



Practices and Challenges of Team Building in Projects under Rama Construction P.L.C.

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Partial Fulfillment of the Requirement for the Degree of Master of Arts in Project Management

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Statement of Declaration

I, the undersigned declare that this study titled ‘Challenges of Team Building in Projects under Rama Construction P.L.C.’ is my original work and have never been submitted to any institution. All sources of information and reference materials used have been duly acknowledged.

Hermela Gebreegziabher

Letter of Certification

This is to certify that this research project, undertaken by Hermela Gebreegziabher with the title ‘Challenges of Team Building in Projects under Rama Construction P.L.C.’ is her own original work and have not been submitted to any institution.

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Approval by Board of Examiners

Members of board of examiners approve that this research project titled, ‘Practices and Challenges of Team Building in Projects under Rama Construction P.L.C.’ undertaken by Hermela Gebreegziabher fulfills the requirements for the Degree of Master of Arts in Project Management and is acceptable with regards to the standards and regulations of the University.

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Abstract

Team building means bringing all the team members to work together towards one common goal. The integrity and creativity of all the team members leads to a successful project. Effective team management is essential for high team performance. But it is not an easy task to build a great team. Most people agree that the challenge in projects is not the technical aspect but managing the project team. Thus, this research is done to identify challenges faced in building an effective team in projects under Rama Construction P.L.C. The objectives of the study are to identify team building practices, team dimensions and challenges of team building in four selected projects under this company. In order to conduct this study an interview and five-point Linkert scale questionnaires were used. The major findings of this study indicates that there are no or minimum challenges regarding acquiring and leading team members and there are good practices such as, project managers' technical capabilities and leadership skills, team members being encouraged to be innovative and to increase their decision-making skill, good communication between team members and right conflict resolution methods. The major challenges found to be, more focus being given on personal achievement rather than team achievement, no regular team performance evaluation being conducted, no regular meetings being held to discuss the progress of the team and to take corrective measures, high team member turnover, trainings not being given to increase team performance, productivity, effectiveness and efficiency and team members and not understanding the vision of the organization.

Key Words: Team Building, Team Dimensions, Project Teams, Challenges of Team Building

Abbreviations

A: Agree

D: Disagree

ETB: Ethiopian Birr

M: Mean

PLC: Private Limited Company

PMI: Project Management Institute

SA: Strongly Agree

SD: Strongly Disagree

Std. D: Standard Deviation

SPSS: Statistical Package for Social Sciences

N: Total Number of Respondents

U: Uncertain

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Chapter One

Introduction

1.1 Background of the Study

In a construction industry delivering a successful project is impossible without team work because construction requires the skills of different professionals like architects, engineers, laboratory technicians, accountants, purchasers and so on. Thus, building an effective team will help the project succeed.

According to Amer Abuhantash, Uday Vasant and Jeffrey Lewin (2019) ‘To be successful companies need to employ and train qualitative staff, provide human resources and develop the organizational structure all as a part of Human Resource Management (HRM).’ So, building an effective does not only make a project successful, it also helps an organization achieve its strategic goal.

In Rama Construction P.L.C. when construction projects officially start one of the biggest challenges is building an effective team in which the team members work towards one common goal. The challenges can be poor communication, lack of leadership, conflict, trust issues, unmotivated team and etc.

The researcher will try to study the practices, dimensions and challenges in four selected projects under Rama Construction P.L.C. (a construction company in Addis Ababa, Ethiopia). First review of related researches will be done on this area to get different perspective. While it was planned to cover all aspects of the subject, more focus was given to researches done on team building practices, team dimensions and challenges of team building.

Four projects located in Addis Ababa were selected and the target population will be four project teams in the respective projects. For data collection, interview will be conducted with the project managers of these projects and questionnaires will be prepared for project team members which will depend on team building practices, dimensions and challenges. After completing data collection, the researcher will analyze it using descriptive statistics and obtain results.

Finally depending on the results obtained, conclusion will be made and recommendations will be given. These recommendations will aid project managers and team members working in Rama Construction P.L.C. in building effective teams so as to mitigate the impact of team performance on project delays.

1.2 Statement of the Problem

Rama Construction (a private limited company) was established in 1995 E.C. in Addis Ababa, Ethiopia. It is a grade one general contractor. Ever since its establishment it has successfully accomplished different construction works for federal government, regional government and the private sectors of Ethiopia. The company is registered under the Ethiopian law and it is ISO certified.

According to Ijeoma Okoronkwo (2017), ‘well-trained and efficient project team guarantees an accurate and on time completion of projects handed down to them. This allows the organization to take on more projects, generate more revenue without having to add more staff. Therefore, project managers should focus on building, managing and leading effective project teams for the success of a project.’ Thus, building a great team will greatly advantage the organization as a whole.

For project managers managing and leading individual team members who have different behavior, background, interest, culture, capability, skill and life goal is very difficult. And for the team members it is hard to interact with each other easily. However, it is imperative to build an effective team as it affects success of a project.

As one employee in Rama Construction P.L.C., the researcher has observed that building an effective team is a major challenge. This is considered as one of the factors which is delaying projects that are being undertaken by the company. Thus, the researcher decided to do a research on this area. This research will attempt to find out and describe project team building practices and team dimensions in the selected projects and challenges encountered. There are limited researches conducted on team building under construction projects in Ethiopia. Thus, this research will bring new insight in this field.

1.3 Research Questions

1. What are the team building practices in the selected projects?
2. What are the dimensions of team in the selected projects?
3. What are the challenges faced in team building in the selected projects?

1.4 Objectives

This research has the following specific objectives: -

- To identify team building practices in the selected projects
- To identify dimensions of team in the selected projects
- To identify the challenges of team building in the selected projects

1.5 Significance of the Study

There are various researches done on challenges of team building in Ethiopia but most of them are specific to companies. Also researches done on construction companies found in Ethiopia are very rare, so from organizational perspective this research will help project managers and other team members in Rama Construction P.L.C. understand existing gaps and take corrective measures. This research will also be helpful to other similar construction organizations.

1.6 Scope of the Study

The scope of this study is limited to investigating the practices, dimensions and challenges of team building in only four projects under Rama Construction P.L.C. located in Addis Ababa, Ethiopia. It will be done by interviewing project managers, preparing questionnaires for construction team members and reviewing related documents. This study will try to cover related topics of team building, the challenges faced in team building and the effects of team building on success of a project. These related topics include project human resource management and the processes involved in it which are, acquiring, developing, managing and leading project team, importance and characteristics of a project team, different dimensions of team building which are divided into two broad sections (quantitative and qualitative dimensions), the challenges faced in team building and finally the effects of team building on success of a project.

1.7 Limitations of the Study

Due to the short period of time given for this research, this study will be conducted only in four selected projects under Rama Construction P.L.C located in Addis Ababa, Ethiopia. Therefore, generalization cannot be made as all the findings and recommendations will be based on these selected projects.

1.8 Organization of the Study

The research will consist of five chapters. Chapter one will be an introduction of the study. Chapter two will be review of related literature. Chapter three will be the methodology used in data collection and analysis. Chapter four will be the results and analysis from the research. Finally, on the basis of the findings, chapter five will be conclusions and recommendations.

Chapter Two

Literature Review

2.1 Theoretical Review

2.1.1 Project Human Resource Management

Project human resource management is organizing and managing a project team. It includes acquiring, developing, managing and leading a project team. According to PMI (2013), a project team is a team of personnel with different roles and responsibilities who will contribute to the proper completion of the project. To help strengthen their commitment to the project it is important that team members are included in the planning and decision-making processes.

