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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND
ECONOMICS SCHOOL OF COMMERCE**

The Effect of Teamwork on Employee Performance: The Case of Ethio telecom

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**A Thesis Submitted to Addis Ababa University, School of Commerce in Partial
Fulfillment of the Requirements for the Degree of Master of Human Resource
Management.**

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Addis Ababa

Jun, 2022

ACKNOWLEDGEMENTS

First of all, I would also like to express my heartfelt gratitude to my advisor Abdurezak Mohammed (Dr.) for his unreserved support, encouragement and guidance to finish this thesis. My appreciation also goes to My Families and Friends for supporting and encouraging me to work hard. Thankyou the staffs of ethiotelecom, Ms. Sosina Tesfaye and Ms. Mekdes Yemiyamerew for their corporations in the whole research process.

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Abstract

The general objective of the study is to examine the effect of teamwork on employee performance by taking evidence from employees of Ethio telecom. More specifically, the study tried to see the relationship of teamwork with communication, complementary skill, purpose and specific goals, clear working approaches and mutual accountability. Primary data was obtained through structured questionnaire from employees of Ethio telecom. Data were collected through the five point's Likert scales of questionnaires, and the study used quantitative and qualitative research approach. Simple random sampling technique was used to sample between employees of Ethio telecom. The researcher proportionally distributed 342 questionnaires to employees of Ethio telecom and 319 of them were collected for further analysis. In order to meet the research objective, collected data were analyzed through descriptive analysis techniques. correlation and regression analysis methods were used to analyze the collected data by using SPSS software version and Descriptive analysis tools such as frequency, mean and standard deviation to present results statistical analysis tools such as correlation coefficient was worked out and used to investigate the relationships between variables. Regression analysis was performed to study the effect of independent variables on employee's performance. The study examined five independence variables, communication, complementary skills, purpose and specific goal, clear working approaches and sense of mutual accountability. The explanatory variables explain dependent variables accounted for 36.2%. Research findings indicates that there is a significant relation between teamwork components on employee performance, and also to regression testing that all variables were examined at the same time on employee performance; results showed that all components have a significant effect on employee performance. The researcher recommends that Ethio telecom which adopt teamwork should consider providing the necessary support to teamwork group as basic components of the organization asset.

Key words: Employee performance, communication, complementary skill, purpose and specific goals, clear working approach and sense of mutual accountability.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Teamwork is important because it enables teams to share ideas and responsibilities, which helps reduce stress on everyone, allowing them to be particular and thorough when completing tasks. This will enable them to meet goals quickly Teamwork is a small number of people with paired skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.

Teamwork organization, activities and events usually define the relationship of the employee with the department under which they operate. It follows that work floors being the units of operations, they contribute significantly to the personal image of the employees serving in those departments and shapes their perspective and commitment towards the course of the organization (Suff P & Reilly, 2014).

Poor team organization, evaluation, reward system, and leadership will often bring about low morale and negative motivation towards individual performance. The employees usually take their activities sluggishly towards accomplishing basic actions and generally nothing important gets done (Husain, 2011).

Teamwork is aimed at working together harmoniously towards a defined goal by providing the necessary synergy where individuals get empowered in the working relationship to achieve continuous performance improvement and a better understanding of the importance of collective action towards career advancement (Adeleke, 2008).

According to Wageman (1997) “company’s teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control.” As a result, for a department to attain its sub objective geared towards the overall organization goals, the departments establish good teamwork relations enable the members of that specific team to operate in a given direction when carrying out their functions. This usually forms a culture in which the department conducts its activities. Since the culture is career based, then individuals are able to improve on the performance standards.

Alan (2003) defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills.

A lot of reasons can be mentioned why teams work better properly developed teamwork relations enhance multiple skills on the individual members where there is creative problem-solving skills and easy learning when there is an introduction of new concepts. At an effective teamwork level, learning becomes easier in comparison to the absence of teamwork and individual performance is improved with the enhanced learning (Howard & Hurley, 2016). The concept also forms an appropriate venue for the induction of new employee into the business.

1.2 Background of the company

Ethiotelecom, previously known as the Ethiopian Telecommunications Corporation (ETC), is an integrated telecommunications services provider in Ethiopia, providing internet and telephone services. Ethiotelecom is owned by the Ethiopian government and maintains a monopoly over all telecommunication services in Ethiopia. Based in Addis Ababa, it is one of the "Big-5" group of state owned corporations in Ethiopia, along with Ethiopian Airlines, the Commercial Bank of Ethiopia, Ethio-Insurance, and the Ethiopian Shipping Lines.

Ethiotelecom was managed, on a management contract arrangement from 2010 to 2013 June, by France Telecom, and was required to comply with Ethiopian Government orders. The government said it outsourced the management as ETC was not able to meet the demands of the fast-growing country. Currently Ethiotelecom has 16910 permanent employees (ERP, report Dec, 2021). Telecom sector is trying to improve its human resource performance all around the world to achieve maximum efficiency.

In late 2006, the ETC signed an agreement worth US\$1.5 billion with three Chinese companies, ZTE Corporation, Huawei Technologies and the Chinese International Telecommunication Construction Corporation, to upgrade and expand Ethiopian telecommunications services. This agreement will increase the number of mobile services from 1.5 million to 7 million, land line telephone services from 1 million to 4 million, and expansion of the fiber optic network, from the present 4,000 kilometers to 10,000 by 2010.

It is part of a larger US\$2.4 billion plan by the Ethiopian government to improve the country's telecommunications infrastructure. In 2018, the mobile service business has reached 85% of the country. In February 2018, it was reported that Ethio telecom had 64.4 million subscribers making it the largest telecommunication services operator in the continent. The operator runs three terrestrial fiber optic cables with a capacity of 42 Gbit/s to connect Ethiopia to the rest of the world via Kenya, Djibouti and Sudan. In August 2019, the company announced that it will install 4G network before other telecom companies enter the Ethiopian market since the government decided that it will liberalize the telecom sector.

Through its networking strategy it envisions to excel customer experience through providing advanced service support and end to end service management through deploying latest network monitoring and service management tools and systems. It also envisions data monetize by introducing big data and AI as a service. With continuum adoption of higher bandwidth technology like 4G and 5G it will ensure the people benefiting from advancement of technologies.

1.3 Statement of the Problem

Teamwork organization, activities and events usually define the relationship of the employee with the department under which they operate. It follows that work floors being the units of operations, they contribute significantly to the personal image of the employees serving in those departments and shapes their perspective and commitment towards the course of the organization (Suff P & Reilly, 2014). Poor team organization, evaluation, reward system, and leadership will often bring about low morale and negative motivation towards individual performance. The employees usually take their activities sluggishly towards accomplishing basic actions and generally nothing important gets done (Husain, 2011).

Studies conducted recently show that employees working within the team can exceed the expectation than when employees work as individual. This is as a result of a study conducted by Boddy (2010) on improving productivity management in modern organization. Further study on effectiveness of teamwork showed that individuals have the tendency of hiding inside a group. Similar study by Riki (2013) reviewed how effectiveness of a team impact on high productivity in an organization. "Two are better than one, because they have a good reward for their hard work. For if one of them should fall, the other one can raise his partner up. But how

will it be with just the one who falls when there is not another to raise him up?" (Ecclesiastes 4:9-10, KJV).

As have been explained by Robbins and Judge (2007), a work group is a group of employees that interact with each other primarily to share information and make decisions that assist individual members in carrying out their duties while a work team is a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs. As results, this has necessitated the importance of investigating the impact of teamwork on employee performance in Ethio telecom. Vincent (2011), concluded that, in order for organization to improve on its productivity, effective teamwork is necessary across all the departments. Most of the research from the available literature explain teamwork effect differently and almost all done on organization performance. In Ethio telecom there are no documented studies any researcher has done the impact of teamwork on employee performance, Hence the need of this study which helped to examine the impact of teamwork on employee performance in Ethio telecom.

1.4 Research Question

The study is conducted to evaluate the effect of teamwork on Ethio telecom employee's performance,

1. What are the existing teamwork determinants of Ethio telecom?
2. How determinants of teamwork have effect on employee performance?
3. What is the correlation between teamwork and performance'?

1.5 Objectives of the Study

The main objective of the study is to evaluate the effect of teamwork on employees'

Performance, specifically however, the study examines:

1. To describe the existing determinants of teamwork in Ethio telecom.
2. To examine the impact of teamwork determinants on employee performance.
3. To examine the relationship between teamwork and employee performance.

1.6 Definitions of terms

Team: a team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable¹.

Team performance: is defined as the extent to which a team is able to meet its output goals.²

Team Work: teamwork is a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills³.

Team Communication: The interactions that the individuals on a team share with one another.⁴

Mutual Accountability: the sense of team belongingness and level of responsibility of tameness rather than being individual centered.⁵

1.7 Significance of the Study

The study is important in the following ways: the study will benefit Ethio telecom as well as other organizations which are aware of the importance of team work on employee performance. In addition, for future use as reference by other researchers concerning the effect of teamwork on employee performance. We hope that the study help team member at Ethio telecom to know their role, responsibility and rights as regards teamwork performance.

Finally, the study is important in contributing to the research's pursuit for the award of Master's Degree in Human Resource Management. The study to help organization realize the contribution of teamwork has towards organization performance in achieving its planned goal and objectives. The study also makes managers realize the important of promoting teams in work places

1.8 Scope of the study

The research work focused only on the impact of teamwork on employee performance about the organization Ethio telecom. So that the center of attention of this study is only on Ethio telecom, Hence, all Ethio telecom employees work under similar work environment and human resource

¹ by Jon R. Katzenbach and Douglas K. Smith:

² Kostopoulos et al. (2013): Structure and Function of Team Learning Emergence: A Multilevel Empirical Validation. Journal of Management, Vol. 39, No. 6, pp. 1430–1461

³ Kings, S. (2018). TEAMWORK AND ORGANIZATIONAL PRODUCTIVITY. Afribary. Retrieved from <https://afribary.com/works/teamwork-and-organizational-productivity-2838>

⁴ Anne Kinsey

Reviewed by: Michelle Seidel, B.Sc., LL.B., MBA

Updated March 13, 2019

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management system. So the characteristics, and other aspects of branches throughout the country shows uniformity. Due to this fact, the researcher has decided to focus the study only on employees working at head office in Addis Ababa. In addition to this, regarding the theoretical scope of the study, the researcher focuses on analyzing teamwork components and investigates how such teamwork determinants and variables contribute to employee performance.

1.9 Limitation of the study

The study is limited only on studying the perception of employees, team members and team leaders to study the effect of teamwork on employee performance

It is anticipated that this study will have limitations in its scope. Considering constraints such as resistance to tell facts on the side respondents, unavailability of prior studies on the topic in Ethio telecom, Also, lack of sufficient secondary data has contributed to the limitation of the research. Another setback of the study could be; the research did not consider the financial motivation among team members. Finally, by the time the researcher conducted the data collection, employees of Ethio telecom were under heavy work load to properly provide requested data.

1.10 Research Methodology

A total of 2333 employees of at head quarter category are found. These employees are working at head quarter. The statistical method for data analysis is used. The data for the study came primary sources. The primary data is collected from the administration of the copies of the questionnaire to the respondents. This category of staff are chosen to ensure that respondents possess the knowledge and experience necessary to be able to discuss all issues relating to employee Teamwork and performance in an organization. Sampling technique is used; appropriate formula for sample size determination will be incorporated. The reliability and the validity of the instrument are established.

1.11 Organization of the Research Report

This research report comprises five chapters, which include the following:

The first chapter contains introduction part; this includes background of the study, statement of the problem, research questions, objective of the study, significance of the study, and scope of the study, limitation of the study and organization of the report. The second chapter presents theories and previous studies related to the topic (literature review). The third chapter contains

research methodology and design used in this study. It describes the type and design of the research; the subject and participants of the study; data source used for the study as well as the data collection tools applied and methods of data analysis are explained. In the fourth chapter data analysis, presentation and interpretation is presented. In the fifth chapter, summary of the findings was made from chapter four and conclusion is also presented.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviewed the existing literature by other scholars but related to this study. My study is conducted on the impacts of teamwork towards employee performance and ways we can promote teamwork. It is one of the job design implemented by organizations and it is expected that it has a significant contribution to the performance of the organization in achieving the strategic goals. The impact of teamwork on the performance of employee is one of the study areas in social sciences. Various team work parameters and performance parameters are used in studying the relationship between teamwork and performance.

