



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

The Role of Team Work on Project Success in Advertising Agency: The Case of Zeleman plc.

By

Lamrot Legesse (GSD/7579/10)

**A project work Submitted to Addis Ababa University, School of
Commerce in Partial Fulfillment of the Requirements for the
Degree of Master in Project Management**

Advisor

Bahran Asrat (PhD)

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DECLARATION

I, Lamrot Legesse, hereby declare that the study entitled “The Role of Team Work on Project Success in Advertising Agency: The Case of Zeleman plc.” is my original work and has not been presented in Addis Ababa University or any other University. All other contributors or sources used for the study have been duly acknowledged.

Lamrot Legesse

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Date_____

Confirmation by advisor

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STATEMENT OF CERTIFICATION

This is to certify that lamrot legesse's project work on the topic entitled "The Role of Team Work on Project Success in Advertising Agency: The Case of Zeleman plc." is her original work and suitable for submission for the award of Master's Degree in project management. The project paper is submitted for examination with my approval as a university advisor.

Bahran Asrat (PhD)

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ACRIMONY

ZELEMAN: Zeleman communication, advertising, production plc.

AD: Advertising agency

BTL: Below the line

SPSS - Statistical Package for Social Sciences

SD -Standard Deviations

ABSTRACT

The purpose of this study was to assess the role a teamwork plays on project performance in case of advertising agency called Zeleman production plc since project teamwork is a worthy endeavor aimed at accomplishing high level cooperation, productivity and successful project in an organization. Therefore, this study has assessed teamwork practice in Zeleman production office and the relationship it has with in achieving project deliverables successfully. The general objective of this study is to investigate the role team members and their collaborative effort on project success and select effective teamwork determinates to show their positive relationship with project performance. In our case organization, zeleman ad agency four major departments were part of the selected targeted population and primary data was gathered through questionnaires. The study was casual explanatory research in order to produces quantitative data and provides statistically conclusive to test six hypotheses about the relationships between teamwork determinates and project success. The results have revealed that team work has played a role in project success in zeleman agency and out of the studied six teamwork determinates three has shown a positive and significant relationship with project success in different percentage. The highest impact comes from through team communication, cohesion and accountability and this team work parameter have considerably substantial relationship with project success. However, team shared common purpose and goals, commitment and collaboration have less effect on project performance. Therefore, based on the findings of the study, the researcher recommended that zeleman ad agency to find different ways to boost this effective teamwork determinates for a greater project performance in the organization.

Keywords: Projects, Teamwork, Effective team, Ad agency, Project success.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Teamwork is defined by Scarnati (2001, p. 5) “as a cooperative process that allows ordinary people to achieve extraordinary results”. Teams of any project have this cooperative process to reach the common targets and goals that are set by developing effective, mutual relationships to reach the end result successfully. Teamwork creates the interaction and coordination of team members required to perform a specific, common goal using their professional skills. The researchers believe project teamwork is a worthy objective aiming at accomplishing high level cooperation, productivity and success. In every project teams are the basic structure of how project activities and tasks are being organized and managed within organizations. Consequently, the success or the failure of a project depends largely on the overall performance of the team’s members assigned to the project because they are enabler for smooth running of projects, they speed up work process in achieving common targets, increase effectiveness, helps overcome project obstacles, ensures that resources are well-managed and less time is needed to complete a project. Good teamwork can contribute to more successful project performance and ultimately higher profits.

When we talk about project performance, it means different thing to different people, it could be profit, customer satisfaction, project delivery on specific time and budget. Project success can be measured against the project objectives as a success criterion and can be determined by different factors, it could be by its targeted goals, work process, people, its finance, and etc. A typical project is composed of a team members and project manager to complete the assignment within the time and budget. Project team members are the individuals who actively work on one or more phases of the project. In any project team will be formed by different skilled professionals who will be implementing various tasks in order to achieve the objective. The project team is the group of professional peoples who actually carry out project activities day to day. Therefore, teamwork is the process which we bring the project about and we need to embrace the process of teamwork moving forward by understanding its impact in our project success. Therefore, we can easily say the success or the failure of a project depends largely on the overall performance of the teams assigned to the project. Project Teamwork is a worthy objective aimed at accomplishing high level cooperation, productivity and success. Teams are the basic structure of how project activities and tasks are being organized and managed within companies and organizations. Therefore, the success or the failure of a project depends largely on the overall performance of the teams assigned to

the project. Effective teamwork enables a smooth running of any projects by speeding up the achievement of goals and helping project professionals overcome obstacles. This can contribute to more successful project outcomes and ultimately higher profits for an organization.

