1.2 , team training practice 3, team communication practice and team conflict resolution practice both have 3.4 Project performance has 3.5 and team selection has 3.8. The overall result shows that there is a good practice of team management and project performance in the organization except team motivation practice.

Descriptive statistics for each element of project team management practices and project performance are presented below.

**a) Descriptive analysis of team selection practices**

**Table 4.9: Descriptive Statistics of team selection practice**

	N	Minimum	Maximum	Mean	Std.Deviatin
The Employee Selection process for the project was fair and transparent	35	4	5	4.6	0.49
The company facilitates the opportunity for the internal staff to compute equally in the project according to their professionalism and experience	35	3	5	4.5	0.56
I was selected through the right selection process to participate in the project	35	4	5	4.7	0.42
I was selected to participate in the project because of my experience in other projects	35	3	5	4.6	0.65
I was asked about my desire and permission to participate in the project	35	3	5	4.3	0.63

Source: survey data (2022)

The table 4.9 above shows that, the statement, I was selected through the right selection process to participate in the project is perceived well because it has the highest mean value of 4.7. the statement the Employee Selection process for the project was fair and transparent and statement I was selected to participate in the project because of my experience in other projects ranked second both with mean value of 4.6.the last rank was the statement I was asked about my desire and permission to participate in the project with mean value of 4.3.

**b) Descriptive analysis of project communication practices**

**Table 4.10: Descriptive Statistics of project communication practices.**

	N	Minimum	Maximum	Mean	Std.Deviatin
In my organization the superior always makes effort to keep employees up to date on developments	35	3	5	4.62	0.54
In my organization the superior always communicate directly to employees	35	3	5	4.48	0.65
The employees in my organization are able to provide opinions and suggestion to superior on work related issues in the organization	35	4	5	4.37	0.54
In my organization employees are able to share information, collaborate and solve problems in teams	35	3	5	4.62	0.49
Our organization has an effective communication means	35	3	5	4.54	0.61

Source: survey data (2022)

The table 4.10 above shows that, the statement, in my organization the superior always makes effort to keep employees up to date on developments and statement in my organization employees are able to share information, collaborate and solve problems in teams ranked first with mean values of 4.62. the statement, Our organization has an effective communication means ranked third with mean value of 4.54 and the statement, In my organization the

superior always communicate directly to employees ranked fourth and finally the statement, The employees in my organization are able to provide opinions and suggestion to superior on work related issues in the organization ranked last with mean value of 4.37..

**c) Descriptive analysis of team motivation and reward practices**

**Table 4.11: Descriptive Statistics of team motivation and reward practices**

	N	Minimum	Maximum	Mean	Std.Deviatin
The reward and recognition practice on the project was fair	35	1	4	2.40	0.77
The reward and recognition practice motivated me to do more and perform better to meet the project goals and objectives	35	1	3	2.28	0.62
Employees got an appreciation and recognition letter and certificate for their good performance	35	1	3	2.31	0.67
Employees got financial rewards for their good performance on the project	35	1	5	2.14	0.84
In our organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes	35	1	5	2.51	0.98

Source: survey data (2022)

The table 4.11 above shows that, the statement with lowest mean value is the statement; Employees got financial rewards for their good performance on the project, with mean value of 2.14 and standard deviation of 0.84. Second ranked statement is the reward and

recognition practice motivated me to do more and perform better to meet the project goals and objectives with mean value of 2.28.the third higher statement is employees got an appreciation and recognition letter and certificate for their good performance with mean value of 2.31.the forth highest ranked statement is The reward and recognition practice on the project was fair with mean value of 0.40.the highest ranked statement is In our organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes with mean value of 0.52.

**d) Descriptive analysis of project creativity and innovativeness practices**

**Table 4.12: Descriptive Statistics of project creativity and innovativeness practices.**

	N	Minimum	Maximum	Mean	Std.Deviatin
Our team thrives to incorporate new ways to doing things.	35	2	5	4.42	0.69
We are seen as a team that is highly responsive to change.	35	3	5	4.28	0.51
As a team we are always searching for ways to improve service.	35	4	5	4.40	0.49
We use a range of different techniques to solve problems.	35	4	5	4.54	0.50
We are quick to adapt, respond and pounce on opportunities	35	3	5	4.22	0.54

Source: survey data (2022)

The table 4.12 above shows that, the statement with highest mean value is the statement; We use a range of different techniques to solve problems, with mean value of 4.54.the second highest statement is, Our team thrives to incorporate new ways to doing things with mean values of 4.42.the third highest statement is, As a team we are always searching for ways to improve service, with mean value of 4.40.the forth ranked statement is we are seen as a team

that is highly responsive to change with mean values of 4.28. finally the lowest statement is, We are quick to adapt, respond and pounce on opportunities, with mean values of 4.22.