2.1 Theoretical Review

2.1.1 Team

From the works of an office job to the higher complicated scientific researches, from tennis sport to football plays, teams are almost everywhere. Much of the world's innovations and scientific researchers are done using a team. In the history of organizations, assigning jobs and works to working groups and teams has been common and contributed to today's stronger belief and focus for teams and working groups. When there are tasks and works to be better performed not by one individual, giving the task for teams has led organizations to better performance and reduce their sources used for accomplishing the task. Especially when the work is in need of different experts in the field and need search expert's contribution to be performed, teams are not only a choice, but a must.

When a certain job is in need of a mix of skills, judgments and experiences, the idea of forming a team to perform the multi skill task outweighs than accomplishing the task by an individual. This is all because teams are always in a garter mix of varying skills and knowledge that may not be found in one individual. Teams are discrete units of performance, not a positive set of values. And they are a unit of performance that differs from the individual or the entire organization (Katzenbach and Smith 1993).

Since the term team has been introduced to the scientific realm, various attempts have been made to define what team and teamwork is (Hackman 1987). Different scholars have given different definitions of the team and its classification (Cohen and Bailey 1997). Though as many definitions of them are introduced by various scholars, there is no single all accepted

definition until this paper is done (Katzenbach and Smith 1993). Groups, working units and teams are some of the terms used to describe such forms of job design though there are differences between these terms used to describe a certain job design involving more than one person to accomplish a certain task (Benders and Van Hootegem 1999).

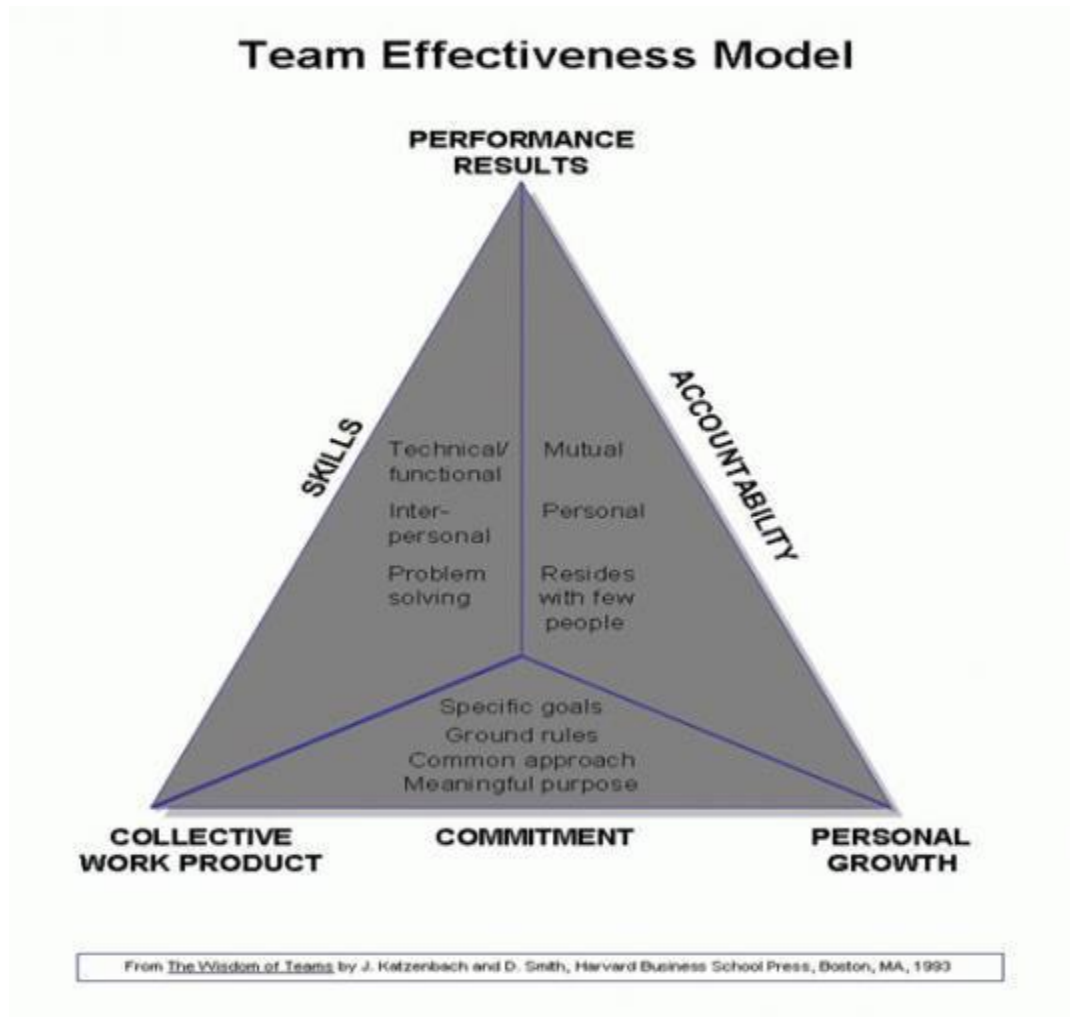
Being successful in teamwork is quite different from being successful individually though there might be a lot to share from one to another. The sports world is full of stories of underdog teams that have won championships against a group of players who were better individually but did not make up a good team (Daft2008).

Katzenbach and Smith 1993 defined them as a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. This definition of team signifies the importance of what makes a team a team; a small size in number, complementary skills, purpose and goals, working approach and sense of mutuality. While the business dictionary defined them as a group of people with a full set of complementary skills required to complete a task, job, or project.

After thoroughly studied various teams across several companies and various work challenges, authors Jon Katzenbach and Douglas Smith introduced their book entitled *The Wisdom of Teams* in 1993. They introduced a model of an efficient team in a triangular diagram having three important team deliverables expected from any team. These three deliverables are named as collective work products, performance results, and personal growth. Based on their model, six team basics are explained in three categories.

- **Commitment:** teams are committed when they have a meaningful purpose, specific goals, and a common approach to their work
- **Skills:** team members need skills in problem solving, technical skills to accomplish their craft, and interpersonal skills to enhance teamwork
- **Accountability:** team members must have mutual accountability to one another as well as individual accountability for one's own work, and ideally these teams must be made up of only a small number of people.

Figure 2.1: Katzenbach and Smith Team performance model 1993



Source: Katzenbach, J.R. And Smith, D.K. (1993), *The Wisdom of Teams: Creating the High-performance Organizations*, Harvard Business School, and Boston

Based on the definition of team and their team performance model, the following team work determinants are selected and discussed below.

2.1.2 Determinants of Teamwork

Communication

Teams need to convene and communicate easily and frequently. They should have open and interactive discussions. In different researches, teams with smaller size are communicating better and the flow of information is found to be better. Large numbers of people have trouble interacting constructively as a group, much less doing real work together (Katzenbach and Smith 1993). Communication in teamwork is an important tool for the team to have life and

accomplish tasks. The poor communication within a team leads to failure to achieve the team goal (Schaeferetal.1994). The American Association of Critical Care Nurses (2005) further supports this, reporting that 60% of errors in medication are caused by mistakes in interpersonal communication within the healthcare team.

Adequate levels of complementary skills

One purpose of having a team is to accomplish tasks in a team by contributing from the different knowledge and skills mix with in a team. Teams are expected to develop the right mix of skills, that is, each of the complementary skills necessary to do the team's job. The members of the team, individually and collectively, should be willing to develop the required skills in themselves and others. Though there is no standard set of skills, team needed to have, the technical or functional expertise, Problem-solving and decision-making skills and Interpersonal skills are listed by many researchers and books (Katzenbachand Smith 1993).

Truly meaningful purpose and Specific Goals

A team should understand and be able to articulate its purpose in the same way. It is important to make the purpose meaningful and memorable, and reinforce its importance to the organization or customer. Teams develop direction, momentum, and commitment by working to shape a meaningful purpose. The best teams invest a tremendous amount of time and effort exploring, shaping, and agreeing on a purpose that belongs to them both collectively and individually (Katzenbachand Smith 1993).

In contrast, failed teams rarely develop a common purpose (Katzenbach and Smith 1993). Effective teams are always known by their ability to transfer their purpose into measurable and specific goals. Team members should articulate the goals in the same way; they should understand relative priorities and, ultimately, agree that they are the right goals. Goals should clear, simple and measurable (SMART) and generate a clear set of team work-products. Having a specific goal in a team helps the team focusing on getting the required results. Specific team performance goals help to define a set of work products that are different both from an organizational wide mission and from individual job objectives (Katzenbachand Smith 1993).

Clear working approach

After having purpose and shaping goals, how the team is going to approach the task to be performed depends on the working approach. Workings approach deals with how to

integrate the different mix of knowledge and skills within a team to accomplish the work. Shaping an all agreed and inclusive work approach is important in taking the team along distance to achieve team goals.

Every member of a successful team does equivalent amounts of real work; all members, including the team leader, contribute in concrete ways to the team's work product as this is a very important element of the emotional logic that drives team (Katzenbach and Smith 1993).

Sense of mutual accountability

The team is expected to feel a sense of individual and collective accountability for the work purpose and the goals, approach and work-products that form they're part of it. Individuals within a team should be clear on individual and joint responsibilities so that progress can be measured against specific goals. There should be a sense that 'only the team can fail' or success. Mutual accountability cannot be coerced any more than people can be made to trust one another, but when a team shares a common purpose, goals, and approach, mutual accountability grows as a natural counterpart (Katzenbach and Smith 1993). Accountability arises from and reinforces the time, energy, and action invested in figuring out what the team is trying to accomplish and how best to get it done (Katzenbach and Smith 1993).

2.1.3 Teamwork

Work can be accomplished through various ways, individually, in groups or in teams. When a manager or job designer thinks that if a certain job is better to be performed by more than one person and needs an involvement of various knowledge and skills, it is true that working groups or teams are the option to choose. It is common to see the concept of teamwork in many different theoretical models. In the study by Rousseau et al. 2006 (Rousseau 2006) reported that 29 frame works related to teamwork have been published. As much overlap can be seen in these different models, there are also significant differences with each other. In General terms, the team work models consisted of different observable and measurable behaviors. There are various teamwork models, most of the models focus on behaviors which have an impact on teamwork performance (Rousseau et al 2006). Marks et al. 2001 explained that teamwork and performance cannot be seen separately, one cannot separate teamwork from performance. A majority of executives and managers advocate team work in their organizations' members

'behaviors, within a team, can be seen in terms of what a team is doing (task work) and what the whole team is doing to achieve its goals (teamwork processes) (Rousseau V 2006). Task work is what teams are doing, whereas team work describes how they are doing it with each other while task work involves the execution of core technical competencies within a given domain, teamwork refers to the range of interactive and interdependent behavioral processes among team members that convert team inputs into outputs (Marks et al 2001). Example of team work can be given in a lot of organizations like in the medical treatment of a patient; the communication between the nurse, the doctor, the laboratory technician and the pharmacy department to serve the patient is a good example of teamwork. The way the different scientists communicate and work together to innovate one pharmaceutical medicine and avail to the market will be ideal without the significant team work they do.

Research from the bulk of studies indicates that teamwork is positively associated with important team effectiveness variables, including team performance, group cohesion, collective efficacy, and member satisfaction (LepineJAetal2008). Xyrichis 2008 suggested having a common definition of team and team work before praising or insulting team and teamwork. A study by Xyrichis 2008 on the concept analysis of teamwork suggested that there is a big lack of proper teamwork definition and this leads to unbalanced teamwork perceptions. Though there is no single all agreed definition of teamwork, the researcher of this study believes that at least basic concepts what makes a team work should be included so that one can get an effective result of teamwork.