In the case organization Zeleman ad agency, the success of the product, service, or result is not known until sometime after the project is complete and the determinates for their project success are the accomplishment of the project on time, on budget and client satisfaction on the service provided. Advertisements are messages paid for ad agencies by those who send them and are intended to inform or influence people who receive them (Advertising Association of the UK). It also stated that any firm engaged in providing services of advertisement for client's product/service to create awareness for them is known as advertising agency. These agencies involve teams with specific skills and knowledge who are well versed in creativity, marketing, production and client service. Therefore, an advertising agency is an organization helping its clients to adopt advertising for marketing their goods and services in most effective manner. This study has tried to assess these teams to understand the impact they have on project performance.

This study tried to assess the teamwork level and perception of team members on teamwork and its likely contribution on project success and organizational performance. The study will be conducted at Zeleman production. Zeleman is an Ethiopian, integrated full service, communications, advertising and production agency. The only full-service agency with all capabilities built in-house to provide the most efficient and cost-effective solutions for its clients. Founded in 2005 by CEO and Chief Creative Director Zelalem Woldemariam, Zeleman currently employs over 120 experienced communications professionals. The agency has long-term relationships with Ethiopia's biggest brands and international organizations from Diageo, Ethiopian Airlines, Coca-Cola, Tiger Brands, UNICEF, Save the Children and many more. As one of the largest media buyers in Ethiopia Zeleman also has strong relations with all media owners in the country. Originally founded as a production agency, Zeleman has expanded its service offerings rapidly in the past decade with specialist departments established to meet the demands of a growing advertising market. The agency now has specialist departments for creative, production, digital, media planning and buying, media monitoring, public relations (PR), below the line (BTL), and research and insights as well as client services and other departments for internal management.

Advertising is the main and one of the most used tools in the city by clients to pass precise messages about their products and services. By nature, these advertisements involve different teams with different profession to bring the ad in to the needed audience successfully and this requires an effective teamwork. However, much emphasis is not given in developing effective teamwork teams in order to maximize project success. Therefore, the purpose of this study was to examined

and show the role teamwork plays and the relationship it had with project success. Thus, this study has tried to study the level and types of relationship between teamwork and project performance by analyzing basic teamwork determinates and their effects on project success.

1.2 STATEMENT OF THE PROBLEM

In the past years, the concept of team work has become an increasingly important segment for any projects and companies' performance since the labor force is fuel with young generation and the adoption of working together. The reason for this is company executives can see now how teamwork directly affect project delivery and success. Project success can be influenced by different factors that can affect project success one being the people that are involved in the project. Project team members are major part of a project since all task are being implemented through people. When any project commenced project manager and its team members will be formed to initiate, plan and implement and close the project. Team members and leaders with collaboratively effort can complete a task and achieve a common goal in the most effective and efficient way.

The advertising agency is defined as “a service organization that specializes in planning and executing advertising programs for its clients” (Belch and Michael, 1995). Advertising is a means of communication with the users of a product or service. They deliver various services and performs many functions for their clients, who are advertisers. They involve in in planning, preparing and placing of ads in media and also non-advertising functions like market activation. Therefore, ad agencies have three main primary objectives to inform, to persuade, and to remind customers about client's brands, products, services, and ideas. Ad agencies work closely with the client to gather information and pitch their campaign ideas, followed by the creative process of actually making and distributing both print and media ads. In these companies there are different departments and people, all essential to the delivery of client projects and the overall success of the agency. One department cannot work without another, as they are all interconnected and dependent on each other and each department engages with team member who are expected to work closely every day.

All projects are structured and filled with teams and team leaders performing different activities to bring projects in to life. Zeleman ad agency is also structured with different departments to give integrated full service on communications, advertising and production for clients. The agency has employees with specialized skills and knowledge who are well experienced in creativity designs, marketing, advertising, production and editing functions. These experts combine their talent to create advertisement for each project. These teams are expected to understand client's needs on brand or product, assess customers perception on the brands/products, brain storm to come up with

creative ideas for production, producing the ad and editing and putting out the advertisement. So, these processes are essential to be successful and effective teamwork is a crucial aspect. In the company the effectiveness of these teamwork is not properly captured because they are faced with different barriers. The problem that exists in this modern day is increasingly competitive and isolating work setting and declining interpersonal skills. Instead of diverse ideas, they groupthink. This is ineffective. Productive teams need multiple perspectives. Team members must understand distinct roles, and respectfully challenge others. Decisions are delayed, accountability is reduced due to lack of buy-in, which leads to delays, low productivity, and low morale. Therefore, the researcher has reviewed different team models to assess basic factors that can lead to teamwork effectiveness and show their relevance in project performance.