**e) Descriptive analysis of conflict resolution practice**

**Table 4.13: Descriptive Statistics of conflict resolution practices.**

	N	Minimum	Maximum	Mean	Std.Deviatin
I get on well with my colleagues	35	3	5	4.57	0.55
The team regularly sets time aside to review how it resolves problems	35	3	5	4.57	0.55
Decisions are made in a fair and reasonable manner	35	3	5	4.37	0.64
Differences of opinion are valued and recognized.	35	4	5	4.62	0.49
We work to resolve conflict during meeting	35	3	5	4.4	0.55

Source: survey data (2022)

The table 4.13 above shows that, the statement with highest mean value is ,Differences of opinion are valued and recognized with mean value of 4.62.the second highest statement is, I get on well with my colleagues and the statement, The team regularly sets time aside to review how it resolves problem with mean values of both 4.57.the third highest statement is, We work to resolve conflict during meeting with mean value of 4.4.the lowest ranked statement is , Decisions are made in a fair and reasonable manner, with mean value of 4.37.

**e) Descriptive analysis of learning practice**

**Table 4.14: Descriptive Statistics of learning practices.**

	N	Minimum	Maximum	Mean	Std.Deviatin
Trainees on the project are properly Selected to meet the goal of the training.	35	4	5	4.51	0.50
The provided training helped me to perform my task effectively	35	3	5	4.45	0.56
The provided training play a major role for project success	35	3	5	4.37	0.59
The training delivery method were relevant with the training objective	35	3	5	4.48	0.56
There were no biasedness in selecting employee for training	35	3	5	4.42	0.69

Source: survey data (2022)

As Table 4.14 indicates statement Trainees on the project are properly Selected to meet the goal of the training, ranked the highest with mean value of 4.51 the second ranked statement is The training delivery method were relevant with the training objective, with mean value of 4.48. the third ranked statement is The provided training helped me to perform my task effectively, with mean value of 4.45. the fourth ranked statement is ,There were no biasedness in selecting employee for training: with mean value of 4.42. the last ranked statement is ,The provided training play a major role for project success, with mean value of 4.37.

### e) Descriptive analysis of project performance

**Table 4.15: Descriptive Statistics of project performance.**

	N	Minimum	Maximum	Mean	Std.Deviatin
The project met the expected objective and goals.	35	4	5	4.65	0.48
The project was completed within the expected cost	35	3	5	4.48	0.61
The project was completed within the expected time	35	3	5	4.45	0.65
The project has met the intended outcome	35	4	5	4.62	0.49

Source: survey data (2022)

As table 4.15 above shows that statement the project met the expected objective and goals, ranked first with mean value of 4.65. the second ranked statement is that, The project has met the intended outcome, with mean value of 4.62. the third statement is The project was completed within the expected cost, with mean value of 4.48. the fourth statement is that The project was completed within the expected time with mean value of 4.45.

### 4.3 Inferential Analysis

This section presents the result of ANOVA, correlation analysis and an ordinal regression analysis along with its assumption tests. It covers inferential statistics of dependent and independent variables used in this study.

### 4.3.1 Mean Comparison of Department

Table 4.16 ANOVA Test result of Department

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TSP	Between Groups	0.246	5	0.049	0.421	0.831
TCP	Between Groups	1.717	5	0.343	4.496	0.004
TMP	Between Groups	2.164	5	0.433	1.943	0.118
TCRP	Between Groups	0.973	5	0.195	2.357	0.065
TCNP	Between Groups	0.906	5	0.181	1.593	0.193
TTRP	Between Groups	0.690	5	0.138	0.628	0.680
PP	Between Groups	1.314	5	0.263	2.623	0.045

Source: survey data (2022)

As the above table shows the mean value for team selection practice across department are not significant with p-value =0.831 which shows the mean is not equal across department .For team communication the p- value is 0.004 which shows there are equal mean across department. For team motivation the p-value is 0.118 which shows mean are not equal. For team creativity the p-value is 0.065 which shows the mean are not equal. For conflict resolution the p-value is 0.193 which shows the mean are not equal. For training the p-value is 0.68 which shows the mean is not equal. For performance the p-value is 0.045 which shows the mean are equal across department.