2.1.1.1 Acquiring Project Team

According to PMI (2013), 'Acquiring project team is the process of confirming human resource availability and obtaining the team necessary to complete project activities.' This stage of project human resource management is very crucial because acquiring team members who are the best fit for the project will contribute in building a performing and effective team. There has to be a clear procedure and human resource plan in acquiring team members. The project manager should be involved in the recruitment and selection of team members. Most companies used to go for a good resume which can only tell an employee's work experience. While it is imperative to have a person with the right job experience in your team, it is as important that they have the right soft skills to work as a team. These soft skills include individual's attitude to learn from mistakes, work under stress, commitment to meet deadlines, manage plan changes and working harmoniously with teammates. That is why companies nowadays, focus on hiring people with the right attitude and coach for technical capabilities. However, considering the time bound of a project as opposed to a regular recruitment of a company, it seems difficult to plan to coach a team member as the project go along. Nonetheless, this can be prevented if the team acquiring process starts as early as possible so as to have enough time to thoroughly recruit the right people. The project manager can make variety of pre-assessments to handpick team members: including but not limited to interviews, arranging a presentation session about a specific subject, past experience and contacting reference personnel.

2.1.1.2 Developing Project Team

According to PMI (2013), ‘Developing project team is the process of improving competencies, team member interaction, and overall team environment to enhance project performance.’ Performance evaluation of team members has to be done regularly and trainings must be given to underperforming team members. Technical skills of team members also have to be updated through trainings or other mechanisms. These trainings might not necessarily include highly paid off the job sessions as the management mostly are concerned with high costs and have doubt on the Return on Investment (ROI) of such trends. Most competency improving trainings are On-Job trainings. These include Tell-Show-Do-Repeat model, where the team is clearly communicated what to do, then shown a step-by-step procedure of how to do it, let them do it by themselves under supervision and finally they repeat the process for further improvement of their competencies. Developing trust among team members will also play an essential role. The project manager needs to create a nurturing environment for the team as a positively hyped team are more engaged on their job than team who work under the threat that nobody has their back. This includes managing conflicts the right way and treating the team as fairly as possible.

2.1.1.3 Managing Project Team

According to PMI (2013), ‘Managing project team is the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.’ The project manager must have technical and leadership skills in order to manage his team effectively. He/she has to know the background and skills of the team members. The project manager should put in place a platform where team members can track their own performance. Regular meetings should be conducted to evaluate the performance of the team and give feedback both individually and as a team. The team should develop the culture of following up their own performance without an outsider or the managers to tell them as so. This can only be possible if there is a performance management and control tool.

These are called visual management tools that includes score boards, Pictorial representations, graphs and data sheets. However, as the understanding and background of each team member differs, these tools should be selected with care so that everyone can understand them. Hence, any visual management tool should use the following criteria as a rule of thumb: use colors to display plan verses actual performances, use percentages for quantitative data as they are easy to understand, make the display big enough so that it is clearly seen by all team, display the performances where all the team can see and reflect. The trigger for change can arises from different internal and external factors and requests. These include change in project schedules, project scopes, design etc. During these times, it is required that the project manager mobilizes his/her team and introduce the change without disrupting the climate of the team. However, it is in human nature to resist change as it creates ambiguity on what is coming and this leads to anxiety in the team. Team members may have concerns that the new ways of doing things might need more energy and competency that they might be replaced or demoted from their previous positions. Managing changes and resolving conflicts arising during this time also needs a good care. The project manager also needs to have Change management skill as he/she is expected to manage the team through the change while going under the change himself. During Change the team should be communicated about the change as redundant as possible using all kinds of platforms available so that the team fully understands what is coming is inevitable and is an opportunity to grow. This is important because during change the team has too many questions and if they go unanswered that is misinformation and ambiguity cooking.

2.1.1.4 Leading Project Team

According to Reichel, Chance W. (2009), ‘Leadership involves providing direction and motivating others in their role or task to fulfill the project's objectives. It is a vital competence for the project manager.’ The project manager should recognize good performing members and should work on development opportunities for underperforming team members. There should be a sound relationship with his/her team. The project manager should also lead with example.

2.1.2 Defining Project Team

A team in any industry uses different tools as an input and process it to deliver desired output. Inputs include human resources, raw material, time, money, hardware, software and machinery. The outputs can be products, services, results, technical procedures, business processes, methodologies, procedures, platforms or any frameworks. (Goparaju Purna Sudhakar, 2013).

A project team is a collection of personnel with different roles and responsibilities who are directly affecting the project. (PMI, 2013). Therefore, a team is composed of people with different background and technical skills who works together towards one common goal. The project manager manages all the team members individually and build an effective team while the team members interact, cooperate and tries to increase the performance of the team to achieve the strategic goal and to make a project succeed.

2.1.3 Defining Team Building

Team building is a technique used to build project team. It includes using different procedures to improve a relationship and trust among members of different background and to build team cohesiveness. (PMI, 2013).

Team building is a process of developing the capacity of a particular team to achieve a specific goal. It also includes clear communication of team goals, identifying challenges, taking proper measures to remedy challenges to make sure that team goals are met. (Tinuke Fapohunda, 2013).

Team building needs the effort of both the project manager and the team members. The project manager has to support the team with his technical and administrative skills. At the initial stage of the project, team members need to get to know to each other, study about the scope, plan and goal of the project, understand their roles and responsibilities, try to avoid sources of conflict, improve their communication and decision-making skill and finally learn how to work together. Although team building at the initial stage of the project is essential, it could be applied throughout the project. This continuous improvement sustains team effectiveness and plays a vital role in project success.

2.1.4 The Importance of Project Team

It is not possible for one person to deliver a successful project single handed. Therefore, forming a project team is very necessary. Teams are formed to bring together a set of complementary skills and capabilities so that the project will have all the available competencies required to complete the task. A team improves motivation because it creates more energy. Teams often make better decisions than decisions made individually. The support and help provided to each other produce strength and reduces frustration. People make projects succeed or fail so they have to make every effort to collaborate and work together as a team. If a project team operates properly projects will succeed.

2.1.5 Characteristics of Effective Teams

In order for a team to be effective team members need to have self-knowledge, build trust among each other, be flexible to change and have a sense of commitment to achieve the goal individually, communicate, cooperate to work as one team, manage conflicts and make decisions together as a team and suitable leadership should be given, tasks and roles should be specified, and adequate resources should be assigned organizationally. (Sharon Mickan and Sylvia Rodger, 2009).

2.1.6 Different Dimensions of Teams

According to Goparaju Purna Sudhakar (2013), 'The different dimensions of teams can be categorized into quantitative dimensions and qualitative dimensions of teams. Quantitative dimensions of teams include team performance, team productivity, team innovation, team effectiveness, team efficiency, team decision making and team conflicts. Qualitative dimensions of teams include team communication, team coordination, team cooperation, team cohesion, team climate, team creativity and team leadership.'

2.1.6.1 Quantitative Dimensions

2.1.6.1.1 Team Performance

It is known that there are five team development stages in project which are forming, storming, norming, performing and adjourning. Team performance is different at different stages of team development. Team performance is minimum at forming stage and it enters into its peak level after crossing storming and norming stages. (Goparaju Purna Sudhakar, 2013). That is because once team members get to know to each other they will form a cohesive team which will have a high performance.

2.1.6.1.2 Team Productivity

Team productivity measures the level of quality output a team delivers through each activity. The team should be equipped with the necessary tools to perform these activities efficiently and also to increase team job satisfaction. (Ehab Al-Hakawati, 2019).

2.1.6.1.3 Team Innovation

Team innovation is showing interest and putting an effort to bring new working systems and procedures to improve the existing ones in order to achieve personal, team and organizational goals. (Michael A. West and Michaela Wallace, 1991). In a team where, new ideas are entertained and there is room for creativity and innovation, team members are highly motivated to always find better ways of doing tasks. This in turn nourishes sense of ownership and belongingness. According to Daan Van Knippenberg (2017), 'Team innovation is of growing importance in research in organizational psychology and organizational behavior as well as organizational practice.'