Not every working group is a team, committees, councils, and task forces are not necessarily teams. Groups do not become teams simply because that is what someone calls them (Katzenbach and Smith1993). It helps to distinguish between teams and other forms of working groups. The focus on the working group is individual goals and accountabilities while team goals and team accountabilities are the concern in teams. Working-group members don't take responsibility for results other than their own. Nor do they try to develop incremental performance contributions requiring the combined work of two or more members (Katzenbach and Smith 1993). The basic difference lying between teams and working groups is that teams require both individual and mutual accountability simply stated, a team Is more than the sum of its parts (Katzenbachand Smith 1993).

2.1.4 Types of teams

They are different types of teams that are normally found in the organizations are self-managed team, project teams, parallel teams, virtual teams and the top management team.

Self-managed work team

According to Hill et al (2000) self-managed work teams are team members who are empowered and have the responsibility and autonomy to complete identifiable piece of work. On a day-to-day basis, team members decide what the team will do how it will do it, and which team members will perform a specific task. Managers usually form self-managed work teams with overall goals but let team members decide how to meet those goals.

Project teams

According to Gomez-Mejia (2002) a project team works on a specific project that has a beginning and an end. Team member's work full time until the project is completed, and then disbands to work on other projects, possibly with different team members. A project team is composed of members from different functions. A key criterion for judging project team performance is meeting or exceeding deadlines or important milestone leading to completion.

Virtual teams

According to Hill et al (2000) Virtual teams are teams whose members rarely or never meet face to face and interact by using various forms of information technology such as e-mail, computer network, telephones, faxes and video conferences. As organization become increasingly global and have operation in far-flung regions of the world and as the need for specialized knowledge increase teams to solve problems or explore opportunities without being limited by the need for team members to be working in the same geographical location.

Parallel teams

According to Gomez-Mejia (2002) they are sometimes called problem-solving teams or special-purpose teams, focus on a problem or issue that requires only part-time commitment from team members. The employee spends on a few hours per week with the parallel team and the remainder of the time working as an individual contributor in a functional department such as accounting.

Top-Management team

According to Hill et al (2000) top-managements are responsible for developing the strategies that produce an organization's competitive advantage. In forming their top management team, Chief Executive Officers (CEOs) are well advised to stress diversity in expertise, skills, knowledge and experience.

2.1.5 Relationship between Teamwork and performance

According to Kerry Thomas (1995) he defined performance as the way in which an activity is accomplished in particular level of standard to which a task is to be accomplished. It is adapted, carried out or achieved within the working environment. The purpose of teamwork is to produce more or high quality output than would have been produced if each person had worked separately and their entire individual's efforts are combined. Teamwork effort ought to be demonstrated in a work situation by achieving certain particular results or a certain level of performance.

According to Balkin (2002) through teamwork organizations are able to produce more or higher quality output than would have been produced if each person had worked separately and all their individuals' efforts are combined. Teamwork is used mainly to obtain a type of synergy. "The whole is more than the part of the sum of its parts". Factors that contribute to synergy in group include the ability of group members to bounce ideas off one another, to correct each other's mistakes, to solve problems immediately as they arise, and to bring a diverse knowledge base to bear on a problem or goal.

2.1.6 Impacts of teamwork

Managing teams make it possible for companies to achieve important strategic business objectives, which may result in competitive advantage in the market. Balkin (2002) identified some the positive and negative results of teamwork. When a company delegates management work to teams' members do much of the work that was formerly done by the supervisor and the organization needs fewer supervisors. Companies can save on the labor cost of surplus supervisors and middle managers. In addition, a cross-training team member to have a broad set of competencies allows a significant reduction of total number of employees required to get work done.

The teamwork approach places the responsibility for quality on the team' members who assemble the product or provide the service rather than on an inspector who judges' quality after the product is completed. The self-inspection, or "do it right the first time" approach to quality has potent advantage. It saves the company money on defective products and wasted raw materials, and it can greatly reduce the labor cost of hiring quality specialist who inspects the work of others. Teamwork can reduce the time taken to respond to customer needs. When teams are organized around important business processes, the time to complete the process can be greatly reduced. A business process is a value-adding, value-creating activity such as product development or order fulfillment. Teamwork reduces barriers between departments that slow the flow of work. The ability to innovate new products ideologies and services that satisfy needs in the market can be enhanced with the use of teamwork. Teamwork makes companies to innovate more quickly. In high technology industries, being first to market with an innovative product provides a powerful competitive advantage. A cross-functional team composed of people who have knowledge of the market, technologist, and experts in production reduces the cycle time for product development.

On the other hand, sometimes problems within a team make it impossible for the teamwork to achieve its potential. Trust and cooperation are absent or weak in malfunction teams, and performance suffers. Managers and team members must try to determine the cause of poor team performance and implement changes to improve it. According to Balkin (2002) he reviewed three of the most challenging problems. These are free riders, nonconforming high performer, and lack of rewards for team work. Free riders are individuals who find it rational to withhold their effort and provide minimum input to the team in exchange for a full a share of the rewards. Free riding is sometimes called social loafing or shirking, and it takes place because individuals can hide behind the collective effort of the team and get "lost in the crowd". If free riders are tolerated, other members may reduce their efforts.

Lack of rewards for teamwork is a common problem to many organizations. A problem common to many organizations that have implemented teams is that there are few if any rewards for teams that meet or exceed performance goals. These same organizations provide merit pay or some other reward for individual performance. When the only rewards are for individual performance, employees are likely to compete with each other for the incentive pay, which can undermine willingness to collaborate and team cohesiveness. Nonconforming high performer; in

teamwork they are some members who are very individualistic and whose presence is disruptive to the teamwork activities. Teams have procedures to deal with poor performers and individuals who violate norm. This include disciplinary the offending party through peer group pressure and giving the individual strongly worded critical feedback during the performance evaluation.

2.1.7 Characteristics of Effective Teams.

The following are eight characteristics of effective teams identified by Larson and LaFasto in their book titled *Teamwork: What Must Go Right/What Can Go Wrong* (Sage Publications 1989).

- The team must have a clear goal. Avoid fuzzy, motherhood statements. Team goals should call for a specific performance objective, expressed so concisely that everyone knows when the objective has been met.
- The team must have a results-driven structure. The team should be allowed to operate in a manner that produces results. It is often best to allow the team to develop the structure.
- The team must have competent team members. In the education setting this can be taking to mean that the problem given to the team should be one that the members can tackle given their level of knowledge.
- The team must have unified commitment. This doesn't mean that team members must agree on everything. It means that all individuals must be directing their efforts towards the goal. If an individual's efforts are going purely towards personal goals, then the team will confront this and resolve the problem.
- The team must have a collaborative climate. It is a climate of trust produced by honest, open, consistent and respectful behavior. With this climate teams perform well ... without it, they fail.
- The team must have high standards that are understood by all. Team members must know what is expected of them individually and collectively. Vague statements such as "positive attitude" and "demonstrated effort" are not good enough.
- The team must receive external support and encouragement. Encouragement and praise works just as well in motivating teams as it does with individuals.
- The team must have principled leadership. Teams usually need someone to lead the effort. Team members must know that the team leader has the position because they have good leadership skills and are working for the good of the team. The team members will

be less supportive if they feel that the team leader is putting him/her above the team, achieving personal recognition or otherwise benefiting from the position.

2.1.8 Why people join teams.

Human being is a social animal and they are always attracted to each other. Different authors identified various reasons why people join groups. According to Ricky W.Griffin (1998) he viewed that one reason that people forms team is because of interpersonal attraction. When people see a lot of each other, pure proximity increases the like hood that interpersonal attraction will develop. Attraction increased when people have similar attitudes and personality. According to K. Aswathappa (2001) he viewed that people were attracted to each other because of esteem, security, affiliation, and group goals.

The strongest reason for team formation is the people's need for security. By joining a team we can reduce our insecurity, fewer doubts and more resistant to threats.

An individual can increase his self-esteem through group membership. One may gain esteem by becoming a member of a high status people is reinforcing, and one who belongs to such a team is usually accorded a high status by outsiders. Also people join teams for affiliation, people enjoy the regular company of other people, and particularly those possess common interest. Individuals may seek out others at works who share common hobbies or common backgrounds.

2.1.9 The roles of a team leader.

A distinction between a manager and a leader is currently emerging in organizations. The manager is typically appointed by higher management and represents a link between management and work teams. The manager's role is to ensure that the team has available the skills and the technical means required for the job (Janz & Harel, 1993; Parker, 1991). The leader, on the other hand, may emerge from among the team members, on the basis of his /her professional expertise and charismatic personality.

The leader's role is to clarify the goals, strengthen the professional skills, and nurture the cooperation among team members (Katzenbach & Smith, 1993). According Dennis Kinlaw (2006) defined a team player as one who unites others toward a shared destiny through sharing information and ideas, empowering others and developing trust. According to Cathy C. Dumam et al (1997) the team leader should carry the roles of the leader. The performance of a team is

significantly influenced by the type of leadership it assumes and the type of decision making it undertakes. A team tends to be more effective in undertaking tactics when guided by team coordinators rather than team commanders. A team that allows greater participation during decision making also has greater possibility to achieve higher group performance

Ken A. Smith et al (1999) viewed that it was important for the team leader to be part of the team. The successful team leader needs to assume a passive role. In many ways, the team leader is the least essential member of the team. Certainly the team members contribute more directly and routinely to the team's mission. When there is a problem the team leader becomes essential. In this context, the customary role of the team leader involving leadership and responsibility is required. The most successful team leader is one who has the respect of the team members and also who knowledgeable on handling team and can comfortably adapt to a supportive team player role.

According to Cynder Niemela and Rachael Lewis (2001) the team leader should take care of the team members by giving them counsel and training them. Train your team members in the natural process of change and loss that members go through. Most leaders don't know the predictable stages of: denial, resistance (lowest productivity stage), exploration, and commitment. If you know how to recognize it and help people to the next stage, you've won half of the battle. If you don't, half of your team will get stuck in resistance, which is also where productivity is the worst.

According to Jeff Pettit (1997) viewed that efforts to maintain optimal communication with the team members are also important. It is essential to work closely with the members to maintain a professional and unified approach to managing team. Provide information, about where you are, where you're headed, the consequences of not changing and also what's working as a result of the changes. According to Deborah S. Kezsbom (1992) Team leaders should be involved in the conflict resolution. Project team leaders must be aware of the many sources of conflict and have strategies for dealing with them effectively.

According to a survey, the area attracting the most conflict involves the definition of goals and priorities, while conflicts over personalities are rated second. Role of the team leader (2006) was discussed with several elite u.s. National Team players. They were asked what they thought were the key attributes and roles of a good team leader. Their responses gathered the following.

The team leader should be committed to being useful and helpful to the team. The cardinal sin for a team leader is to be unavailable to team members. Availability was also cited as an important factor. The leader should be there when needed by the employees. The leader is not effective or helpful when out every day. The best way to be available is to spend time employees. In that setting, the leader can watch employees interact with each other and can also become part of the interaction.

The team leader needs to maintain a professional character and at the same time strike a balance between being too unapproachable and too welcoming. Being cheerful and positive is always appropriate. The team leader should have a clear vision and plan to get through tough times and get the management team and supervisors on board. When there is change, the only way team leaders are going to be able to deal with it effectively, is if they are on board with where the company is now headed. Managers, who may not as be as business knowledge as the leader who prompted the change, need counsel on setting new goals, finding new ways to contribute, and of letting go of the past projects. Their employees will never follow if their manager is not leading towards the new vision. The team leader should be friendly and open to enhance effectiveness, but also remember that the ability to be effective requires respect from the members.

Finally, the team leader role is not to second guess or to make performance judgments regarding team members. Although it is important to understand some aspects of team politics and interpersonal relationships to perform more effectively and professionally, it is risky to become too involved. It is better for the team leader to be perceived as neutral and above team politics.

2.1.10 Team roles

Meredith Belbin (1993) basing on his research proposed nine roles that successful team should have: Coordinator; this person will have a clear view of the team objectives and will be skilled at inviting the contribution of team members in achieving these, rather than just pushing his or her own view. The coordinator (or chairperson) is self-disciplined and applies this discipline to the team. They are confident and mature, and will summarize the view of the group and will be prepared to take a decision on the basis of this,

Shaper; the shaper is full of drive to make things happen and get things going. In doing this they are quite happy to push their own views forward, do not mind being challenged and are always ready to challenge others.