### 4.3.2 Mean Comparison of position

**Table 4.17 ANOVA Test result of position**

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
TSP	Between Groups	0.790	4	0.198	2.080	0.108
TCP	Between Groups	0.453	4	0.113	0.978	0.434
TMP	Between Groups	0.976	4	0.244	0.958	0.445
TCRP	Between Groups	0.755	4	0.189	2.167	0.097
TCNP	Between Groups	1.224	4	0.306	3.078	0.031
TTRP	Between Groups	1.098	4	0.275	1.381	0.264
PP	Between Groups	0.975	4	0.244	2.251	0.087

Source: survey data (2022)

As the above table shows the mean value for team selection practice across education are not significant with p-value =0.108 which shows the mean is not equal across position. For team communication the p-value is 0.434 which shows the mean are not equal across position. For team motivation the p-value is 0.445 which shows mean are not equal. For team creativity the p-value is 0.097 which shows the mean are not equal. For conflict resolution the p-value is 0.031 which shows the mean are equal. For training the p-value is 0.264 which shows the mean is not equal. For performance the p-value is 0.087 which shows the mean are equal across position.

### 4.3.3 Correlation Analysis

Correlation is used to measure the association between dependent and independent variables. In this part, the researcher has tried to analyse the correlation between the dependent and the independent variables by applying spearman correlation. Because the result of normality test shows that the data is not normal. If the data is not normal the regression model we use is ordinal and the correlation is spearman correlation. Correlation between team management

practices components; Team selection, motivation, communication, conflict resolution, creativity training and project performance is presented.

The Table below presents the correlation between dependent variable project performance and all the independent variables. If Correlation coefficient (r) closer to -1 means that variables are strongly negatively correlated. If Correlation coefficient (r) closer to 1 means that variables are strongly positively correlated. If Correlation coefficient is 0 it shows no correlation.

**Table 4.18 Correlations of dependent and independent variable**

			TSP	TCP	TMP	TCRP	TCNP	TTRP
Spearman's rho	PP	Correlation Coefficient	0.271	0.123	0.120	.411*	0.236	0.245
		Sig. (2-tailed)	0.115	0.480	0.492	0.014	0.172	0.156
		<b>N</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>

Source: survey data (2022)

As we can see from the above table, Team creativity and innovativeness practice is significantly and moderately correlated variable with the dependent variable (project performance) with a coefficient value of (R=0.411, p <=0.014). The result of the spearman correlation analysis also showed that there is a positive And weak correlation between project performance and team training practice (R=0.245, p <= 0.156) Which is not statistically significant. For team selection practice and project performance (R=0.271, p <= 0.115) it shows positive and weak correlation and are not statistically significant. For reward and motivation practice and project performance (R=0.12, p <= 0.48) is positive and a very weak correlation and it is not statistically significant. For team communication practice and project performance (R=0.123, p <= 0.49) is positive and very weak correlation and statistically insignificant. For team conflict resolution and project performance (R=0.245, p <= 0.156) is positive and weak correlation and statistically insignificant.

### 4.3.4 Regression Result

#### 4.3.4.1 Assumption and tests of ordinal regression

Before regression analysis, tests and assumptions need to be checked to ensure that the data meets the necessary prerequisites for the analysis to be reliable and valid. The normality of the data was checked and the result shows the data is not normal so it urges to use ordinal regression. The other was to check where multicollinearity exists, and the result shows there is no multicollinearity on the data.

#### 4.3.4.2 Multicollinearity Test:

It is the degree to which the independent variables used in multiple regression analysis are correlated. Multicollinearity happen when the predictor variables in the regression model are highly correlated with each other while measuring the same thing. The method to assess multicollinearity is by investigating correlations between the independent variables. To evaluate multicollinearity, indicators of Variance Inflation Factor (VIF) were considered. If VIF value which is greater than 10 shows existence of multicollinearity. As table below shows the VIF result is below 10 which indicates that the VIF is less than 10 and there is no multicollinearity in the variables. The other indicates of multicollinearity is to look for tolerance and the result of tolerance has to be less than 0.1 to indicate the existence of multicollinearity here in the table below the tolerance level is above 0.1 which indicates o multicollinearity doesn't exist in the data.