Project performance is also crucial for any organization to fulfill their purpose and goal. The relevance of studying teamwork role and its relation with project performance is that we can increase our success rate, increase profit and quality. In Zeleman production project success is measured by delivering projects on time, on budget and by assessing client satisfaction. Zeleman are more engaged in creative, team based and solution-oriented arrangements instead of traditional individual working habits. The reasons for this and consequences of the shift is to focused on objective measures of project delivery effectiveness and success in project delivery. Teamwork effectiveness is directly related with the outcome of a project because effective team work increases efficiency in work planning, in time management, enhancing employee motivation, creates high levels of productivity and creativity, increasing worker interactions, high degree of commitment to common goals and targets and developing better approaches. Consequently, if we have an effective teamwork our project process will be smooth, tasks will be implemented accordingly and efficiently.

The role and effect of teamwork on project performance has not been addressed in the area of study and on project-based projects in Ethiopia. Therefore, the absence of focus in increasing teamwork along with project performance in zeleman ad agency, the lack of sufficient empirical studies on teamwork on project performance and demonstrating the major role of teamwork in the relationship between project performance as well as the need to fill knowledge void prompted the design of this study. According to (Vincent September 2011) Team effectiveness is the capacity a team has to accomplish the goals or objectives administered by authorized personnel or the organization. So why are we not focusing on how to make our teams more effective for each project and discovering the main factors to enhance teamwork and discover the relation they have with project success. Therefore, through this study the level of teamwork plays in project success in zeleman production and which effective teamwork parameters has the most significance and relationship has been investigated. This project pointed out different teamwork factors that determine

a high effectiveness in teamwork to better illustrate the roles of team members and their effectiveness in project success in the advertising company.

1.3 RESEARCH QUESTIONS

Based on the literature review and different teamwork model of team performance, the following research question were adopted for this study.

- Does teamwork have an impact on project performance in zeleman production?
- To what extent has teamwork been employed in Zelman production?
- To what degree teamwork has improved performance in organizations through effective communication, common goal, collaboration, accountability, cohesiveness and commitment?

1.4 OBJECTIVES OF THE STUDY

1.4.1 General Objective

The general objective of this study is to investigate the role team members and their collaborative effort on project performance in Advertising agency by taking zeleman production as a case organization. The study will be assessing current teamwork level in zeleman production to determine effectiveness and will try to hypothesized the direct relationship between the effective teamwork determinates and project success.

1.4.2 Specific Objectives

- To discover the extent of impact teamwork has on project performance in zeleman.
- Determining effective teamwork performance determinates and how they interrelated with project performance.
- To investigate the extent of impact of teamwork on the performance of the organization through having common purpose and goal, effective communication, collaboration, accountability, cohesiveness and commitment.

1.5 RESEARCH SIGNIFICANCE

This study contributes to the body of knowledge relating to teamwork and project performance in Zeleman production. Beside focusing on effective teamwork and its success aspect of projects, it also assists team members and leaders in understanding the factors that contribute to effective project teamwork and project performance. Zeleman production growth depends on mostly on

customer satisfaction, and customers satisfactions are the result of projects being delivered on time, budget and according to agreed standard set. Therefore, assessing team, teamwork and its performance is important and significant. The paper has tried to prove teamwork and its determinate factors that contribute to highly effective team work like purpose and common goals, communication, cohesion, collaboration, cohesiveness and accountability have a positive relation with project success.

The study is important to the case organization whose interest lies on improving successful delivery of projects. It will help in the company's economic development and creating client's confidence. It will assist the company in pointing out areas of difficulties regarding teamwork and their performance in project delivery. The result from these finding will allow the company to understand and work on project teamwork and how to achieve the needed success. Team members will learn and take responsibilities of way of doing things and can adjust their attitude/mindset accordingly. This study is useful for different Advertising agencies to understand and focus on the perception of teamwork and its impact of project performance. Also, the study findings can be helpful for organizational owner and project team leaders to recognize the importance and contribution of project teamwork towards achieving project success.