The shaper looks for the pattern in discussions and tries to pull things together into something - feasible which the team can then get to work on. Plant; This member is the one who is most likely to come out with original ideas and challenge the traditional way of thinking about things. Sometimes they become so imaginative and creative that the team cannot see the relevance of what they are saying. However, without the plant to scatter the seeds of new ideas the team will often find it difficult to make any headway.

The plant's strength is in providing major new insights and ideas for changes in direction and not in contributing to the detail of what needs to be done. Resource investigator; the resource investigator is the group member with the strongest contacts and networks, and is excellent at bringing in information and support from the outside. This member can be very enthusiastic in pursuit of the team's goals, but cannot always sustain this enthusiasm.

Implementer; the individual who is a company worker is well organized and effective at turning big ideas into manageable tasks and plans that can be achieved. Such individuals are both logical and disciplined in their approach. They are hardworking and methodical but may have some difficulty in being flexible. Team worker; the team worker is the one who is most aware of the others in the team, their needs and their concerns.

They are sensitive and supportive of other people's efforts, and try to promote harmony and reduce conflict. Team workers are particularly important when the team is experiencing a stressful or difficult period. Completer; as the title suggests, the completer is the one who drives the deadlines and makes sure they are achieved. The completer usually communicates a sense of urgency which galvanizes other team members into action. They are conscientious and effective at checking the details, which is a vital contribution, but sometimes get 'bogged down in them. Monitor evaluator; the monitor evaluator is good at seeing all the options. They have a strategic perspective and can judge situations accurately. The monitor evaluator can be overcritical and is not usually good at inspiring and encouraging others.

Specialist; this person provides specialist skills and knowledge and has a dedicated and. Single-minded approach. They can adopt a very narrow perspective and sometimes fail to see the whole picture.

2.2 Review of Empirical Studies

Previous empirical researches on teamwork, performance and organizational performance are discussed to support the conceptual framework of the study.

2.2.1 Empirical review on Teamwork

Studies have shown that modern day organizations are becoming highly related with team work to accomplish their organizational goals. Various models and theories are developed on how to organize teams, how to develop teams, how to monitor and evaluate teams and still it is one of the areas where ongoing studies are carried out.

Changes in work organization (the introduction of teams) can have a direct impact on employee behavior (less absenteeism) and, subsequently, on operational performance (higher productivity), which, in turn, can contribute to higher levels of financial performance (higher profits), (Dyer and Reeves 1995; Guest *et al.* 2003). Teamwork has emerged in recent years as one of the most important ways in which work is being reorganized (Osterman 1994; Waterson *et al.* 1997).

Many reasons can be mentioned why organizations prefer to use teams over other types of job designs. One of the reasons why present day organizations prefer to use teams is the increasing competition and technological changes (Chen & Klimoski, 2003). The Dynamic organizational competitions are forcing organizations to be more creative and create a room for innovation which is highly done by forming teams (Chen & Klimoski, 2003). In their study, Fung and Ali 2011 discovered that team performance is always more effective than personal performance. Because of this fact, it is becoming visible to see lots of multinational corporations are adopting the teamwork job design in almost many of their departments specially when intermix of skills and knowledge are in demand by the job to be done.

Ichniowski *et al.* (1996, 300–301) has found out that employees feel stimulated by working together towards a common goal (Ichniowski *et al.* 1996, 300–301). This implies that

employees may perform better when they work together in a team having a common goal. But, this does not mean necessary it is always true that employees perform better only in a team. As per what Cohen and Bailey 1997 have found out, those organizations (both business and nonprofit organizations) adopted teamwork structures have produced significant results in achieving organizational goals. This indicates that early adopting team structures for tasks which should be done by teams are associated positively with organizational performance.

2.2.2 Empirical review on Teamwork determinants

According to Katzenbach and Smith (1993), there are four reasons that teams work: 1) individuals coming together bring complimentary skills and experience that exceed any individual; 2) teams support real-time problem solving and are more flexible and responsive to changing demands with greater speed, accuracy, and awareness than individuals; 3) teams provide a unique social dimension that enhances the economic and administrative aspects of work; and 4) teams have more fun (p. 18). Schulman (1996) and Katzenbach and Smith (1993) hypothesized that individuals, as compared to teams, are no longer able to deal with the Complexities and pressures that are best solved using team structures that require multiple skills, judgments and experience.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The research approach, research design, study variables, target population, sampling technique, sample size, data collection instrument, method of data collection and data analysis and presentation tools are discussed below as what has been used to perform this research.

3.1 Research Approach

The researcher chooses mixed (quantitative and qualitative) research approach to describe the effect of teamwork on employee performance in Ethio telecom because mathematical models is applied which require quantitative data and methods, Qualitative method is also be employed for instrument development, problem identification and a self-administered questionnaire is considered an appropriate approach to collect the data for the research.

3.2 Research Design

The research is the impact of team work on the work performance of an employee in the case of Ethio telecom, the general map of how a research is going to be performed can easily be found in its research design. Research design illustrates almost the basic activities that are essential to carry out a research. The research design provides an operational frame within which facts will be placed, processed through analyzing procedures and valuable research output is produced (Cooper2006).

As the purpose of this study is study the causal effect of teamwork on employee performance, the purpose of the research design is believed to be explanatory in explaining the effects of team work determinants on employee performance.

3.3 Conceptual Frame work of the Study

Doing all the literature reviews, the conceptual framework of this study is designed as follows. Based on the team performance model of Katzenberg and Smith, the following prepositions are made and will be studied in this cross sectional study.

- a. Team work will be positively linked to organizational performance. The very general assumption that will guide this study is that team work will have positive effects on employee performance.
- b. Any positive link between team working and performance can be explained by the

impact of five team basics on teamwork and then to employee performance.

Thus, the following hypothesis is generated

Hypothesis 1: Communication within team has a positive impact on employee performance.

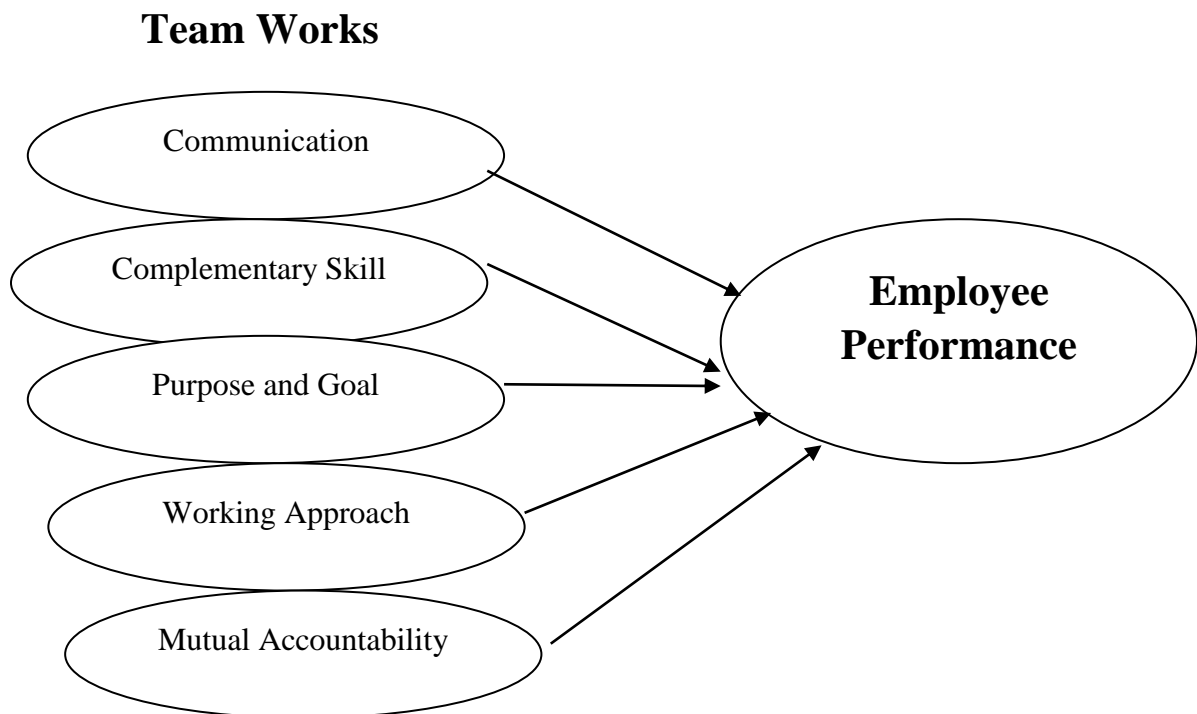
Hypothesis 2: Teams with complementary skills are positively associated with employee performance.

Hypothesis 3: The presence of clear and specific team purpose and goals within a team is positively associated with employee performance.

Hypothesis 4: Teams having clear working approach are positively associated with employee performance.

Hypothesis 5: The presence of mutual accountability within a team is positively associated with employee performance

Figure 1 Conceptual frame work of the study⁶



N.B.:- Dependent Variable: Employee Performance

Independent variables: Communication, complimentary skill, purpose and goal, working approach and Mutual accountability

⁶ Katzenbach and Smith, "The Discipline of Teams", Harvard Business Review, July 2005.

3.3 Sample and sampling methodology

3.3.1 Target Population

Ethiotelecom, previously known as the Ethiopian Telecommunications Corporation (ETC), is an integrated telecommunications services provider in Ethiopia, providing internet and telephone services. Ethiotelecom is owned by the Ethiopian government and maintains a monopoly over all telecommunication services in Ethiopia. A total of 2333 employees of at head quarter category are found. These employees are working at head quarter. The statistical method for data analysis is used. I believe that all respondents possess the knowledge and experience necessary to be able to discuss all issues relating to employee Teamwork and performance in an organization.

3.3.2 Sampling Technique

The research used random sample method to get the data; Sample size refers to the number of elements selected from a given population. The researcher applied a multi – step sampling technique to take sample in the study. The key tools for data collection is questionnaires that administered through the help of staffs of selected from Ethiotelecom head quarter. The researcher used simple random sampling technique to select the sample respondents. The data is collected from the selected respondents of Ethiotelecom head quarter which are located at Addis Ababa.

3.3.3 Sample size

A sample size is a section of a study population selected from the total population in a manner that ensures that every different possible sample of the desired size has the same chance of being selected (Peck, Olsen, & Devore, 2009). Leary (2004), defines sample size as the process by which a researcher selects a sample of participants for a study from a population of interest.

The Yumane’s formula (Yumane, 1964) will be used to in selecting the appropriate sample size of Ethio telecom. The working sample was guided by Yumane’s form

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n = is the sample size

N= is the population

1= is a constant

e^2 = is the estimated standard error which is 5% for 95% confidence level $n = 2333/1+2333(0.05^2) =342$

3.4 Data Sources and Collection Method

The study used primary data sources in gathering data for analysis. Primary method of data collection used 5 point Likert scale questionnaire consisting close-ended questions. The questionnaire is prepared in line with the objectives of the study and it organized in two sections. The first section is design to obtain the demographic information. The second section is consisting how respondents perceive the relationship teamwork determinants relationship with employee performance and its effects. A five – point Likert scale questionnaire is distributed to employees of Ethio telecom head quarter.

3.5 Method of Data Analysis

In order to meet the research objective, the collected quantitative data is analyzed by using the Statistical package for social Science (SPSS). Descriptive statistics (Mean, Standard deviation, frequency) used as found appropriate. On the other hand, correlation and multiple regression analysis is performed to determine the relationship and effect of the independent variables. The regression model was prepared in the form of:-

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon_i$$

Where,

Y is dependent variable: -variable which is affected by other variables or explained by the independent variables

α is an intercept, where the regression line crosses the y axis

$\beta_1 \dots \beta_n$ are the coefficient of the independent variables X_1 to X_n . Substituting both dependent and independent variables in equation 1 above, we have the following equation Specifically, for the study the expression is appropriate:

$$EP = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon_i$$

Where,

β_1 is the partial slope for x_1 on y and indicates the change in y for one unit change in x_1 , controlling $x_2 \dots \dots$

β_5 is the same thing

EP – Employee Performance

X_1 – Communication

X2 – Complementary Skill

X3 – Purpose and Goal

X4 – Working Approach

X5 – Mutual Accountability

ϵ_i –Error

3.6 Validity and Reliability

Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement. Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003). As stated by Hair et al., (2007) reliability implies the extents to which some variables or set of variables is consistent in what it is intended to measure. Reliability analysis was used to measure the consistency of a questionnaire.