**Table 4.19 Multicollinearity Test**

<b>Coefficients<sup>a</sup></b>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	TSP	0.750	1.334
	TCP	0.733	1.363
	TMP	0.890	1.123
	TCRP	0.663	1.508
	TCNP	0.671	1.490
	TTRP	0.757	1.322

Source: survey data (2022)

#### 4.3.4.3 Normality Test

The normality assumption test is used to determine if the data is normally distributed or not. The researcher made normality test and the result of Shapiro-Wilk shows most the significant number are below one which shows the data are not normal the graph also shows the data are not normally distributed. When a study is dealing with a small sample size or data less than 100 observation Shapiro-Wilk is used to check the normality

**Table 4.20 Tests of normality.**

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TSP	0.136	35	0.103	0.951	35	0.122
TCP	0.152	35	0.039	0.956	35	0.169
TMP	0.136	35	0.099	0.967	35	0.367
TCRP	0.151	35	0.042	0.921	35	0.015
TCNP	0.178	35	0.006	0.949	35	0.106
TTRP	0.201	35	0.001	0.912	35	0.009
PP	0.201	35	0.001	0.922	35	0.016

a. Lilliefors Significance Correction

Source: survey data (2022)

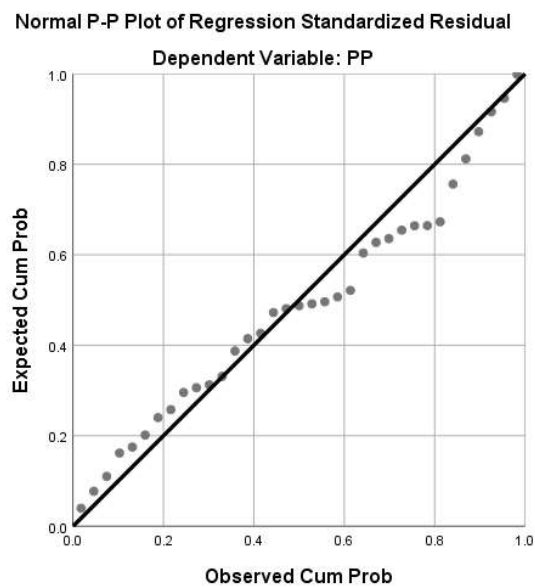


Figure 4.1 normality curve Source: survey data (2022)

#### 4.3.4.4 Analysis of ordinal regression model

For depicting the effect of dependent variable on the independent given the independent variable Regression analysis is used. In addition to correlation ordinal regression analysis is applied in this research to explain association between team management practice and project performance. The result of ordinal regression is presented below.

As table below shows the result of generalized leaner model Value/df for deviance is 0.523, which is  $>0.05$ . This confirms the model fit the data well. Furthermore the Value/df of Pearson Chi-Square is 2.436 which is  $>0.05$  it also confirms the model fit the data well.

**Table.4.21 Model fitting information**

<b>Model Fitting Information</b>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	116.957			
Final	64.568	52.388	20	0.000

Source: survey data (2022)

The significant value of the model fitting information shows that the model fit the data well.

**Table.4.22 Goodness of Fit**

<b>Goodness-of-Fit</b>			
	Chi-Square	df	Sig.
Pearson	121.001	184	1.000
Deviance	64.568	184	1.000

Source: survey data (2022)

The insignificant value of Pearson and deviance shows that the model fit the data well, because both of them need to be insignificant.

**Table.4.23 Pseudo R-Square**

<b>Pseudo R-Square</b>	
Cox and Snell	0.776
Nagelkerke	0.805

Source: survey data (2022)

The pseudo R-Square of the Negelkerke shows that 85% of the variations or change on the dependent variable project performance comes from the independent variables.

**Table 4.2.3 Test of parallel lines**

<b>Test of Parallel Lines<sup>a</sup></b>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	64.568			
General	60.675 <sup>b</sup>	3.894 <sup>c</sup>	100	1.000

Source: survey data (2022)

The insignificant value of test of parallel line shows that the model doesn't violated the assumption of odd ratio. The assumption of the null hypothesis is that the odds of explanatory variables are consistent or the same across different threshold of the outcome variable. Here the result of test of parallel line is insignificant so the model fits the data well.