2.1.6.1.4 Team Effectiveness

Team effectiveness is performance of a team meeting or exceeding the level of output targeted. (Hackman J. Richard, 1987). It also depends on how well team members can coherently work together to achieve their goal. It depends as not to who is on the team but how well they communicate and work together.

2.1.6.1.5 Team Efficiency

Team efficiency is a quantitative measure of output of a team for specific amount of money or time spent on the team. How well the team react to these inputs impacts the efficiency of the team. (Goparaju Purna Sudhakar, 2013).

2.1.6.1.6 Team Decision Making

Team decision making is a process of collectively involving team members on important decision-making processes. (Goparaju Purna Sudhakar, 2013). When team members are involved in decision making, they feel that they are valued. This increases the team engagement on their tasks. It also helps the team easily accept tasks as they feel it is their own idea which are being executed.

2.1.6.1.7 Team Conflicts

Conflict is a disagreement between two individuals. As everybody have different understanding and perception, conflict among team members is inevitable. Hence, it is important to put a proper conflict resolution strategy in place. Also, whenever conflict happens, the team should learn to embrace it as an opportunity to learn from each other.

2.1.6.2 Qualitative Dimensions

2.1.6.2.1 Team Communication

Effective communication is very important for project success. According to Goparaju Purna Sudhakar (2013), 'If there are 'n' number of team members in the team, there will be $n*(n-1)/2$ number of communication channels in the team. Both quality and quantity of communication are important for team success. Complex project development requires continuous communication in the team'

2.1.6.1.2 Team Coordination

Team coordination is the cooperated use of knowledge and objectives of team members to achieve a common goal by setting out plans and strategies. (Thomas W. Malone and Kevin Crowston, 1994). This helps team members to work as one team and minimizes conflict.

2.1.6.1.3 Team Cooperation

Project tasks are dependent to each other, thus cooperation between team members is very essential. Team cooperation plays an important role in team success and lack of cooperation leads to reduced team performance and delayed projects. (Goparaju Purna Sudhakar, 2013).

2.1.6.1.4 Team Cohesion

There are two types of cohesion which are, task cohesion and social cohesion. When task cohesion is good for team performance, social cohesion may not have any contribution for team performance. Generally, cohesion to some level is good for team performance but high levels of cohesion lead to resistance to change and reduced innovation. (Goparaju Purna Sudhakar, 2013).

2.1.6.1.5 Team Climate

There are four components of team climate and these are vision, task orientation, support for innovation and participative safety. Vision has a positive relation with team performance, task orientation has a positive relation with team productivity, support innovation has a positive relation with team innovation and participative safety has a positive relation with quality decision making, conflict resolution and team performance. (Neil R. Anderson and Michael A. West, 1998).

2.1.6.1.6 Team Creativity

Team creativity is creating new ideas and it is required for team innovation. If there is high team creativity there will also be high team innovation, team productivity and team performance. (Goparaju Purna Sudhakar, 2013).

2.1.6.1.7 Team Leadership

Team leadership affects effective team performance. A successful leader in directing, organizing and managing a team contributes to team effectiveness. In most teams there are individuals, who set team goals, develop and organize teams in order to achieve a mission. (Stephen J Zaccaro, Andrea L Rittman and Michelle A. Marks, 2001).

2.2 Empirical Review

2.2.1 Challenges of Team Building

Since projects are complex and project team members have different background challenges in team building are inevitable. These challenges can be due to managing and leadership skills of the project manager, technical and soft skills of team members or other factors. The following can be major challenges of team building:

Leadership Skill of the Project Manager: The project manager lacks technical, leadership and administrative skills to build and manage a team. He/she does not support the team members and lead by example. At the initial stage of the project, he/she does not make clear the scope, plan and goal of a project.

Technical and Soft Skills of Team Members: Team members may not be technically capable. They may not tolerate change, not increase their productivity to be effective and efficient, lack creativity, problem solving and decision-making skills, not support each other, not work as one team, not flexible to change, not understanding the scope, plan and goal of the project, not sharing roles and responsibilities and etc.

Composition of the Team: The team may be composed of people from different background, culture, educational status, experience, age, sex and nationality and team members find these differences difficult to tolerate each other and work together.

Acquiring, Developing and Managing Team: There may not be a clear procedure in acquiring competitive team members, there may not be different trainings given to develop the performance of team members and there may not be a defined project human resource management practice applied.

Lack of Trust: Team members may not be comfortable around each other and may have trust issues. If there is a trust issue between team members, they may find it hard to work together as a team and to support each other.

Poor Communication: There may be a communication gap between team members, this communication gap decreases the quality of work and it might be one source of conflict. Also, if team members are not communicated about their roles and responsibilities properly, they will not perform as expected.

Conflict: Sources of conflict may not be identified at the initial stage of the project and no one may put an effort to avoid these sources of conflict. When conflicts occur between team members, the right conflict handling method may not be applied and these conflicts may change to personal conflicts.

Researches conducted about challenges of team building are limited. Most researches found are about virtual teams not project teams. This shows there is a gap in this area and researchers have to study more about challenges of team building. The following researches are one of the few researches done on the above-mentioned topic and which gives insight about the common challenges in team building.

Weak management skills, divergent motivating interest, problems with coordination, inflexibility attributable to lack of trust, communication difficulties and bureaucratic barriers were found to be the six challenges in managing a construction team. (Dansoh, Ayirebi, Frimpong, Samuel and Oteng, Daniel, 2017).

Employee resistance when working with other unfamiliar employees, not sharing clear goals and purposes, group thinking, conflict over decision making, inadequate team training and preparation, lack of communication and personal conflict are challenges to team building. (Tinuke M. Fapohunda, 2013).

Differing outlooks, priorities, and interests, role conflicts, dynamic project environments, competition over team leadership, lack of team definition and structure, lack of team member commitment, poor creditability of project leader, communication problems and lack of senior management support are the challenges to effective team development (Harold Kerzner, 2003).

Chapter Three

Research Design and Methodology

3.1 Research Design and Approach

This research is a descriptive type which allows the researcher to determine the practices, dimensions and challenges of project team building in projects under Rama Construction P.L.C. for a detailed understanding and attempt to bring about further information in that area by providing meaningful data. The major purpose of descriptive research is to understand the current state as it appears to be. The main characteristic of this method is that the researcher has no control over the variables; he or she can only report what has happened or what is happening. In most cases the information gained by descriptive study can be useful to evaluate certain practices and considering corrective steps for the future.

3.2 Sources of Data

The study will use both primary and secondary sources. Primary data was collected from the study participants through interview and questionnaires. Secondary data was obtained by reviewing project documents to supplement the data gained from interview and responses from questionnaires. It will also be useful for the purpose of triangulation and expand the findings from primary sources.

3.3 Method of Data Collection

Four projects under Rama Construction P.L.C. located in Addis Ababa which are, *La Gare Residential Tower 01 Building*, *Nile Insurance Head Quarters Building Project*, *Awash International Bank Share Company Bulbula Branch Building Project* and *Hayat Mixed Use Building* were selected for this research. These projects were selected because of having the highest number of team members. Data was collected through interview and questionnaires. The interview questions were prepared for project managers and the questionnaires were prepared for project team members. All the questions were briefly explained to the respondents and respondents were encouraged to take their time.

3.4 Target Population

The target population of the study is project team members of the four projects mentioned above. There are around forty-five people working in these four projects and forty of them were involved in the data collection process. The sampling technique is census.

For ethical considerations and for confidentiality purposes, participants of the study were requested for agreement about the research. Respondents' name was kept unspecified. The individual conducting the research, the outcomes and who will benefit from the result were communicated for participants before any data collection begun.