Table 1 Reliability test the reliability coefficient Cronbach's alpha

Construct	Cronbach's Alpha	Number of Item	Internal Consistency
Employee Performance	0.880	5	Acceptable
Communication	0.892	5	Acceptable
Complementary skills	0.711	5	Acceptable
Purpose and specific goals	0.804	5	Acceptable
Working Approach	0.831	5	Acceptable
Mutual Accountability	0.762	5	Acceptable

3.7 Ethical Issues

This study is governed by the general rules of research ethics in such a way that respondents are requested to provide information on voluntary basis, there were a prior communication about the purpose of the study. Any confidential information of the company or the employees is not disclosed since the main intention is to gather data for the research purpose. Moreover, I at my best level tried to abide by the rules and regulations of the University and conduct the study on the basis of objective judgment.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

This chapter deals with the presentation of data, analysis, and interpretation. To collect the data and extract findings, questionnaire was prepared and distributed to employees of Ethio telecom head office organ thus a total of 342 questionnaires was distributed to different departments of Ethio telecom head office and a total of 319 (%) as returned and used for this study, while 23(%) remained uncollectible.

4.1 Background Information about the Respondents

This sections that follow present profile of respondents' like gender, Age, qualification and experience they have at Ethio telecom.

Table 2 Background Information about the Respondents

Factors	Particulars	Frequency	Percent	Cumulative Percent
Gender	Male	133	41.7	41.7
	Female	186	58.3	100
	Total	319	100	
Age Group	18-24	11	3.4	20.91
	25-34	131	41.1	32.90
	35-44	88	27.6	72.10
	45-54	71	22.3	94.40
	55-64	18	5.6	100.00
	Total	319	100	
Educational level	Diploma			
	Degree	167	52.4	52.4
	Masters	152	47.6	100
	Total	319	100	
Year of work experience	< 5years	64	20.1	20.1
	5-9	105	32.9	53.0
	10- 14	39	12.2	65.2
	15 – 19	29	9.1	74.3
	>20 years	82	25.7	100.00
	Total	319	100	
Does teamwork have any impact on employee performance	Positive	310		
	Negative	9		
	Total	319	100	

Analyzing the data obtained from the questionnaire, table 2 reveals that, 41.7% of the respondents were male while 58.3% were female respondents. In terms of age, 3.4 % of survey respondents were under age 18-24,

41.1% under age 25-34, 27.6% in age 35-44, 22.3% between 45-54 and the remaining 11.4% respondents were 55-64. Therefore, the largest respondents were between the ages of 25-34. In addition to the above, respondents were asked to identify their education level, 52.4% of the respondents' replied were Degree and the remaining 47.6% respondent had degree. On the other hand, 32.9% of respondents had 5-9 years of experience, 25.7% employees being stays at Ethio telecom more than 20 years, and 20.1% of respondents being employees of Ethio telecom under 2 years, in addition 12.2 of employees of stays as Ethio telecom under 10-14 The remaining 9.1% of the respondents had being employees of Ethio telecom for 15-19 years. The fact that majority of the respondents had being employees for Ethio telecom for 5-9 years.

4.2 Data analysis on Employee Performance

Table 3 Data analysis on Employee Performance

Variable	Alternatives	Frequency	Percent	Mean	SD
Team work have impact on employee performance	Strongly Disagree	47	14.7	3.96	1.358
	Disagree	0			
	Neutral	18	5.6		
	Agree	108	33.9		
	Strongly Agree	146	45.8		
	Total	319	100.0		
There is a relationship exists between team and employee performance.	Strongly Disagree	10	3.1	4.19	0.956
	Disagree	10	3.1		
	Neutral	31	9.7		
	Agree	127	39.8		
	Strongly Agree	141	44.2		
	Total	319	100.0		
Team works have a motivational factor for higher level of employee performance.	Strongly Disagree	20	6.3	4.12	1.099
	Disagree	13	4.1		
	Neutral	16	5.0		
	Agree	129	40.4		
	Strongly Agree	141	44.2		
	Total	319	100.0		
There are roles team members play	Strongly Disagree			4.15	0.614
	Disagree	10	3.1		
	Neutral	10	3.1		
	Agree	222	69.6		
	Strongly Agree	77	24.1		

	Total	319	100.0		
There are roles team leader's plays.	Disagree	10	3.1	4.10	0.777
	Neutral	52	16.3		
	Agree	154	48.3		
	Strongly Agree	103	32.3		
	Total	319	100.0		

Table 3 reveals that the study measured the performance by taking five sub variable through questionnaire survey from employees of Ethio telecom. Concerning team work have impact on employee performance respondents agreed team work have impact on employee performance.

the survey result showed that, 47(14.7%)of respondents were strongly Disagree, 20(6.7%), 18(5.6%) of respondents are not taking sides about team work have impact on employee performance ,while 108(33.9%) respondents were agreed and 146(45.8%) employees were strongly agreed. The majority of the respondents are agreed on that team work have impact on employee performance.

From the table aforementioned, 3.1% respondents were strongly disagreed and 3.1% of respondents were disagreeing that dealing with there is a relationship exists between team and employee performance. 9.7% of respondents are not taking sides. However, 39.8% respondents were agreeing and 44.2% employees were strongly agreed regarding this issue. Therefore, the majority of the respondents agreed on There is a relationship exists between team and employee performance.

The finding of the study in table 3 depicted that majority of the respondents responded that team works have a motivational factor for higher level of employee performance i.e., represented by 44.2% of respondents were strongly agreed, 40.4% respondents respectively were agreed. 5.0% of the respondents stay neutral, 4.1% of the respondents are disagreed and the rest 6.3% were strongly disagreed about the issue. Therefore, this indicates that team works have a motivational factor for higher level of employee performance.

Considering on there are roles team members play finding of the study indicated that 69.6% respondents' response agree, 24.1% of the respondent replied were strongly agree, 3.1% respondents were neutral and the rest 3.1% of them were disagree.. A result indicates that, there are roles team members' plays.

Based on there are roles team leader's plays finding of the study indicated that 48.3% respondents' response agree, 32.3% of the respondent replied were strongly agree, 16.3% respondents were neutral and the rest 3.1% of them were disagree. Results indicate that, There are roles team leader's plays.

Consequently, according to the mean scores, the findings in Table 4.2 imply that has, the majority of the respondents agreed on: - There is a relationship exists between team and employee performance, there are roles team members play, team works have a motivational factor for higher level of employee performance.

4.3 Data analysis on Communication

Table 4 Data analysis on Communication

Variable	Alternatives	Frequency	Percent	Mean	SD
A team member can play easily and frequently communicate with team	Strongly Disagree			4.12	0.933
	Disagree	33	10.3		
	Neutral	23	7.2		
	Agree	137	42.9		
	Strongly Agree	126	39.5		
	Total	319	100.0		
Discussions with in a team are open and interactive.	Strongly Disagree			3.96	0.851
	Disagree	33	10.3		
	Neutral	23	7.2		
	Agree	187	58.6		
	Strongly Agree	76	23.8		
	Total	319	100.0		
Feedbacks are communicated with in a team easily	Strongly Disagree			4.02	0.754
	Disagree	20	6.3		
	Neutral	28	8.8		
	Agree	198	62.1		
	Strongly Agree	73	22.9		
	Total	319	100.0		
The messages communicated during any type of team discussions are relevant and reliable.	Strongly Disagree			3.98	0.726
	Disagree	20	6.3		
	Neutral	26	8.2		
	Agree	212	66.5		
	Strongly Agree	61	19.1		
	Total	319	100.0		
The Presence of easy communication and flow of ideas leads to team performance.	Strongly Disagree	10	3.1	4.12	9.23
	Disagree	10	3.1		
	Neutral	29	9.1		
	Agree	154	48.3		
	Strongly Agree	116	36.4		
	Total	319	100.0		

Table 4 shows the perception of employees of Ethio telecom with assurance respond to a team member can play easily and frequently communicate with team. In this regard, 10.3% the respondents disagree, 7.2% neutral and 42.9% of the respondents agree and 39.5% were responded strongly agree. This indicates that the majority of respondents were agreed a team member can play easily and frequently communicate with team. Analyzing the data obtained from the questionnaire, table 4 also reveals that 10.3 of the respondents with discussions with in a team are open and interactive. About 7.2% of the respondents neither agreed nor disagreed with the statement but, 58.6% and 23.8% of them were agree and strongly agree with the statement. Therefore, considering the above results discussions with in a team are open and interactive.

Summary of feedbacks are communicated with in a team easily, table 4 disclosed that, 6.3% of the respondents disagree about the above statement. However, 62.1% of the respondents agree with the statement about feedbacks are communicated with in a team easily. About 22.9% of the respondents agreed with the statement. Results indicated that, Feedbacks are communicated with in a team easily.

Based on the above table 4 66.5% of the respondents replied agreed on the messages communicated during any type of team discussions are relevant and reliable and 19.1% of respondents were strongly agreed. About 8.2% of the respondents neither agreed nor disagreed with the statement but, 6.3% of them were disagree. Based on respondent, researcher concludes that, the messages communicated during any type of team discussions are relevant and reliable.

Table 4 concerned on the Presence of easy communication and flow of ideas leads to team performance 3.1% of respondents replied were strongly disagree and disagree with the statement. And also the rest of them 48.3% and 36.4% of respondents were agreed and strongly agree on the issue. Therefore, considering the above results the Presence of easy communication and flow of ideas leads to team performance.

With regard to the mean scores, the findings in table 4 indicate a team member can play easily and frequently communicate with team; discussions with in a team are open and interactive feedbacks are communicated with in a team easily, the messages communicated during any type of team discussions are relevant and reliable and the Presence of easy communication and flow of ideas leads to team. This is because all parameters used under communication had a score of between 3.98 and 4.12 and this above the actual mean. The variation is exhibited in the differences of responses to the respective of communication parameter practices by different proportions of respondents on the likert scale options. The variations are indicated by the standard deviations of the practices and they range from the low of 0.754 standard deviations for

feedbacks are communicated with in a team easily and 9.23 the highest the Presence of easy communication and flow of ideas leads to team performance. This implies that Low standard deviations indicated no significant deviations of the extent of adoption of a specific parameter in communication while high standard deviations indicated that significant deviation.

4.4 Data analysis on Adequate levels of complementary skill

Table 5 Data analysis on Adequate levels of complementary skill

Variable	Alternatives	Frequency	Percent	Mean	SD
All three categories of skill (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at Ethio telecom.	Strongly Disagree			4.0	0.656
	Disagree	20	6.3		
	Neutral	9	2.8		
	Agree	242	75.9		
	Strongly Agree	48	15		
	Total	319	100.00		
Members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills.	Strongly Disagree			3.98	0.737
	Disagree	27	8.5		
	Neutral	9	2.8		
	Agree	227	71.12		
	Strongly Agree	56	17.6		
	Total	319	100.00		
The presence of adequate level of skills within our team helps to our team to perform better.	Strongly Disagree			4.17	0.736
	Disagree	19	6.0		
	Neutral	7	2.2		
	Agree	196	61.1		
	Strongly Agree	98	30.7		
	Total	319	100.00		
Trainings given for team skill and knowledge development are effective and resources used are adequate.	Strongly Disagree			4.11	0.749
	Disagree	10	6.0		
	Neutral	17	5.3		
	Agree	194	60.8		
	Strongly Agree	89	27.9		
	Total	319	100.00		
Team knowledge and skill sharing are relevant to the actual jobs and projects.	Strongly Disagree	5	1.6	4.16	0.822
	Disagree	15	4.7		
	Neutral	11	3.4		
	Agree	181	56.7		
	Strongly Agree	107	33.5		
	Total	319	100.00		

Summary of all three categories of skill (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at Ethio telecom. As depicted in table 4.4, 6.3% of the respondents disagree with the statement. However, about 2.8% of the respondents are neutral whereas 75.9% and 15% of the respondents agree and strongly agree with the statement respectively. This implies that the majority of the respondents were agreed all three categories of skill (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at Ethio telecom.