**Table.4.24 Parameter Estimates**

<b>Parameter Estimates</b>						
		Estimate	Std. Error	Wald	df	Sig.
Location	TSP	7.104	2.032	12.227	1	0.000
	TCP	-6.891	2.209	9.735	1	0.002
	TMP	-0.757	1.071	0.499	1	0.480
	TCRP	10.184	2.926	12.113	1	0.001
	TCNP	-4.573	1.776	6.627	1	0.010
	TTRP	2.915	1.327	4.825	1	0.028

Source: survey data (2022)

The estimate result shows that the odd ratio reflecting the multiplicative change in the odd of being in a higher category on the dependent variable for every one increase on the independent variables holding remaining dependent variable constant. An estimate of > one suggest that an increasing probability of being in a higher level of dependent variable as values of an independent variable increases. Whereas the estimate less than one suggests decreasing probability with increasing values on an independent variables.an estimate of one suggests no Predicted change in the likelihood of dependent variables as values of independent values increases.

When we look at the results of the table, for every one unit increase on team selection practice the value of project performance increases by 7.104 and it is statistically significant at 0.05% with ( $P = 0.000$ ). For team communication practice for every one unit increase on team communication practice the project performance decreases with 6.891 unit, with ( $p = 0.002$ ) which is statistically significant at 0.01%. For team motivation practice for every one unit increase on team motivation practice the project performance decreases by 0.757 unit with ( $p = 0.480$ ) which is not statistically significant. For team creativity and innovativeness practice, for every one unit increase on team innovativeness practice the project performance increases by 10.184 with ( $p = 0.001$ ) which is statistically significant at 0.01%. For team conflict resolution practice, for every one unit increase on team conflict resolution practice the project performance decreases by 4.573 with ( $p = 0.010$ ) which is statistically significant at 0.05%. For team training practice, for every one unit increase on team training practice the project performance increases by 2.915 with ( $p = 0.028$ ) which is statistically insignificant at 0.05%.

## **Hypotheses Test**

Ha1=There is a positive relationship between team selection practices and performance of development projects.

Team selection has an estimate value of 7.104 at ( $P = 0.000$ ).this result implies that team selection practices has a significant effect on project performance, this showing that the study reject the null hypothesis.

Ha2= There is a positive relationship between conflict resolution practices and performance of development projects.

Conflict resolution practices has a negative and significant effect on project performance with estimate value of -4.573 with ( $p = 0.010$ ) thus rejecting the nul hypothesis and accepting the alternative hypothesis.

.Ha3= There is a positive relationship between creativity and innovation practices and performance of development projects.

Creativity and innovation practices has estimate value of 10.184 with ( $p=0.001$ ) thus implying that it has a positive and Significant effect on project performance. Therefore the study rejects the null hypothesis.

Ha4= There is a positive relationship between practices of training and performance of development projects.

Practices of training has a positive and significant effect on performance of projects with estimate value of 2.915 with ( $p=0.028$ ).So the study rejects the null hypothesis and accepts the alternative hypothesis.

Ha5= there is a positive relationship between motivating and rewarding practices and performance of development projects.

Motivating and rewarding practices has a positive and insignificant effect on job satisfaction with estimate value of 0.757 unit with ( $p=0.480$ ).Which shows that a statistically insignificant positive effect on performance. Therefore the study accepts the null hypothesis and rejects the alternative hypothesis.

Ha6= There is a positive relationship between communication practices and performance of development projects.

Communication practices has a negative and statistically significant effect on job satisfaction with estimate value of -6.891 unit, with ( $p=0.002$ ). Thus the study reject the null hypothesis and accepts the alternate hypothesis

## CHAPTER FIVE

### Conclusions and Recommendations

#### *5.1 Summary of Findings*

The main objective of this research was to explore effect of team management practices on the performance of development projects, the case of Islamic Relief. The specific objectives were to identify the effect of (team selection, reward and motivation, communication, conflict resolution, training, creativity and innovativeness, practices) on project performance. The main findings are presented as follows:

- The total reliability statistics of the scale for each variable; team selection, reward and motivation, communication, conflict resolution, training, creativity and innovativeness and project performance indicator's result of cronbach's alpha coefficient is 0.657 is near to 0.7 which is nearer to the desired standard.
- When we look at demographic profile of respondents: The percentage of male population is 74.28 whereas female population is 25.71. Regarding the Age of respondents 14, 28% are <25, 40% are between 26-40, 34.28% are between 40-50, 11.42% are >50. for education 5.7% are certificate, 11.4% are diploma, 40% are first degree, 40% are masters, 2.9% are PHD holders. For respondents service years 28.6% are in 1-2 years, 40% are 2-5 years, 31.4% are >5 years. For position of respondents 20% are junior officer, 57.14% are middle level officer 5.71% are supervisor, 8.5% are project manager, and 8.5% are project coordinators. For department of respondents 28.6% are in livelihoods, 31.4% are emergency, 22.9% are education, 20% are nutrition, and 8.6 are WASH.