3.5 Data Analysis and Presentation

For data analysis and presentation, descriptive analysis procedure was used. The data the researcher received was recorded into text, organized and summarized in order to find patterns and answer the research questions. For data analysis and interpretation SPSS software was used.

The researcher summarizes the response of the four project managers and narrate it in one paragraph. In the questionnaire, to measure the participants' assessment, *Linkert Scale* (a five (or seven) point scale which is used to allow the individual to express how much they agree or disagree with a particular statement) was used. In this research five-point scale which is, strongly agree, agree, uncertain, disagree, and strongly disagree was particularly used. Then response rate and demographic scale are calculated. To check the validity and reliability, *Cronbach's Alpha Test* (a measure of internal consistency) was used.

Chapter Four

Results and Analysis

This chapter presents data collected from respondents through interview and questionnaires. In order to obtain results for conclusion, data collected from project managers were analyzed qualitatively and summarized in narratives and data collected from project team members were analyzed quantitatively and presented in tables.

4.1 Response Rate

For the purpose of this study, 45 questionnaires were distributed and 40 participants responded. All the questionnaires returned were completely done. The overall response rate to the survey was 88.89%.

4.2 Demographic Profile

Forty respondents were involved in this research and all of them are Ethiopians. The number of males and females working in the projects is the same. Most of the respondents are in the age between twenty and thirty and has an experience of one to five years. This shows that most of the working force is young with less experience in the field. Also, since these respondents are young, most of them have a bachelor degree. As this research is done on construction projects most of the respondents are office and site engineers. The background information is attached in the table below.

Table 1. Background Information

No.	Background Information			
	Category	Group	Frequency	Percentage
1	Age			
		20-30	28	70
		30-40	9	22.5
		40-50	3	7.5
		50-60	0	0
2	Gender			
		Female	20	50
		Male	20	50
3	Educational Background			
		Diploma	2	5
		Bachelor Degree	37	92.5
		Master's Degree	1	2.5
		PHD	0	0
4	Experience			
		1-5	23	57
		5-10	12	30
		10-20	5	12.5
		>20	0	0
5	Position in the Project			
		Office Engineer	17	42.5
		Site Engineer	12	30
		Administrator	3	7.5
		Other	8	20
6	Nationality			
		Ethiopian	40	100
		Other	0	0

4.3 Summary of Response from Project Managers

All the four projects are high rise buildings which are to be built for *Eagle Hills Ethiopia Real Estate, Nile Insurance, Awash International Bank* and *Rama Construction*. The project contract amount varies from 86,674,563 ETB to 5,047,141,344 ETB and the contract period varies from 15 months to 36 months. All the projects have different project teams under the project manager. These teams are classified into two broad sections, the *Technical Team* and the *Supporting Team*. Under the technical team, there are *Contract Administration, Planning* and *Operation* sub-teams and under the supporting team, there are *Administration, Finance, Store* and *Purchaser* sub-teams.

The professional staff for projects are recruited at the head office level but skilled and unskilled labors are hired at the project level. The challenges in acquiring team members are location of the site, capability of the employee, salary and others. The method project managers use to build their project team is by assigning one team leader for each project sub-teams mentioned above and they develop the project team by providing on job trainings, coaching and mentoring. The major challenge project managers face in building project teams is that most team members prefer working independently to working as a team. Meetings, ISO standard formats, phone calls, texts and E-mails are the major communication platforms. Performance evaluation is done for individuals not for the team as a whole and team members will be held accountable for their own work not for the team performance as a whole. Incentive, reward and recognition are the main tools used to motivate team members. Project team members are encouraged to bring new ideas and project managers delegate project team leaders so that they can increase their decision-making skill. Get together events are one way to enhance team coordination and cooperation. The major sources of conflict are personal ego, conflict of interest and interference. When conflicts occur between team members, project managers either tries to solve it or avoid it. Project stress in team members occur due to personal reasons, financial reasons or work load, when these stresses occur the project manager tries to support them. All the project managers agree that effective team greatly impacts the success of a project. They also believed that a project is said to be successful if it is completed as per the schedule, the project cost and quality of work and agreed that achieving this success helps the company reach its strategic goal.

4.4 Summary of Response from Project Team Members

The response tables show the frequency of respondents, percentages, averages and standard deviations. The criteria to measure each variable range from strong agreement to strong disagreement which is, 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree and 5-Strongly Agree. Mean is calculated out of 5 and interpreted as per the result obtained. Also, percentage is calculated out of 100. The tables are divided into variables, frequency and percentage of responses, total number of respondents, mean and standard deviation. The results obtained are summarized in tables and presented as follows. The Cronbach alpha obtained was 0.90.

4.3.2.1 Acquiring Team Members

Table 2. Acquiring Team Members

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
In acquiring team members their technical skill and experience is considered	20	19	1			50	47.5	2.5			40	4.48	0.55
There is a clear human resource plan with description of requirements for all jobs	10	22	6		2	25	55	15		5	40	3.95	0.93
There is a clear procedure in acquiring team members	7	26	6	1		17.5	65	15	2.5		40	3.98	0.66
Roles and responsibilities of team members are clearly defined	11	23	4	1	1	27.5	57.5	10	2.5	2.5	40	4.05	0.85

In addition to technical skills, the ability to work as a team is considered	8	24	5	3		20	60	12.5	7.5		40	3.93	0.80
Aggregate Mean											4.08		

The above result shows that there is a clear human resource plan in acquiring team members and when team members are recruited their technical skill and ability to work as a team is considered. The roles and responsibilities of team members are also clearly defined. Fulfilling the above-mentioned criteria will help build an effective team. If team members are well aware of their roles and responsibilities and have technical capabilities, they will help the team achieve its goal.

4.3.2.2 Developing Team Members

Table 3. Developing Team Members

Variable	Frequency					Percentage							
	SA	A	U	D	SD	SA	A	U	D	SD	N	M	Std. D
Performance evaluation is conducted regularly by immediate supervisor	19	14	4	2	1	47.5	35	10	5	2.5	40	4.20	0.99
The project manager evaluates the capacity status of team members regularly	1	3	3	21	12	2.5	7.5	7.5	52.5	30	40	2.00	0.96
There are different kinds of trainings given to team members to improve their performance		3	4	29	4	7.5	10	72.5	10		40	2.15	0.70

Emphasis is given to align personal goals of team members with the goal of the project or the organization			5	26	9			12.5	65	22.5	40	1.90	0.59
Team members are given the chance to support each other	10	21	7	2		25	52.5	17.5	50		40	3.98	0.80
Rewards are given to motivate team members	10	15	6	7	2	25	37.5	15	17.5	5	40	3.60	1.19
Team members are encouraged to apply their full potential and develop themselves	14	18	5	3		35	45	12.5	7.5		40	4.08	0.89
Aggregate Mean												3.13	

After a team is built and start working, it has to be developed through trainings and other mechanisms after evaluating the status and identifying the gaps of team members. The above result shows us that team members are encouraged to use their potential to the fullest and to support each other. Also, when they deliver a good job, they will be rewarded so that they can be motivated. Team members are evaluated by their immediate supervisor but there are no trainings given to increase the performance of the team. Emphasis is not given to align personal goals of team members with the project goal. The project manager does not evaluate his project team regularly and he is not directly involved with all team members.