On the other hand, the summary of members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills, Regarding the question table 5 briefly described as follows, 8.5%, 2.8%, 71.12%, and 17.6% of sample respondents replied as disagree, neither disagree nor agree, agree and strongly agree with members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills. This indicates that the majority of respondents were agreed members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills.

With regard to the summary of the presence of adequate level of skills within our team helps to our team to perform better., the reaction of respondents indicates that 6.0 % of employees disagree and 2.2% of the respondents replied were neither agrees nor disagree. However, 61.1% and 30.7% of employees of Ethio telecom agree and strongly agree respectively with the presence of adequate level of skills within our team helps to our team to perform better.

Summary of employee's perception on trainings given for team skill and knowledge development are effective and resources used are adequate, Regarding the question table 4.5 briefly described as follows, 6.0%, 5.3%, 58.1% and 27.9% of sample respondents replied as disagree, neither agree nor disagree, agree and strongly agree with trainings given for team skill and knowledge development are effective and resources used are adequate. This indicates that the majority of respondents were agreed on trainings given for team skill and knowledge developments are effective and resources used are adequate

With regard to the summary of the team knowledge and skill sharing are relevant to the actual jobs and projects, the feeling of respondents indicates that 1.6% and 4.7% of employees strongly disagree and disagree respectively and 3.4% of the respondents replied were neither agrees nor disagree. However, 56.7% and

33.5% of the customers agree and strongly agree respectively with the team knowledge and skill sharing is relevant to the actual jobs and projects.

4.5 Data analysis on Meaningful purpose and specific goals

Table 6 Data analysis on Meaningful purpose and specific goals

Variable	Alternatives	Frequency	Percent	Mean	SD
The team purpose and goal within Ethio telecom is in line with the greater organizational purpose.	Strongly Disagree			4.03	0.762
	Disagree	25	7.8		
	Neutral	13	4.1		
	Agree	209	65.5		
	Strongly Agree	72	22.6		
	Total	319	100.0		
All members understand and articulate purpose of the team in the same way and mention it in communications with other staffs	Strongly Disagree			4.08	0.605
	Disagree	13	4.4		
	Neutral	7	2.2		
	Agree	239	74.9		
	Strongly Agree	60	18.8		
	Total	319	100.0		
Team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined.	Strongly Disagree			4.00	0.555
	Disagree	7	2.2		
	Neutral	28	8.8		
	Agree	242	75.9		
	Strongly Agree	42	13.2		
	Total	319	100.0		
The team goals within Ethio telecom are flexible.	Strongly Disagree			4.02	0.702
	Disagree	18	5.5		
	Neutral	21	6.6		
	Agree	216	67.7		
	Strongly Agree	64	20.1		
	Total	319	100.0		
The team goals given for the team to achieve are real and achievable.	Strongly Disagree			3.999	0.666
	Disagree	19	6.0		
	Neutral	15	4.7		
	Agree	235	73.7		
	Strongly Agree	50	15.7		
	Total	319	100.0		

Table 6 reveals that the study measured the subject of meaningful purpose and specific goals by five sub variables through questionnaire from employees. Concerning the team purpose and goal within Ethio telecom is in line with the greater organizational purpose., the survey result showed that,22.6% of respondents were

strongly agreed, 65.5% respondents were agreed, and 4.1% of respondents are not taking sides or neutral and 7.8% of the respondent were disagree.

Consequently, the majority of the respondents agreed that the team purpose and goal within Ethio telecom is in line with the greater organizational purpose.

From the table 6 indicated, 74.9% respondents were agreed and 18.9 % of respondents were strongly agreed that dealing all members understand and articulate purpose of the team in the same way and mention it in communications with other staffs. 2.2% of respondents were not any sides and 4.4% of the respondents were disagreeing about the issue.

Generally, the majority of the respondents agreed that all members understand and articulate purpose of the team in the same way and mention it in communications with other staffs.

With regard to team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined. 13.2% of respondents were strongly agreed and 75.9 % of respondents were agreed and the remaining 8.8%, 2.2% were neutral and disagree respectively. As a result, the majority of respondents were agreed team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined.

The finding of the study in table 6 indicated that majorities of the respondents responded that the team goals within Ethio telecom are flexible, represented by 20.1 % of respondents were strongly agreed, 67.7% respondents respectively were agreed. 6.6% of the respondents stay neutral. Therefore, this indicates that the team goals within Ethio telecom are flexible.

With regard to the summary of the team goals given for the team to achieve are real and achievable, the reaction of respondents indicates that 73.7 % of employees are agreed and 15.7% of employees are strongly agreed. 4.7% of the respondents replied were neither agrees nor disagree. Therefore, this indicates that the team goals given for the team to achieve are real and achievable

Accordingly, according to the mean scores, the findings in Table 6 imply that employees of Ethio telecom in the case head office organs has, to moderate extent of meaningful purpose and specific goals. Since all parameters used under this study had a mean score of between 3.99 and 4.08 and when you compare to the variation the low deviation is 0.55 and the highest deviation is 0.76. This implies that Low standard deviations indicated no significant deviations of the extent of meaningful purpose and specific goals for employee performance while high standard deviations indicate significant deviation.

4.6 Data analysis on Clear Working Approach

Table 7 Data analysis on Clear Working Approach

Variable	Alternatives	Frequency	Percent	Mean	SD
The working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.	Strongly Disagree			3.93	0.796
	Disagree	33	10.3		
	Neutral	14	4.4		
	Agree	215	67.4		
	Strongly Agree	57	17.9		
	Total	319	100		
The working approaches require all members to contribute equivalent amounts of real work.	Strongly Disagree			3.76	0.865
	Disagree	51	16.0		
	Neutral	13	4.1		
	Agree	216	67.7		
	Strongly Agree	39	12.2		
	Total	319	100		
The approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation.	Strongly Disagree			4.08	0.711
	Disagree	15	4.7		
	Neutral	23	7.2		
	Agree	201	63.0		
	Strongly Agree	80	25.1		
	Total	319	100		
The team working approaches used are efficient with regard to time and resources used.	Strongly Disagree			4.03	0.433
	Disagree	2	0.6		
	Neutral	19	6.0		
	Agree	265	83.1		
	Strongly Agree	33	10.3		
	Total	319	100		
Adequate attention is given for innovation and problem solving in the team working approach.	Strongly Disagree			4.06	0.728
	Disagree	16	5.0		
	Neutral	27	8.5		
	Agree	197	61.8		
	Strongly Agree	79	24.8		
	Total	319	100		

Summary of clear working approach. A question is asked to sample respondents about their perception on the working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.; the table above clearly shows the analysis results 67.4% of the respondents agreed that the working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives and have an impact on employee performance.17.9% of respondents are disagree, while 4.4% of them were neither disagree nor agree. The rest 10.4% of respondents disagree about the idea of that the sample respondents saying, the working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives. This implies that the majority of respondents were agreed on the working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.

With regard to the working approaches require all members to contribute equivalent amounts of real work.. As we can observe from the above table, 16.0%, 4.1%, 67.7%and 12.2% of respondents of Employees of Ethio telecom disagree, neutral, agree and strongly agree with the statement respectively. As a result, the majority of respondents agreed that the working approaches require all members to contribute equivalent amounts of real work.

Summary of the approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation., as clearly shown from the table 7, 4.7% of employees respondents don't accept the approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation. Care while 7.2% neither agree nor disagree. Large proportions of respondents 63.0%, however, do agree and 25.1% strongly agree the approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation.

Summary of the team working approaches used are efficient with regard to time and resources used. Among the total respondents of Ethio telecom employees, 0.6% disagrees about the issue and 6.0% neither agree nor disagree. However, 83.1% of the samples respondents consider the team working approaches used are efficient with regard to time and resources used.

In addition, Table 7 indicated that, 5.0% of the sample respondents disagree, in responding to adequate attention is given for innovation and problem solving in the team working approach. About 8.5% of the respondents were also found to be neutral. Majority of sample respondents showed their agreement with the statement 61.8% of them agree and 24.8 % of them strongly agree. As a result, it is possible to say that adequate attention is given for innovation and problem solving in the team working approach.

With regard to the mean scores, the findings result in Table 7 indicates that Ethio telecom has a reasonable level to adopted clear working approach. This is because all clear working approach parameters used under this study had a mean score of between 3.76 and 4.08, the result, is above the actual mean. However, there were variations among respondents on the degree of adoption of clear working approach parameters by Ethio telecom. The variations are indicated by the standard deviations of the practices and they range from the low of 0.433 standard deviations for the team working approaches used are efficient with regard to time and resources used. and the highest 0.865 deviation the working approaches require all members to contribute equivalent amounts of real work. This implies that Low standard deviations indicated no significant deviations of the extent of adoption of a specific bonding parameter in relationship employee performance while high standard deviations indicated significant deviation.

4.7 Data analysis on Sense of mutual accountability

Table 8 Data analysis on Sense of mutual accountability

Variable	Alternatives	Frequency	Percent	Mean	SD
Every team member, individually responsible and jointly, is accountable for the team’s purpose, goals, approach, and work-products.	Strongly Disagree	9	2.8	3.91	0.952
	Disagree	32	10.0		
	Neutral	10	3.1		
	Agree	196	61.4		
	Strongly Agree	72	22.6		
	Total	319	100.0		
Members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned.	Strongly Disagree			3.79	0.772
	Disagree	35	11		
	Neutral	31	9.7		
	Agree	220	69.0		
	Strongly Agree	33	10.3		
	Total	319	100.0		
There is a sense that “only the team can fail” within almost every member.	Strongly Disagree			3.95	0.763
	Disagree	25	7.8		
	Neutral	26	8.2		
	Agree	208	65.2		
	Strongly Agree	60	18.8		
	Total	319	100.0		
Self-reflection on any risen ideas within team is taken to improve the mutual accountability.	Strongly Disagree			4.00	0.632
	Disagree	16	5.0		
	Neutral	15	4.7		
	Agree	240	75.2		
	Strongly Agree	48	15		

	Total	319	100.0		
There is regular monitoring and evaluation within teams to ensure where the team is and how team is doing.	Strongly Disagree			4.06	0.478
	Disagree	4	1.3		
	Neutral	15	4.7		
	Agree	257	80.6		
	Strongly Agree	43	13.5		
	Total	319	100.0		

Summary of every team member, individually responsible and jointly, is accountable for the team’s purpose, goals, approach, and work-products. As depicted in table 8 2.8% and 10.0 of the respondents strongly disagree and disagree respectively with the statement very team member, individually responsible and jointly, is accountable for the team’s purpose, goals, approach, and work-products.; however, about 3.1% of the respondents are neutral whereas 61.4% and 22.6 % of the respondents agree and strongly agree with the statement respectively. This implies that the majority of the respondents were agreed that every team member, individually responsible and jointly, is accountable for the team’s purpose, goals, approach, and work-products.

On the other hand, the summary of employee’s view on members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned., Regarding the question table 8 briefly described as follows, 11%, 9.7%, 69%, and 10.3% of sample respondents replied as disagree, neither disagree nor agree, agree and strongly agree with members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned.. This indicates that the majority of respondents were agreed customers have good bond with the bank.

Considering the sample respondents, 65.2% and 18.8% of the respondents strongly agree and agree with the statement respectively about the there is a sense that “only the team can fail” within almost every member and 8.2% of respondents are stays neutral. However, about 7.8% of the respondents are against the above statement.