1.6 SCOPE OF THE STUDY

The purpose of this study is to understand teamwork, its effectiveness and the relationship it has with project success. The reason for this is because teams are the center point in any organization who are responsible in performing different tasks and activities to accomplish project goals and targets that can boost organizational performance as well. The same applies for advertising agencies who work in creating ads for their clients, Zeleman being one of the organizations. Teams will be assessed to determine what makes it effectiveness and which characteristics plays a major role so we can make the connection with project performance. This study relies on existing effective team work theory and models that are focused on effectiveness of team work in project performance to select effective team work determinates. Therefore, main teamwork characteristics that have an impact and could easily affect the outcome of any team performance will be selected to show their significance and their effect on project success. Different studies, researches and teamwork models that already existed on effective teamwork will be reviewed to select the major and common effective teamwork characteristics for these studies to show their influence on project success.

The study will be conducted in zeleman production on teamwork effect on project success. For these reason team members and team leaders of the company will be questioned to express their

perception on effective team and its relation with project performance. Zeleman productions is one of the major production companies with different departments and over 120 employees. For this study however the focus will be on four department because these four departments depend mainly on teams and their effectiveness to deliver. From the company structure the number of stuffs in each department is determined which is 60 stuffs and information will be collected through questionnaires. The process will be investigated by questioning teams and team leader to obtain the needed information and also by reviewing related literatures.

1.7 LIMITATION OF THE STUDY

This research focuses on the role of teamwork on project success on Zeleman production as an advertising agency. There was no intermediate variable used to measure the impact of teamwork on the organizational performance. Only perception of teamwork and team leaders of Zeleman production staffs using questionnaire were used to gather information and draw conclusion. The study will face limitations in inadequate time and resource fully to complete the study.

1.8 ORGANIZATION OF THE STUDY

This research project is composed of introductory section which elaborately provides background to the study, problem statement, objectives, research questions, significance of the study, limitations, definition of terms and organization of the study. The literature review entails an overview of concepts and work related to this study, it reviewed literature on concepts that relates to the study, empirical review and conceptual framework that guides the study. The research methodology's part of the study provides research methodologies that is going to be adopted for this study and it elaborates research design, the study population, sampling procedures, source of data and data collection instruments. Also, data Presentation, Analysis and Interpretation adopted for this study has elaborated response rate of the respondents, demographic characteristics of the Respondents, descriptive analysis on teamwork, descriptive analysis on organizational performance and hypothesis testing. The final part of the study provides summary of Findings, Conclusions and Recommendations. It elaborates the findings of the study and draw conclusion. After conclusion recommendation will be given for Zeleman production and for further studies.

1.9 DEFINITIONS OF TERMS

- Team; -A group of people with a full set of complementary skills and competencies required to complete a task, job or project.

- Teamwork; -: work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole. the act of bringing several individuals together in order to efficiently and effectively complete a project.
- Project;- A project may be a temporary (rather than permanent) social system (work system), possibly constituted by teams (within or across organizations) to accomplish particular tasks under time constraints
- Project success; - a project is said to be successful, when it succeeds in achieving the expected business case which needs to be clearly identified and defined during the project inception and selection before starting the development phase.
- Advertising agency; - An advertising agency, often referred to as a creative agency or an ad agency, is a business dedicated to creating, planning, and handling advertising and sometimes other forms of promotion and marketing for its clients

CHAPTER TWO

LITERATURE REVIEW

2. INTRODUCTION

Project teams are the important and main resource we use in any project and organization. A team is a small number of people with complementary skills who are committed to a common purpose, a common set of performance goals, and a common approach for which they hold themselves mutually accountable (Katzenbach and Smith, 1993). In this study we are focusing on ad agencies and their teamwork since they are creative companies that depends on team experts to combine their talent to create advertisement for clients. And the objective of these review is to assess different concepts on teamwork, team effectiveness models and project performance. In order to understand teams, teamwork and team effectiveness in a project, various literatures addressing team in general, its features, different models, project performance determinants and characteristics of effective team will be reviewed.