4.3.2.3 Managing Team Members

Table 4. Managing Team Members

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
The project manager has a plan and strategy to manage the team	15	17	6	2		37.5	42.5	15	5		40	4.13	0.85
There is a clear procedure to measure the output of team members	1	1	5	10	23	2.5	2.5	12.5	25	57.5	40	1.68	0.97
There is a consistent meeting held to discuss about the performance of team members and corrective actions are given consequently		4	6	17	13		10	15	42.5	32.5	40	2.03	0.95
The project manager gives feedback for each team member at times	11	16	7	5	1	27.5	40	17.5	12.5	2.5	40	3.78	1.07
All team members work together to mitigate challenges they face	1		7	15	17	2.5		17.5	37.5	42.5	40	1.83	0.90
The project manager and all team members are flexible to change	12	18	6	3	1	30	45	15	7.5	2.5	40	3.93	1.00
Every team member understands the importance, scope, plan and goal of the project	11	20	4	3	2	27.5	50	10	7.5	5	40	3.88	1.07
Every team member is accountable for his/her own responsibility	14	23	3			35	57.5	7.5			40	4.28	0.60

Team members put their best effort to achieve the goal of the project		1	7	17	15		2.5	17.5	42.5	37.5	40	1.85	0.80
Team members have problem solving skills as a team	11	21	6	2		27.5	52.5	15	5		40	4.03	0.80
Aggregate Mean												3.14	

The results show that the project manager and the project team members are flexible to change and have problem solving skills. But there is no consistent meeting held to discuss about the performance of team members, corrective actions are not given accordingly and there is no clear procedure to measure the output of team members. Also, team members don't put their best effort to achieve the goal of the project and don't work together to mitigate challenges they face.

4.3.2.4 Leading Team Members

Table 5. Leading Team Members

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
The project manager leads the team effectively and efficiently	13	20	6	1		32.5	50	15	2.5		40	4.13	0.76
The project manager put an effort to improve his/her leadership skill	18	18	3	1		45	45	7.5	2.5		40	4.33	0.73
The project manager leads every team member according to their status and background	11	23	3	3		27.5	57.5	7.5	7.5		40	4.05	0.81

The project manager applies different techniques to build the team	12	23	2	3		30	57.5	5	7.5		40	4.10	0.81
The project manager understands the personal life status of his/her team members	8	20	6	3	3	20	50	15	7.5	7.5	40	3.68	1.12
Roles and responsibilities are assigned as per the individual's capability and skill	11	24	2	3		27.5	60	5	7.5		40	4.08	0.80
Team members are encouraged to develop their leadership skills	14	22	3	1		35	55	7.5	2.5		40	4.23	0.70
Team members are given recognition for their contribution in the project	16	18	4	2		40	45	10	5		40	4.20	0.82
The project manager supports team members in their career development	15	20	2	3		37.5	50	5	7.5		40	4.18	0.84
Aggregate Mean												4.11	

The result shows that project managers have great leadership skills and that they are managing their respective project teams well. The project manager supports his project team members in their career development and encourages them to increase their leadership skill. He is also good at assigning the right roles and responsibilities to the right team members.

4.3.2.5 Team Performance

Table 6. Team Performance

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
All team members work towards the common goal of the project		1	6	18	15		2.5	15	45	37.5	40	1.83	0.78
Team members are well aware of the importance of working as one team	12	22	5	1		30	55	12.5	2.5		40	4.13	0.72
Team members put an effort to improve their technical skill	9	26	3	1	1	22.5	65	7.5	2.5	2.5	40	4.03	0.80
Team members give priority to team performance rather than individual performance		1	6	25	8		2.5	15	62.5	20	40	2.00	0.68
Trainings are given to team members to increase the team performance	3	2	5	18	12	7.5	5	12.5	45	30	40	2.15	1.14
Team members take initiative to support each other if there is work load	10	24	5	1		25	60	12.5	2.5		40	4.08	0.69
Team performance is evaluated and team members will be held accountable for their work		3	5	23	9		7.5	12.5	57.5	22.5	40	2.05	0.81
Aggregate Mean											2.89		

As the result shows, team members don't work towards the common goal of the project rather, they give priority for their personal achievement. Team performance is not also evaluated and trainings are not given to increase the performance of the team.

4.3.2.6 Team Productivity

Table 7. Team Productivity

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Team members use their work hour effectively and efficiently	18	18	2	1	1	45	45	5	2.5	2.5	40	4.28	0.88
Team members use their potential to the maximum	9	22	6	2	1	22.5	55	15	5	2.5	40	3.90	0.90
Team members are capable to manage stress they face	7	22	7	3	1	17.5	55	17.5	7.5	2.5	40	3.78	0.92
Team members always update themselves with the state of art technology to increase their productivity	9	25	3	3		22.5	62.5	7.5	7.5		40	4.00	0.78
Team members learn from their seniors to increase their technical skills	16	23	1			40	57.5	2.5			40	4.38	0.54
Team leaders evaluate productivity of team members	10	26	2	2		25	65	5	5		40	4.10	0.71

Team leaders help team members increase their productivity	14	22	3	1		35	55	7.5	2.5		40	4.23	0.70
Aggregate Mean											4.09		

All the results obtained are positive which shows that team members use their working hour effectively, learn from their seniors and put their effort to deliver an output. Also, team leaders evaluate the productivity of team members and help them increase their productivity.

4.3.2.7 Team Innovation and Creativity

Table 8. Team Innovation and Creativity

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Team members are encouraged to bring new ideas for the best outcome of the project	13	24	3			32.5	60	7.5			40	4.25	0.59
Rewards are given to team members who are innovative	10	15	6	6	3	25	37.5	15	15	7.5	40	3.58	1.24
The project manager and the top management are flexible to accept new ideas	12	19	6	2	1	30	47.5	15	5	2.5	40	3.98	0.95

Bringing new ideas and new systems increases team performance	17	21	1	1		42.5	52.5	2.5	2.5		40	4.35	0.66
Team members are always ready and flexible to accept new ideas from their colleagues	13	21	3	3		32.5	52.5	7.5	7.5		40	4.10	0.84
Aggregate Mean												4.05	

As the result shows, team members are encouraged to bring new ideas and systems which will increase team performance. The project team members believe that bringing new ideas will increase team performance and the project manager is flexible to accept these new ideas. Also, team members who bring new ideas will be rewarded.

4.3.2.8 Team Effectiveness and Efficiency

Table 9. Team Effectiveness and Efficiency

Variable	Frequency					Percentage							
	SA	A	U	D	SD	SA	A	U	D	SD	N	M	Std. D
Team members deliver tasks assigned for them on time	7	28	3	1	1	17.5	70	7.5	2.5	2.5	40	3.98	0.77
Team members perform their job efficiently	9	27	3	1		22.5	67.5	7.5	2.5		40	4.10	0.63
Team members perform tasks first time right to avoid re-work	10	24	4	1	1	25	60	10	2.5	2.5	40	4.03	0.83

Team members effectiveness and efficiency greatly affects completion of the project	19	18	2	1		47.5	45	5	2.5		40	4.38	0.70
Effectiveness and efficiency of team members is evaluated	14	19	2	5		35	47.5	5	12.5		40	4.05	0.96
Team members are supported to increase their effectiveness and efficiency	9	23	3	5		22.5	57.5	7.5	12.5		40	3.90	0.90
Team members learn from each other	16	18	4	2		40	45	10	5		40	4.20	0.82
Completion of tasks are compared against plan and schedule of the project	18	17	5			45	42.5	12.5			40	4.33	0.69
Aggregate Mean												4.12	

As the result shows, most project team members agrees that effectiveness and efficiency greatly impact completion of the project, they deliver tasks assigned for them on time and perform tasks first time right to avoid re-work. Also, they will be evaluated for their work individually.