- The finding, from descriptive statistics shows that all six of the mentioned variables of team management practices and project management is more than 2.5 which is above average. Accordingly team selection practice has mean of 4.39, team communication practice has mean of 4.17, team motivation practice has mean of 2.33, team creativity practice has mean of 4.27, team conflict resolution practice has mean of 4.14, team training practice has a mean of 3.91 and project performance has a mean of 4.17.

- The Pearson correlation coefficient and ordinal regression was computed with the objective of determining the relationship between the independent variables and the dependent variable. Correlation result indicate that there is appositve and weak correlation to medium correlation among the dependent and independent variables and for most of them the result is statistically insignificant. The result of ordinal regression shows that team selection practice, team communication practice, team creativity practice, team conflict resolution practice and team training practice significantly affects project performance. Whereas team motivation practice is insignificant.

## ***5.2 Conclusions***

The study has examined the effect of team management practices on project Performance of Islamic Relief projects. Based on the major findings, the following conclusions are drawn.

The findings from interview, descriptive as well as inferential statistics informed that there is a relationship between team management practices and project performance of Islamic Relief projects. Concerning correlation, there was a positive weak to medium relationship between the dependent variable and independent variables. Accordingly the substantial Spearman correlation results are  $r=0.27$ ,  $0.123$ ,  $0.120$ ,  $0.411$ ,  $0.236$  and  $0.245$  for team selection, communication, reward and motivation, creativity and innovativeness, conflict resolution, training practices respectively. Thus from these six team management practices, team creativity and innovativeness practices was relatively well correlated variable with project performance followed by conflict resolution and training practices. However the coefficient of correlation of the five variable are weak and statistically not significant which calls for further investigation of these practices.

In the case of ordinal regression, the output of the regression analysis showed both the chi square and deviance are not significant which shows the model is acceptable. The model fitting information result is statistically significant which shows the data fit well the model. Test of parallel line which is not statistically in significant shows the model is acceptable. For result of parameter estimate from the analyzed data, we can infer that there is a significant relationship between team selection practices with p-value of (0,000), team communication also has significant relation with performance with p value of (0.002).for team motivation practice the result shows insignificant with p value of (0.480).for creativity and innovativeness practices on project performance significantly affect with p-value of (0..001). For team conflict negotiation significantly affect performance with p value of (0.010). Team training practice has significant effect with p value of (0.028).

### ***5.3 Recommendations***

Based on the study it was observed that there is a direct and positive relationship between project team management practices and project performance. The following Recommendations are forwarded as possible solution based on the findings of the study:

- The researcher was able to find out from interview with project managers and also the descriptive result that, there is almost no practice of reward and motivation so the organization has to incorporate it to improve the performance of the project.
- Team communication practice, team conflict resolution practice and team training practice are statistically significant.so the organization should strengthen this practice more.
- project creativity and innovativeness practices are found to have a significant relationship with project performance, from these, the researcher advise that, while implementing a project, the organization should consider prioritizing the creativity and innovativeness practice.
- Project team selection practice is also significant effect on project performance so the organization need to implement team selection more than this.

## ***5.4 Limitations and Future Research Direction***

### **5.4.1 Limitations**

The study is not without limitation, various limitations could be stated which can be used as opportunities for future research.

- The first limitation is that, there is a little adequate empirical evidence In Ethiopia concerning team management practices and project performance together. As a result it was difficult to get a well-developed literature that strengthen the research.
- getting permission from the organization and willingness from respondents is a very cumbersome task which makes it the research very difficult.

### **5.4.2 Future Research Direction**

From the findings of the study and research design, the researcher believes that there are issues that are not covered in this study and has to be addressed in future studies to add more insights to the subject. Hence, the following point is taken as direction for future research.

- \* This research, is done on development projects sector however, this study could be applied to other sectors and organizations such as construction sectors, so that the effect of team management practice on project performance can be fully measured and the statistical power can be raised by the variation of the respondents in different work environments so as it is possible to promote generalization.
- \* The variables which have insignificant effect on project performance should be further investigated with deferent methodology.