With regard to the summary of self-reflection on any risen ideas within team is taken to improve the mutual accountability. The reaction of respondents indicates that 5.0% of employees strongly disagree and 4.7% of the respondents replied were neither agrees nor disagree. However, 75.2% and 15% of the employees agree and strongly agree respectively with self-reflection on any raised ideas within team are taken to improve the mutual accountability.

Summary of customer's perception on customers' continuing being customer of the bank, Regarding the question table 4.5 briefly described as follows, 2.0%, 11.7%, 58.1% and 28,2% of sample respondents replied as strongly disagree, disagree, agree and strongly agree with customer's continuing being customer of the bank respectively. This indicates that the majority of respondents were agreed on customer's continuing being customer of the bank.

Considering the sample respondents, 80.6% and 13.5% of the respondents agree and strongly agree with the statement respectively about there is regular monitoring and evaluation within teams to ensure where the team is and how team is doing. However, about 1.3% the respondents are against the above statement and 4.7% of respondents are neither disagree nor agree.

4.8 Correlation Analysis

Correlation measures the strength of the linear relationship between two variables. Thus, Pearson's correlation was used to identify the relationships between the variables and to describe the strength and the direction of the relationship between two variables. According to Berndt (2005), the level of association as measured by Pearson's co-efficient falls between -1.0 and +1.0, which indicates the strength and direction of association between the two variables. The interpretation of the result is as follows; a correlation result between 0 to 1 implies positive relationship, 0 (zero) for no relationship, 1 for perfect positive relationship, -1 for perfect negative relationship and between -1 to 0 indicate the existence of negative relationship. So, the correlation analysis was done to analyze the relationship between dependent variable employee performance and independent variables communication, adequate levels of complementary skills, meaningful purpose and specific goals, clear working approaches and sense of mutual accountability. To examine the relationship among these variables, Pearson correlation coefficients were calculated, the analysis and interpretations of the correlation results are presented here under.

Table 9 Correlation Analysis

Correlations							
		Performance	Communication	Adequate Levels of Complementary Skill	Meaningful purpose skill and goals	Clear working approach	Sense of mutual accountability
Performance	Pearson Correlation	1	.494**	.500**	.451**	.450**	.338**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	319	319	319	319	319	319
Communication	Pearson Correlation	.494**	1	.631**	.480**	.408**	.274**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	319	319	319	319	319	319
Adequate Levels of Complementary Skill	Pearson Correlation	.500**	.631**	1	.639**	.574**	.350**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	319	319	319	319	319	319
Meaningful purpose and specific goals	Pearson Correlation	.451**	.480**	.639**	1	.615**	.257**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	319	319	319	319	319	319
Clear working approach	Pearson Correlation	.450**	.408**	.574**	.615**	1	.279**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	319	319	319	319	319	319
Sense of mutual accountability	Pearson Correlation	.338**	.274**	.350**	.257**	.279**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	319	319	319	319	319	319

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

Pearson correlation test was conducted to know whether there is significant correlation or not between communication & employee performance and the results are shown in table 9. As it is clearly indicated on the table, there is positive correlation between communication and employee performance. The result of correlation analysis prove that communication & employee performance are correlated which has moderate and positive relationship ($r=0.274$)

The second teamwork component, according to the results of the Pearson correlation test is observed that the significant at one percent. Thus research question is confirmed and there is positive relationship between adequate levels of complementary skill and employee performance. In other words, adequate levels of complementary Skill & employee performance have relationship. ($r=.350$ with $p<0.01$).

Third teamwork component, according to the results of the Pearson correlation test is observed that the significant at five percent so, the research question is confirmed and there is a positive relationship between meaningful purpose skill and goals and employee performance. In other words, meaningful purpose and specific goals & employee performance have positive relationship. ($r=0.257$ with $p<0.01$).

Fourth teamwork component, according to the results of the Pearson correlation test is observed that the significant at five percent so, the research question is confirmed and there is a positive relationship between clear working approach and employee performance. In other words, Clear working approach & employee performance have positive relationship. ($r=0.279$ with $p<0.01$)

Fifth teamwork component, according to the results of the Pearson correlation test is observed that the significant at five percent so, the research question is confirmed and there is a positive relationship between sense of mutual accountability and employee performance. In other words, Sense of mutual accountability & employee performance have positive relationship. ($r=0.279$ with $p<0.01$)

4.9 Multiple Regression Analysis

To investigate the significant effect of team work on employee performance in Ethio telecom multiple regression models was computed.

This regression is conducted to know how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable (communication adequate levels of complementary skills, meaningful purpose and specific goals, clear working approaches and sense of mutual accountability) explains the dependent variable, which is employee performance. The regression model

presents how much of the variance in the measure of employee performance is explained by the underlying dimensions of team work, in Ethio telecom, employee performance was used as the dependent variable while teamwork dimensions were used as the independent variables.

4.9.1 Test for Multi collinearity

Multicollinearity exists where there is high but not perfect correlation between two or more explanatory variables (Cameron & Trivedi, 2010). This assumption does allow the independent variables to be correlated but it must not be perfect, if not multiple regressions would not be useful for econometric analysis in the absence of correlation between the independent variables (Churchill & Iacobucci, 2005). There is no clear indication concerning how much correlation causes multicollinearity. As Anderson and Tatham (2006) argue that a correlation coefficient below 0.9 may not cause serious multicollinearity problems. In contrast, Franke (2010) states that, a multicollinearity problem exists when the correlation coefficient between variables is between 0.8 and 0.9. Malhotra (2007) stated that multicollinearity problem exists when the correlation coefficient among variables is greater than 0.75. Kennedy (2008) suggests that any correlation coefficient above 0.7 could cause a serious multicollinearity. These statements exhibit that there is no consistent argument on the acceptable level of correlation that would cause multicollinearity.

Table 10 : Test for Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Communication	.589	1.697
	Adequate Levels of Complementary Skill	.415	2.412
	Meaningful purpose skill and goals	.494	2.026
	Clear working approach	.561	1.783
	Sense of mutual accountability	.865	1.156

a. Dependent Variable: Performance

Therefore, in this study correlation matrix for three of the independent variables shown above in the table had been estimated. The result of correlation matrix show that all VIF values are well below 10 and the tolerance level for all variables is above 0.2. So that, we can conclude that there is no problem of multicollinearity in this study.

4.9.2 Normality test

The simple linear regression requires that the interval level variables in the analysis be normally distributed. The skewness and kurtosis statistics for all variables are within the acceptable range for normality (-1.0 to +1.0).

Table 11 : Normality test

Statistics							
		Performance	Communication	Adequate Levels of Complementary Skill	Meaningful purpose skill and goals	Clear working approach	Sense of mutual accountability
N	Valid	319	319	319	319	319	319
	Missing	0	0	0	0	0	0
Skewness		-1.525	-1.550	-1.449	-1.295	-.957	-1.069
Std. Error of Skewness		.137	.137	.137	.137	.137	.137
Kurtosis		2.934	3.060	2.344	2.167	1.051	1.336
Std. Error of Kurtosis		.272	.272	.272	.272	.272	.272
Minimum		2	2	2	2	2	2
Maximum		5	5	5	5	5	5

4.10

Multiple Regression Analysis between Independent and Dependent Variable
Table 12 : Multiple Regression Analysis between Independent and Dependent Variable

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.762	.273		2.787	0.002
	Communication	.278	.064	.256	4.357	0.000
	Adequate Levels of Complementary Skill	.133	.077	.120	1.713	0.000
	Meaningful purpose and specific goals	.123	.072	.110	1.717	0.001
	Clear working approach	.174	.063	.166	2.751	0.000
	Sense of mutual accountability	.173	.056	.151	3.113	0.000

a. Dependent Variable: Performance

Table depicted that, Beta coefficient of communication has maximum impact (0.256) on employee performance. Then regression model can be written as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon_i$$

$$EP = .762 + 0.278 \text{COMMU} + 0.133 \text{ALCS} + 0.123 \text{MPSG} + 0.174 \text{CWA} + 0.173 \text{SMA}$$

4.11 Hypothesis Testing

In this section the suggested hypothesis was tested and the result is presented. The hypotheses were:

H1: Communication has a significant and positive effect on employee performance.

The output of the regression analysis of communication with employee performance shows that communication has a positive significant influence on employee performance with sig. level of (0.000). When there is a single unit change in communication, employee performance will be affected by 0.278. so that Ho will be rejected.

H2: An adequate level of complementary skill has a significant and positive effect on employee performance. The amount produced from the regression analysis shows that adequate level of complementary skill has a positive significant influence on employee performance with sig. level of (0.000). When there is a single unit change in adequate level of complementary skill, employee performance will be affected by 0.133. So that Ho will be rejected.

H3: Meaningful purpose and specific goals has a significant and positive effect on employee performance. The result of the regression analysis shows that meaningful purpose and specific goals has a significant has a positive significant influence on employee performance with sig. level of (0.000). When there is a single unit change in meaningful purpose and specific goals has a significant, employee performance will be affected by 0.123. so that Ho will be rejected.

H4: Clear working approach has a significant and positive effect on employee performance. The result of the regression analysis shows that Clear working approach has a significant has a positive significant influence on employee performance with sig. level of (0.000). When there is a single unit change in Clear working approach has a significant, employee performance will be affected by 0.173. so that Ho will be rejected.

H5: Sense of mutual accountability has a significant and positive effect on employee performance.

The result of the regression analysis shows that sense of mutual accountability has a significant positive influence on employee performance with sig. level of (0.000). When there is a single unit change in sense of mutual accountability has a significant, employee performance will be affected by 0.174. so that H_0 will be rejected.

4.12 Multiple Regression or Model Summary

Table 13 Multiple Regression or Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.362	.352	.600
a. Predictors: (Constant), Sense of mutual accountability, Meaningful purpose skill and goals, Communication, Clear working approach, Adequate Levels of Complementary Skill				

Based on table in multiple regressions the impact of independent variables on employee performance is acceptable and significant at a confidence level of 60.2%. Meanwhile, the model or the predictor variables have accounted for 36.2% with estimated standard deviation .60, of the variance in the dependent variable (employee performance).

Table 14: ANOVA table

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	64.049	5	12.810	35.533	.000 ^b
	Residual	112.837	313	.361		
	Total	176.887	318			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Sense of mutual accountability, Meaningful purpose skill and goals, Communication, Clear working approach, Adequate Levels of Complementary Skill						

When doing regression analysis, we determine whether there is a relationship between the independent variable and the dependent variable by examining the significance of the regression in the ANOVA table. The probability of the F statistic for the regression analysis is 0.000, less than the level of significance of

0.05. So that it can be seen in multiple regressions that in examining independent variables on employee performance are acceptable and significant at a confidence level of 95%.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter addresses the results and findings on how team work factors affect employee's performance in Ethio telecom. The findings are outlined according to specific objectives of the study. These are based on the responses from the questionnaires filled and information gathered on the research questions. The general objective of the research was to establish the team work factors that affect employee performance in Ethio telecom. The research was based on the following research objectives, to describe the existing determinants of teamwork in Ethio telecom, to examine the impact of teamwork determinants on employee performance and to examine the relationship between teamwork and employee performance.

5.1 Summary of Major Findings

Based on the analysis the following are the summary of key findings:

- The findings on the effect of communication on Employee performance established that communication was a significant factor in employee performance. The findings in Table 2 imply that the majority of the respondents agreed on: - a team member can play easily and frequently communicate with team; discussions within a team are open and interactive, feedbacks are communicated within a team easily, the messages communicated during any type of team discussions are relevant and reliable and the Presence of easy communication and flow of ideas leads to team performance. The results also showed that a mean score of between 3.96 and 4.12.
- Findings of employees perception with regard to adequate level of complementary skills practice on all three categories of skill (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at Ethio telecom, members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills., the presence of adequate level of skills within our team helps to our team to perform better, trainings given for team skill and knowledge development are effective and resources used are adequate. and team knowledge and skill sharing are relevant to the actual jobs and projects on those practices most of respondents are agree.