4.3.2.9 Team Decision Making

Table 10. Team Decision Making

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Team members participate in the decision-making process	11	20	5	3	1	27.5	50	12.5	7.5	2.5	40	3.93	0.97
The project manager gives exposure to team members through delegation so that they can practice decision making	8	24	2	6		20	60	5	15		40	3.85	0.92
Before decision is made team, members discuss on the topic and the idea that convinces all will win	13	20	3	3	1	32.5	50	7.5	7.5	2.5	40	4.03	0.97
Team members are consulted about the problems the project faces	12	16	4	4	4	30	40	10	10	10	40	3.70	1.29
Team members' decision-making skill is evaluated	8	23	4	4	1	20	57.5	10	10	2.5	40	3.83	0.96
Aggregate Mean											3.87		

As the result shows, project managers delegate project team members so that they can improve their decision-making skill and evaluate them. Team members participate in the decision-making process and they are consulted about the problems the project faces.

4.3.2.10 Team Conflicts

Table 11. Team Conflicts

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Conflicts occur frequently	10	23	1	4	2	25	57.5	2.5	10	5	40	3.88	1.07
Conflicts are always resolved on time	8	22	3	6	1	20	55	7.5	15	2.5	40	3.75	1.03
The right conflict resolution method will be used for the respective conflict	7	22	4	4	3	17.5	55	10	10	7.5	40	3.65	1.12
Sources of conflict are well known	10	24	2	2	2	25	60	5	5	5	40	3.95	0.99
Team members embrace the conflict and learn from it	7	19	5	7	2	17.5	47.5	12.5	17.5	5	40	3.55	1.13
Job conflicts are strictly professional not personal	11	18	4	6	1	27.5	45	10	15	2.5	40	3.80	1.09
Aggregate Mean											3.76		

Conflicts are inevitable in projects because projects involve different professionals with different backgrounds. As the result indicate, even if sources of conflict are well known, conflicts occur frequently but they are resolved on time and with the right conflict resolution method.

4.3.2.11 Team Communication

Table 12. Team Communication

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
The team uses effective communication	12	25	3			30	62.5	7.5			40	4.23	0.58
Team members use different media of communication	8	25	4	2	1	20	62.5	10	5	2.5	40	3.93	0.86
Team members are clearly communicated about their responsibility	6	21	6	5	2	15	52.5	15	12.5	5	40	3.60	1.06
There is a platform in place for the team to escalate issues on time	11	22	3	4		27.5	55	7.5	10		40	4.00	0.88
Team members use appropriate and easiest technologies for communication	11	23	5	1		27.5	57.5	12.5	2.5		40	4.10	0.71
Team members meet on a regular basis to address general issues	8	27	4	1		20	67.5	10	2.5		40	4.05	0.64
Aggregate Mean											3.98		

As the results show, team members have a good communication skill, practice appropriate and easiest technologies for communication and uses different media of communication. Also, there is a platform in place for the team to escalate issues on time and team members meet on a regular basis to address general issues.

4.3.2.12 Team Coordination, Cooperation and Cohesion

Table 13. Team Coordination, Cooperation and Cohesion

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Team members are supportive of each other	11	24	5			27.5	60	12.5			40	4.15	0.62
Team members get along well	7	28	5			17.5	70	12.5			40	4.05	0.55
Team members consider themselves as one team and are competitive as a team		2	3	26	9		5	7.5	65	22.5	40	1.95	0.71
Team members cover for each other	4	25	5	4	2	10	62.5	12.5	10	5	40	3.63	0.98
The project manager is cooperative to support the team when needed	9	22	4	4	1	22.5	55	10	10	2.5	40	3.85	0.98

Although team members have different background, differences are tolerated	13	24	3			32.5	60	7.5			40	4.25	0.59
Aggregate Mean											3.65		

As the results indicate, although, team members are cooperative, supportive of one another and get along well, they don't consider themselves as one team and they don't work towards one common goal of the project.

4.3.2.13 Team Climate

Table 14. Team Climate

Variable	Frequency					Percentage							
	SA	A	U	D	SD	SA	A	U	D	SD	N	M	Std. D
All team members clearly understand the vision and mission of the project	8	21	7	3	1	20	52.5	17.5	7.5	2.5	40	3.80	0.94
Team members have different background	11	22	5	2		27.5	55	12.5	5		40	4.05	0.78
Team members care for quality of work	12	20	4	3	1	30	50	10	7.5	2.5	40	3.98	0.97
Team members feel valued	11	21	6	2		27.5	52.5	15	5		40	4.03	0.80

There is strong sense of trust among team members	14	21	3	2		35	52.5	7.5	5		40	4.18	0.78
Aggregate Mean											4.01		

As the result indicates, there is strong sense of trust among team members, they feel valued, they care for quality of work and all team members understand the vision and mission of the project.

4.5 Challenges of Team Building

Table 15. Challenges of Team Building

Variable	Frequency					Percentage					N	M	Std. D
	SA	A	U	D	SD	SA	A	U	D	SD			
Team members find it difficult to interact with each other	2	3	3	23	9	5	7.5	7.5	57.5	22.5	40	2.15	1.03
The difference in background is a barrier to build the team	2	3	5	23	7	5	7.5	12.5	57.5	17.5	40	2.25	1.01
There is a communication gap between team members	3	2	5	25	5	7.5	5	12.5	62.5	12.5	40	2.33	1.02
There is no trust among team members	2	7	2	27	2	5	17.5	5	67.5	5	40	2.50	1.01
There is lack of technical skill in team members	3	1	3	28	5	7.5	2.5	7.5	70	12.5	40	2.23	0.97

There is no regular team performance evaluation	7	22	3	8		17.5	55	7.5	20		40	3.70	0.99
There is high team member turnover	7	21	4	5	3	17.5	52.5	10	12.5	7.5	40	3.60	1.15
There is no clear description of job requirement	2	2	7	23	6	5	5	17.5	57.5	15	40	2.28	0.96
Roles and responsibilities are not clearly defined	1	4	2	20	13	2.5	10	5	50	32.5	40	2.00	1.01
Team members did not understand the importance and scope of the project	3	3	5	25	4	7.5	7.5	12.5	62.5	10	40	2.40	1.03
The project manager has no authority in acquiring team members	1	1	4	23	11	2.5	2.5	10	57.5	27.5	40	1.95	0.85
Trainings are not given to increase team performance, productivity, effectiveness and efficiency	3	25	5	3	4	7.5	62.5	12.5	7.5	10	40	3.50	1.09
Team members did not understand the vision of the organization	2	24	7	2	5	5	60	17.5	5	12.5	40	3.40	1.10

Conflicts between team members are not managed properly	2	3	2	24	9	5	7.5	5	60	22.5	40	2.13	1.02
Team members do not feel valued for their contribution	2	4	3	22	9	5	10	7.5	55	22.5	40	2.20	1.07
Team members focus more on personal achievement rather than team achievement	11	23	1	5		27.5	57.5	2.5	12.5		40	4.00	0.91
The team does not get support from the project manager		8	1	21	10		20	2.5	52.5	25	40	2.18	1.03
Team members are not involved in decision making	1	2	4	25	8	2.5	5	10	62.5	20	40	2.08	0.86
Team members are not encouraged to be creative and innovative		4	2	25	9		10	5	62.5	22.5	40	2.03	0.83
Regular meetings are not held to discuss the progress of the team and to take corrective measures	3	30	3	4		7.5	75	7.5	10		40	3.80	0.72
The project manager has no experience in building, developing and managing teams	7	1	6	16	10	17.5	2.5	15	40	25	40	2.48	1.38
Aggregate Mean												2.63	

The above result shows the six major challenges found in team building which are, team members focus more on their personal achievement rather than their team achievement, there is no regular team performance evaluation, regular meetings are not held to discuss the progress of the team and to take corrective measures, there is high team member turnover, trainings are not given to increase team performance, productivity, effectiveness and efficiency and team members did not understand the vision of the organization.

But there were no challenges found related to the project managers' capabilities, getting along with each other, trusting each other, background differences, roles and responsibilities, communication, innovation, decision making and conflicts.