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**APPENDIX 1:**  
**QUESTIONNAIRE**

**Addis Ababa University**

**School of Commerce**

**MA in Project Management**

**Research title: Effect of project team management practices on performance of development projects. The case of Islamic Relief projects**

I IMAM MUSTEFA ID. GSE/7583 /12 is a student of project management in Addis Ababa university school of commerce. The questioner is prepared with the objective of writing a research for partial fulfillment of masters program in project management. You are kindly requested to respond to the statements which describe a specific situation. You are to decide the extent to which you agree that the statement is typical of your judgment. To do so, tick or circle one of the descriptors beneath the statement. The research is anonymous; you do not need to disclose your personal details. The information you provide will be used purely for academic purpose and will be kept confidential. Participation in this study is absolutely voluntary. It will take 10 to 15 minutes of your time to complete the questionnaire.

Section 1: Demographic Profile of Respondents. Put a tick (✓) in the appropriate space.

1. Which age range do you belong to?

Less than 25     26-40     40-50     >50

2. What is your gender?

Male                   Female

3. What is the highest level of education that you completed?

Certificate     Diploma     First Degree     Masters     PHD

4. Please indicate your functional work unit from which you were selected to the project.

Livelihoods     emergency     WASH     nutrition

5. Please indicate the service years you have in the organization.

1-2 years  2-5 years  above 5 years

6, please indicate your position on the organization.

Junior officer  middle level officer  supervisor  project manager  project coordinators  other -----

**Section 2, project team management practices**

1: Project Team Selection Practice

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick (√) in the appropriate space.

Project Team Selection Practice	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
The Employee Selection process for the project was fair and transparent					
The company facilitates the opportunity for the internal staff to compete equally in the project according to their professionalism and experience					
I was selected through the right selection process to participate in the project					
I was selected to participate in the project because of my experience in other projects					
I was asked about my desire and permission to participate in the project					

## 2: Project communication Practice

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick (√) in the appropriate space.

project communication practices	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
In my organization the superior always makes effort to keep employees up to date on developments					
In my organization the superior always communicate directly to employees					
The employees in my organization are able to provide opinions and suggestion to superior on work related issues in the organization					
In my organization employees are able to share information, collaborate and solve problems in teams					
Our organization has an effective communication means					

### 3: Project reward and motivation Practice

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick (✓) in the appropriate space.

Reward and motivation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
The reward and recognition practice on the project was fair					
The reward and recognition practice motivated me to do more and perform better to meet the project goals and objectives					
Employees got an appreciation and recognition letter and certificate for their good performance					
Employees got financial rewards for their good performance on the project					
In our organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes					

#### 4: Project creativity and innovation Practice

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick (✓) in the appropriate space.

Creativity and innovation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
Our team thrives to incorporate new ways to doing things.					
We are seen as a team that is highly responsive to change.					
As a team we are always searching for ways to improve service.					
We use a range of different techniques to solve problems.					
We are quick to adapt, respond and pounce on opportunities					

**5: Project conflict resolution Practice**

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick(√) in the appropriate space

Conflict resolution	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
I get on well with my colleagues					
The team regularly sets time aside to review how it resolves problems					
Decisions are made in a fair and reasonable manner					
Differences of opinion are valued and recognized.					
We work to resolve conflict during meeting					

### 6: Project learning Practice

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick (✓) in the appropriate space

Training	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
Trainees on the project are properly Selected to meet the goal of the training.					
The provided training helped me to perform my task effectively					
The provided training play a major role for project success					
The training delivery method were relevant with the training objective					
There were no biasedness in selecting employee for training					

### 7: Measurement of project performance

Choose the number that best describes your agreement and disagreement to the following.  
And put a tick(√) in the appropriate space.

Measurement of project performance	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
The project met the expected objective and goals.					
The project was completed within the expected cost					
The project was completed within the expected time					
The project has met the intended outcome					

## **APPENDIX 2: Interview Questions**

1. How do you express project performance of your organization?
2. How do you measure the project performance level within your organization? What Actions are taken to improve project performance?
- 3, how team management practices are implemented in your organization?
4. How do you explain the benefits of team management to a project?
5. What difficulty you have faced in implementing team management?

Thank you for your kind cooperation and giving your invaluable time