- The findings on effect of meaningful purpose and specific goals on employee performance established that it was a significant factor in influencing employee performance. The findings indicated that most of the respondents agreed that the team purpose and goal within Ethio telecom is in line with the greater organizational purpose, all members understand and articulate purpose of the team in the same way and mention it in communications with other staffs, and team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined and the team goals within Ethio telecom are flexible also the given goals for the team to achieve are real and achievable. The results and findings also showed that if meaningful purpose and specific goals of a team is improved it will increase employee performance. All parameters used under this study had a mean score of between 3.99 and 4.08.
- The finding on employees of Ethio telecom with regard to clear working approach most of respondents agree on the idea of the working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives, The working approaches require all members to contribute equivalent amounts of real work and the approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation, the team working approaches used are efficient with regard to time and resources used and adequate attention is given for innovation and problem solving in the team working approach with a mean score of 3.76 up to 4.08.
- The finding on employees of Ethio telecom with regard to sense of mutual accountability most of respondents agree on the idea of every team member, members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned, there is a sense that “only the team can fail” within almost every member, Self-reflection on any risen ideas within team is taken to improve the mutual accountability, there is regular monitoring and evaluation within teams to ensure where the team is and how team is doing with a mean score of 3.79 up to 4.06.
- Findings of employee’s perception with regard to employee performance practice on team work have impact on employee performance, there is a relationship exists between team and employee performance, team works have a motivational factor for higher level of employee performance and there are roles team members and team leaders play majority of employees of Ethio telecom are agreed with the ideas with a mean score of between 3.9 to 4.19.
- The results of Pearson correlation show that, communication, adequate level of complementary skill, meaningful purpose and specific goal, clear working approach and sense of mutual accountability variables have significantly and positive relationship on customer retention with $r = 0.274$, $r = 0.350$, $r = 0.257$, $r = 0.279$ and $r = 0.279$ respectively. The results of the Pearson correlation test is observed that

significant at one percent so, the research questions are confirmed and there is a positive relationship between team work determinants and employee performance

- The finding indicated that communication has significantly positive effect at 27.89.2% relation between employee performances in the case Ethio telecom. Next to this complementary skill has significant effect on employee performance positively at 13.3% when measured statistically in addition purpose and specific goals, clear working approach and mutual accountability has significant effect on employee performance positively at 12.3%, 17.4% and 17.3% respectively.
- As it is shown the regression model result indicated that 36.4% of dependent variable is explained by independent variables, which is team work (i.e. communication, complementary skill, purpose and specific goals, clear working approach and mutual accountability). But this does not mean that all these factors of team works practice variables have equally significant with employee performance. The results of the multiple linear regression analysis indicated that there is a variation in the effect of team work practice variable dimensions on employee performance.
- At 5% level of significance there is a significant positive linear regression between independent variable of team work practice that is communication, complementary skill, purpose and specific goals, clear working approach and mutual accountability and independent variable of employee performance of employee of Ethio telecom

5.2 Conclusions

The effect of Team work on employee performance is the main focus of the study and a mechanism to retaining an existing employee and to increase their performance. The general objective of the study is to examine the effect of team work on employee performance by taking evidence from employees of the company which is Ethio telecom. The research was based on the following research objectives: to describe the existing determinants of teamwork in Ethio telecom, to examine the impact of teamwork determinants on employee performance and to examine the relationship between teamwork and employee performance. The study result indicated that communication, complementary skill, purpose and specific goals, clear working approach and sense of mutual accountability has a positive and significance effect on employee performance.

According to result of testing Pearson correlation show that there is a positive relationship between components of teamwork determinants (communication, complementary skill, purpose and specific goals, clear working approach and sense of mutual accountability) and employee performance. Relating to the

Result of regression analysis show that all of components of teamwork have an impact on employee performance and the independent variables can predict or explained the dependent variable employee performance.

In general, based on the results for the standardized values, we are able to see that Ethio telecom has a moderate extent adopted all components of teamwork parameters to retain employees of the company in addition to develop their knowledge and performance within the company. Although, all components of teamwork have a positive effect on employee performance and constructing strong team relationship practice and to put Ethio telecom in strategic position and facilitate to acquire permanent competition advantage together with escalating the total productivity of the company.

5.3 Recommendations

As discussed in previous sections of the research, Teamwork build strong relationships if implemented properly. The researcher has identified specific points for recommendations that will enable public and private institutions should consider if they would like harness the benefits of effective team building and team work.

This study investigated the influential dimensions of teamwork that makes employees to be productive to the company and retain them. The findings of the study followed by the conclusion made by the researcher, the following recommendation was developed to be used by Ethio telecom currently exercising teamwork.

- Organizations in general and Ethio telecom in particular should continuously check for the smooth functioning of team works on a regular basis as part of their human resource development program.
- Communications at various organizational levels should target nurturing and empowering teams which are set up for different purposes and goals.
- Individual team members/player can play significant role in the performance of teams in general. So organizations should design a methodology to follow up the performance and role of each member of a team. In such a way, they would be able to identify early when a team member is functioning in a way that will make the team ineffective.
- The presence of strong sense of mutual accountability within the teams of Ethio telecom. The researcher wants to recommend to strengthening this practice to be more abundant and help more to team and employee performance.

- With regard to meaningful purpose and specific goals as one dimension of team work determinant, the practice is found to be moderate. Ethio telecom should take this practice to a better level by increasing team members' participation and belongingness to the team's purpose and specific goals.
- The practice of clear working procedures and performance measurement is found to be moderate as it is now. So Ethio telecom should revise this section of its human resource development methodology and take measures that will increase employee performance through team.
- Finally, teamwork makes the employee loyal to the workplace under which he/she serves and trust among the team members. It is an important interpersonal skill in the performance as the members have confidence within them and seek to improve each other competence other than outdoing each other. Therefore, the researcher recommended Ethio telecom which adopt teamwork should consider providing the necessary support to teamwork group as basic components of the organization asset.

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Appendences

Appendix A

Addis Ababa University

School of Commerce

Department of HRM

Questionnaire to be filled by team members of Ethio telecom

Dear Respondent: I am a post graduate student at Addis Ababa University, School of commerce. This questionnaire is designed to collect relevant information for the research carried out on the topic “The impact of Team work on employee Performance in the Case of ethio telecom”. The study is conducted for academic purpose that is for partial fulfillment of the requirements of the Master of human resource management. The researcher assures you as your responses will be kept confidential.

The soundness and validity of findings highly depend on your honest and thoughtful responses. Therefore, I kindly request you to fill the questionnaire carefully and return at your earliest convenience. I thank you in advance for all the kind support and considerable time you spent filling the questionnaire.

In case you needed more clarification on any of the questions, please feel free to contact the researcher at mobile 0911225589 or email habtae@gmail.com

Part1: General Profile (Please put (√)mark in the box that best describes you) Specify your

1. Gender;

Male

Female

2. Specify your age group;

18-24

25-34

35-44

45-54

55-64

3. Specify your educational level;

Diploma

Bachelor's Degree

Master's Degree

PhD (Doctorate Degree)

others _____

4. Specify your years of work experience in the organization;

< 5years

5-9 year

10-14 years

15-19 years

>20 years

5. Does teamwork have any impact on employee performance?

a) Positive

b) negative

Part II: Team work performance determinants at Ethio telecom

Please indicate the degree of your agreement/disagreement with the following statements associated with the five team basics of team work performance namely communication, complementary skills, meaningful purpose and specific goals, working approach and mutual accountability in the teams of ethio telecom with their respective 5 indexes each. Please put (√) on the alternative choice that best describes your view using the five Point Likert Scale shown under.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral or Not sure	Agree	Strongly Agree

Team performance and work determinants

Performance	1	2	3	4	5
teamwork have impact on employee performance					
There is relationship exists between team and employee performance					
teamwork have a motivational factor for higher level of employee performance					
there are roles that team members play					

there are roles that team leaders play					
Communication					
A team member can easily and frequently communicate within team.					
Discussions within the team are open and interactive					
Feedbacks are communicated easily within team.					
The messages communicated during any type of team discussions are relevant and reliable.					
The presence of easy communication and flow of ideas leads to team performance.					
Adequate levels of complementary skills					
All three categories of skills (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at ethiotelecom.					
Members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills.					
The presence of adequate level of skills within our team helps to our team to perform better.					
Trainings given for team skill and knowledge development are effective					
and resources used are adequate.					
Team knowledge and skill sharing are relevant to the actual jobs and projects.					
Meaningful purpose and Specific goals					
The team purpose and goal within ethiotelecom is in line with the greater organizational purpose.					
All members understand and articulate purpose of the team in the same way and mention it in communications with other staffs.					
Team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined					
The team goals within ethiotelecom are flexible.					
The team goals given for the team to achieve are real and achievable.					
Clear working approach					
The working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.					
The working approaches require all members to contribute equivalent amounts of real work.					

The approaches team uses provide for open interaction, fact-based problem solving, and results-based evaluation.					
The team working approaches used are efficient with regard to time and resources used.					
Adequate attention is given for innovation and problem solving in the team working approach.					
Sense of mutual accountability					
Every team member, individually and jointly, is accountable for the team's purpose, goals, approach, and work-products.					
Members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned.					
There is a sense that "only the team can fail" within almost every member.					
Self-reflection on any risen ideas within team is taken to improve the mutual accountability.					
There is regular monitoring and evaluation within teams to ensure where the team is and how team is doing.					

Appendix B

Correlations

[DataSet1] E:\PAPER\mry\Habtshe SPSS.3333.sav

Correlations

		Performance	Communication	Adequate Levels of Complementary Skill	Meaningful purpose skill and goals	Clear working approach	Sense of mutual accountability
Performance	Pearson Correlation	1	.494**	.500**	.451**	.450**	.338**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	319	319	319	319	319	319
Communication	Pearson Correlation	.494**	1	.631**	.480**	.408**	.274**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	319	319	319	319	319	319
Adequate Levels of Complementary Skill	Pearson Correlation	.500**	.631**	1	.639**	.574**	.350**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	319	319	319	319	319	319
Meaningful purpose skill and goals	Pearson Correlation	.451**	.480**	.639**	1	.615**	.257**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	319	319	319	319	319	319
Clear working approach	Pearson Correlation	.450**	.408**	.574**	.615**	1	.279**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	319	319	319	319	319	319
Sense of mutual accountability	Pearson Correlation	.338**	.274**	.350**	.257**	.279**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	319	319	319	319	319	319

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

Regression

[DataSet1] E:\PAPER\mry\Habtshe SPSS.3333.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Sense of mutual accountability, Meaningful purpose skill and goals, Communication, Clear working approach, Adequate Levels of Complementary Skill	.	Enter

a. Dependent Variable: Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.362	.352	.600

a. Predictors: (Constant), Sense of mutual accountability, Meaningful purpose skill and goals, Communication, Clear working approach, Adequate Levels of Complementary Skill

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	64.049	5	12.810	35.533	.000 ^b
Residual	112.837	313	.361		
Total	176.887	318			

a. Dependent Variable: Performance

b. Predictors: (Constant), Sense of mutual accountability, Meaningful purpose skill and goals, Communication, Clear working approach, Adequate Levels of Complementary Skill

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.762	.273		2.787	.002
Communication	.278	.064	.256	4.357	.000
Adequate Levels of Complementary Skill	.133	.077	.120	1.713	.000
Meaningful purpose skill and goals	.123	.072	.110	1.717	.001
Clear working approach	.174	.063	.166	2.751	.000
Sense of mutual accountability	.173	.056	.151	3.113	.000

a. Dependent Variable: Performance

DECLARATION

I hereby declare that this study entitled —The impact of team works on employee performance: The Case of Ethio telecom is my original work prepared under the guidance of my advisor, Abdurezak Mohammed (Dr.) This paper is submitted in partial fulfilment of the requirement for the Award of Master of Arts Degree in Human Resource Management and it has not been previously submitted to any diploma or degree in a college or university. I would like also to confirm that all the sources of materials used in this study are duly acknowledged.

Habtamu Dabesa _____

Name

A.A University School of Commerce, Addis Ababa

Signature

June, 2022

ENDORSEMENT

This thesis has been submitted to Addis Ababa university school of Commerce for examination with my approval as university advisor.

Habtamu Dabesa

Name

**Addis Ababa University School of Commerce,
Addis Ababa**

Signature

Jun, 2022