Chapter Five

Summary, Conclusion and Recommendations

5.1 Summary of Major Findings

The major findings of this research are the following: -

- There are no or minimum challenges regarding acquiring and leading project team members
- Project managers' have technical capabilities and leadership skills
- Team members are encouraged to be innovative
- Team members are encouraged to increase their decision-making skills
- There is good communication between team members
- Conflicts are resolved using the right and appropriate method
- Team building has an effect on success of a project
- The major challenges are: -
 - ❖ More focus being given on personal achievement rather than team achievement
 - ❖ No regular team performance evaluation being conducted
 - ❖ No regular meetings being held to discuss the progress of the team and to take corrective measures
 - ❖ High team member turnover
 - ❖ Trainings not being given to increase team performance, productivity, effectiveness and efficiency and team members and
 - ❖ Not understanding the vision of the organization

5.2 Conclusion

In this research, the practices, dimensions and challenges of team building in four selected projects under Rama Construction P.L.C. were studied. Literature review was done on project human resource management and its four procedures, which are, acquiring, developing, managing and leading project teams, team dimensions, challenges of team building and effects of team building on success of a project. Then interview was conducted with project managers and questionnaires were administered to project team members using a five-point Likert scale. Then, the response of project managers was summarized qualitatively and the response of project team members was analyzed quantitatively and interpreted using calculated mean values.

The data collected from the project managers and project team members indicates that there are no or minimum challenges regarding acquiring and leading team members. There are good practices in these projects by which the project managers and project team members should keep exercising. These practices include, project managers' technical capabilities and leadership skills, team members being encouraged to be innovative and to increase their decision-making skill, good communication between team members and right conflict resolution methods.

The major challenges found to be, more focus being given on personal achievement rather than team achievement, no regular team performance evaluation being conducted, no regular meetings being held to discuss the progress of the team and to take corrective measures, high team member turnover, trainings not being given to increase team performance, productivity, effectiveness and efficiency and team members and not understanding the vision of the organization.

5.3 Recommendations

Based on the gaps identified from the findings, the top management has to create different mechanisms and platforms to share the vision and mission of the company to project team members. Rewards and recognitions can be used as a means of motivation to make the team members feel that they are part of the company and the company has to assure all the employees that it cares for their career development, appreciate their personal dreams and notices the best effort they put to achieve the goal of the project as well as the organization. There has to be a clear performance appraisal system and promotion should be done on a regular basis according to that. This will help employees to focus more on the company's vision and mission. Senior managers have to put every effort to make the company a comfortable working place in order to reduce team member turnover otherwise the company might lose highly educated and experienced personnel who will greatly benefit the company and it won't be easy to substitute these staffs.

Project managers should work more on aligning the personal goals of team members with the project common goal. They have to be more involved with every individual in the team rather than communicating only with team leaders, although it is extra work load for the project manager, it will make team members feel valued and recognized. According to the results obtained, team members agreed that the project managers have technical capabilities so, sharing his technical capabilities and work experiences to the project team members will greatly help team members increase their performance. On the other hand, project managers have to develop a clear procedure to evaluate the performance of the team regularly and give feedback to mitigate the challenges faced, regular meetings should also be arranged to measure the progress of the team and identify the gaps in team members and different trainings must be given to team members as per the gaps identified in them, in order to increase team performance, productivity, effectiveness and efficiency.

Finally, project team members should care more about team performance rather than individual performance. Since all the project team members agree that effective team has an impact on project success, they should all work towards the common goal of the project. Although individual performance has value in career development and in achieving personal goals, more attention should be given to team performance in order to accomplish the purpose of the project and achieve the strategic goal of the organization. Also, team members have to find simpler ways of working together so that anyone who is working in the team can be comfortable of working together, all team members should update their technical and team working skill to come to a standardized working condition and everyone should abide to this standardized working format. Project team members should consistently learn from their seniors in order to increase their decision making and leadership skills. They also have to learn about the vision and mission of the organization and works cooperatively towards the goal of the organization.

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Appendixes

Annex 1

Interview Questions

Dear Project Managers,

My name is Hermela Gebreegziabher; I am a soon-to-be graduate student of Addis Ababa University School of Commerce for 2021. As a partial fulfilment of the requirement for the degree of Master of Arts in Project Management, I am researching the challenges of team building in projects under Rama Construction P.L.C. Your participation in this research is very appreciated as your assessment and response will greatly improve team building in the future by evaluating the current practices and gaps in the field. The results of the research will be provided to your team; however, your name will be kept anonymous. Finally, I would like to take this opportunity to extend my genuine gratitude for your participation.

1. Can you please briefly explain about the project you are managing?
2. How many team members are involved in this project?
3. What are the roles and responsibilities of these team members?
4. What are the requirements of acquiring team members?
5. What are the challenges in acquiring a project team?
6. Do team members know the importance of team work?
7. What team building techniques do you use for building your team?
8. What tools do you use to develop your team?
9. What kinds of trainings are given to team members?
10. What efforts are done to increase team productivity?
11. What are the challenges of building a team?
12. How is project team communication managed?
13. What tools are used to improve communication between team members?
14. How is team performance evaluated?
15. What techniques do you use to increase team effectiveness?
16. What tools do you use to motivate project team members?
17. What techniques do you use to enhance team innovation?
18. What are the major sources of conflict between team members?
19. What conflict resolution practices do you apply when conflicts occur between team members?
20. What are the major sources of stress in your team and how are they managed?
21. What efforts are done to increase decision making skill of project team members?
22. What is the effect of team performance on success of a project?
23. What do team members find challenging to work together?
24. What practices do you use to create unity and cooperation between team members?
25. What leadership skills do you use to manage your team members?
26. Are background differences between team members tolerated?
27. Are team members well communicated about their responsibility?
28. Is there a regular performance evaluation?
29. Do team members support each other and cover for each other when needed?
30. Is there a sense of trust between team members?

Annex 2

Questionnaires

Dear Project Team Members,

My name is Hermela Gebreegziabher; I am a soon-to-be graduate student of Addis Ababa University School of Commerce for 2021. As a partial fulfilment of the requirement for the degree of Master of Arts in Project Management, I am researching the challenges of team building in projects under Rama Construction P.L.C. Your participation in this research is very appreciated as your assessment and response will greatly improve team building in the future by evaluating the current practices and gaps in the field. The results of the research will be provided to your team; however, your name will be kept anonymous. You are kindly requested to assess the following statements and provide your opinion by circling or highlighting the choice that best describes your team. To maintain confidentiality, do not write your name on the questionnaire. You are kindly provided with 1 day to complete the questionnaire and to return it to me in person. If you have any questions, please do not hesitate to contact me. Finally, I would like to take this opportunity to extend my genuine gratitude for your participation.

Background Information

Code	Background Information				
1	Age	20-30	30-40	40-50	50-60
2	Gender	Female		Male	
3	Educational Background	Diploma	Bachelor Degree	Master's Degree	PHD
4	Experience	1-5	5-10	10-20	>20
5	Position in the Project	Office Engineer	Site Engineer	Administrator	Other
6	Nationality	Ethiopian		Other	

Acquiring Team Members

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
A01	In acquiring team members their technical skill and experience is considered	5	4	3	2	1
A02	There is a clear human resource plan with description of requirements for all jobs	5	4	3	2	1
A03	There is a clear procedure in acquiring team members	5	4	3	2	1
A04	Roles and responsibilities of team members are clearly defined	5	4	3	2	1
A05	In addition to technical skills, the ability to work as a team is considered	5	4	3	2	1

Developing Team Members

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
B01	Performance evaluation is conducted regularly by immediate supervisor	5	4	3	2	1
B02	The project manager evaluates the capacity status of team members regularly	5	4	3	2	1

B03	There are different kinds of trainings given to team members to improve their performance	5	4	3	2	1
B04	Emphasis is given to align personal goals of team members with the goal of the project or the organization	5	4	3	2	1
B05	Team members are given the chance to support each other	5	4	3	2	1
B06	Rewards are given to motivate team members	5	4	3	2	1
B07	Team members are encouraged to apply their full potential and develop themselves	5	4	3	2	1

Managing Team Members

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
C01	The project manager has a plan and strategy to manage the team	5	4	3	2	1
C02	There is a clear procedure to measure the output of team members	5	4	3	2	1
C03	There is a consistent meeting held to discuss about the performance of team members and corrective actions are given consequently	5	4	3	2	1
C04	The project manager gives feedback for each team member at times	5	4	3	2	1

C05	All team members work together to mitigate challenges they face	5	4	3	2	1
C06	The project manager and all team members are flexible to change	5	4	3	2	1
C07	Every team member understands the importance, scope, plan and goal of the project	5	4	3	2	1
C08	Every team member is accountable for his/her own responsibility	5	4	3	2	1
C09	Team members put their best effort to achieve the goal of the project	5	4	3	2	1
C10	Team members have problem solving skills as a team	5	4	3	2	1

Leading Team Members

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
D01	The project manager leads the team effectively and efficiently	5	4	3	2	1
D02	The project manager put an effort to improve his/her leadership skill	5	4	3	2	1
D03	The project manager leads every team member according to their status and background	5	4	3	2	1

D04	The project manager applies different techniques to build the team	5	4	3	2	1
D05	The project manager understands the personal life status of his/her team members	5	4	3	2	1
D06	Roles and responsibilities are assigned as per the individual's capability and skill	5	4	3	2	1
D07	Team members are encouraged to develop their leadership skills	5	4	3	2	1
D08	Team members are given recognition for their contribution in the project	5	4	3	2	1
D09	The project manager supports team members in their career development	5	4	3	2	1

Team Performance

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
E01	All team members work towards the common goal of the project	5	4	3	2	1
E02	Team members are well aware of the importance of working as one team	5	4	3	2	1
E03	Team members put an effort to improve their technical skill	5	4	3	2	1

E04	Team members give priority to team performance rather than individual performance	5	4	3	2	1
E05	Trainings are given to team members to increase the team performance	5	4	3	2	1
E06	Team members take initiative to support each other if there is work load	5	4	3	2	1
E07	Team performance is evaluated and team members will be held accountable for their work	5	4	3	2	1

Team Productivity

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
F01	Team members use their work hour effectively and efficiently	5	4	3	2	1
F02	Team members use their potential to the maximum	5	4	3	2	1
F03	Team members are capable to manage stress they face	5	4	3	2	1
F04	Team members always update themselves with the state of art technology to increase their productivity	5	4	3	2	1
F05	Team members learn from their seniors to increase their technical skills	5	4	3	2	1
F06	Team leaders evaluate productivity of team members	5	4	3	2	1
F07	Team leaders help team members increase their productivity	5	4	3	2	1

Team Innovation and Creativity

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
G01	Team members are encouraged to bring new ideas for the best outcome of the project	5	4	3	2	1
G02	Rewards are given to team members who are innovative	5	4	3	2	1
G03	The project manager and the top management are flexible to accept new ideas	5	4	3	2	1
G04	Bringing new ideas and new systems increases team performance	5	4	3	2	1
G05	Team members are always ready and flexible to accept new ideas from their colleagues	5	4	3	2	1

Team Effectiveness and Efficiency

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
H01	Team members deliver tasks assigned for them on time	5	4	3	2	1
H02	Team members perform their job efficiently	5	4	3	2	1
H03	Team members perform tasks first time right to avoid re-work	5	4	3	2	1

H04	Team members effectiveness and efficiency greatly affects completion of the project	5	4	3	2	1
H05	Effectiveness and efficiency of team members is evaluated	5	4	3	2	1
H06	Team members are supported to increase their effectiveness and efficiency	5	4	3	2	1
H07	Team members learn from each other	5	4	3	2	1
H08	Completion of tasks are compared against plan and schedule of the project	5	4	3	2	1

Team Decision Making

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
J01	Team members participate in the decision-making process	5	4	3	2	1
J02	The project manager gives exposure to team members through delegation so that they can practice decision making	5	4	3	2	1
J03	Before decision is made, team members discuss on the topic and the idea that convinces all will win	5	4	3	2	1
J04	Team members are consulted about the problems the project faces	5	4	3	2	1
J05	Team members' decision-making skill is evaluated	5	4	3	2	1

Team Conflicts

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
K01	Conflicts occur frequently	5	4	3	2	1
K02	Conflicts are always resolved on time	5	4	3	2	1
K03	The right conflict resolution method will be used for the respective conflict	5	4	3	2	1
K04	Sources of conflict are well known	5	4	3	2	1
K05	Team members embrace the conflict and learn from it	5	4	3	2	1
K06	Job conflicts are strictly professional not personal	5	4	3	2	1

Team Communication

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
L01	The team uses effective communication	5	4	3	2	1
L02	Team members use different media of communication	5	4	3	2	1
L03	Team members are clearly communicated about their responsibility	5	4	3	2	1
L04	There is a platform in place for the team to escalate issues on time	5	4	3	2	1

L05	Team members use appropriate and easiest technologies for communication	5	4	3	2	1
L06	Team members meet on a regular basis to address general issues	5	4	3	2	1

Team Coordination, Cooperation and Cohesion

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
M01	Team members are supportive of each other	5	4	3	2	1
M02	Team members get along well	5	4	3	2	1
M03	Team members consider themselves as one team and are competitive as a team	5	4	3	2	1
M04	Team members cover for each other	5	4	3	2	1
M05	The project manager is cooperative to support the team when needed	5	4	3	2	1
M06	Although team members have different background, differences are tolerated	5	4	3	2	1

Team Climate

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
N01	All team members clearly understand the vision and mission of the project	5	4	3	2	1
N02	Team members have different background	5	4	3	2	1
N03	Team members care for quality of work	5	4	3	2	1
N04	Team members feel valued	5	4	3	2	1
N05	There is strong sense of trust among team members	5	4	3	2	1

Challenges of Team Building

Code	Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
P01	Team members find it difficult to interact with each other	5	4	3	2	1
P02	The difference in background is a barrier to build the team	5	4	3	2	1
P03	There is a communication gap between team members	5	4	3	2	1
P04	There is no trust among team members	5	4	3	2	1
P05	There is lack of technical skill in team members	5	4	3	2	1
P06	There is no regular team performance evaluation	5	4	3	2	1
P07	There is high team member turnover	5	4	3	2	1

P08	There is no clear description of job requirement	5	4	3	2	1
P09	Roles and responsibilities are not clearly defined	5	4	3	2	1
P010	Team members did not understand the importance and scope of the project	5	4	3	2	1
P011	The project manager has no authority in acquiring team members	5	4	3	2	1
P012	Trainings are not given to increase team performance, productivity, effectiveness and efficiency	5	4	3	2	1
P013	Team members did not understand the vision of the organization	5	4	3	2	1
P014	Conflicts between team members are not managed properly	5	4	3	2	1
P015	Team members do not feel valued for their contribution	5	4	3	2	1
P016	Team members focus more on personal achievement rather than team achievement	5	4	3	2	1
P017	The team does not get support from the project manager	5	4	3	2	1
P018	Team members are not involved in decision making	5	4	3	2	1
P019	Team members are not encouraged to be creative and innovative	5	4	3	2	1
P020	Regular meetings are not held to discuss the progress of the team and to take corrective measures	5	4	3	2	1

P21	The project manager has no experience in building, developing and managing teams	5	4	3	2	1
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