2.1 TEAM

In order to accomplish any organizational work people are needed to exert effort on given tasks as an individual and as a team. And throughout time in our country and in the world, we are seeing working teams leading organizations in to effective and efficient accomplishment of project. Kohn and O'Connell (2007) define teams as a group of people who share a common team purpose and a number of challenging goals. And the association of team is one to which we connect in a very positive and emotionally resonant way by combining the hard realities of organizational performance expectations with the integral human relations elements. Teams are needed in an organization because we need different people with different skills, perceptions, knowledge and interpretation to come together in order to creatively accomplishing our tasks and bring organizational goals and targets in to reality. And teams are important because they bring full of mix skills and knowledge that may not be found in one individual.

Team and group are not the same, teams are more than simply groups and the word team are often used lightly, sometimes just as a synonym for a group. There is a big difference between a group and a team in terms of its dynamics, the roles of its members, their level of commitment, authority and reporting relationships among its members. A group has been defined as a collection of people who communicate with one another over a period of time and is basically an assemblage of people

Verma (1997). It can be understood as a collection of individuals who come together and interact with each other, so as to achieve their objectives to illustrate and highlight the difference between team and group he has selected difference areas like team purpose, mode of working, level of participation, trust and communication, conflict resolution and decision making.

Area	Groups	Teams
Purpose	1. Think they are placed together for administration purposes only.	1. Have been coached to meet goals.
Mode of Working	2. Work independently and sometimes at cross-purposes. Members attempt personal gain at expense of group (turf wars not uncommon).	2. Work interdependently and help each other win. Members contribute to team goals (promote constructive attitudes and team welfare as a priority).
Level of Participation	3. Not actively involved in setting goals (only act as hired hands).	3. Actively involved in setting goals. (feel ownership for their tasks).
Trust and Communication	4. Distrust each other's motives. Roles have never been clarified. Disagreements seen as personal attacks .	4. Work in a climate of trust and open communication. Accept that different roles enable different perspectives and enhance problem-solving.
Working relationships	5. Play politics which may harm other's credibility. (no sincere working relationships).	5. Are open and honest because leader is open and honest. Information is readily given. (Long-term relationships are important).
Conflict Resolution	6. Indulge in difficult conflict situations. Supervisor puts off conflict resolution until serious damage is done.	6. Have been trained to turn conflict into opportunity to generate new ideas and deepen relationships.
Decision Making	7. Do not participate in decisions affecting the group. Conformity, not results, is the desired outcome.	7. Team leaders encourage teams to make their own decisions. Coach shows confidence in their competence and experience (eventually leading to self-motivated project teams).

Figure-2.1 Team and Group Difference (Managing the Project Team, Volume Three, Vijay K. Verma,1997)

Various scholars have defined team and different meanings has been given through time. As defined by Leigh Thompson (2014) on her book *Making the Teams*, a team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal. Also (Kohn and O'Connell 2007) defined team as a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and are seen by others as an intact social entity embedded in one or more larger social systems and who manage their relationships across organizational boundaries. Similarly, (Smith and Katzenbach 1993) on their book "The Wisdom of Teams: Creating the High-Performance Organization" have define a team in a similar way. They describe a team as a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

Therefore, teams can be said they are a group of people functioning as a backbone of an organization playing a major role in achieving project goals and organizational targets. Through the process of achieving targets teams will be contributing their skills, knowledge and experience for a project tasks and with each other as well, which will be a big contribution for the common goal and purpose that is laid when the team is formed and for overall organizational performance.

2.2 TEAMWORK

Teamwork is all around us, in ad agencies, in construction, in education system, in health sectors, in sports and almost in all organization since it is the act that brings several individuals together in order to efficiently and effectively complete a project. It speeds up the work process, enhance communication in achieving our targets, enable us to smoothly run the project and helps us overcome obstacles along the way until we successful product/ service to clients. Teamwork is defined by (Scarnati 2001) "as a cooperative process that allows ordinary people to achieve extra ordinary results". He states that teamwork ensures that all the necessary task are implemented, resources are well-managed and less time is needed to complete a project. Therefore, effective teamwork is one of the pillars of any project success.

When teamwork approach is used, the project harnesses the collective skills, strengths, and energy of team members because it leads to synergy and improves performance of team members. As mention above teamwork is a group of people, these people work interdependently by committing to their common goals to produce high quality results. Teamwork is defined by (Harris and Harris 1996) as "...a work group or unit with a common purpose through which members develop mutual relationships for the achievement of goals/tasks. These implies that team members work in a

cooperative atmosphere in the interests of a common goal by sharing knowledge/skills and being flexible enough to serve multiple roles.

Teamwork (Kohn and O'Connell 2007) connects us to our distinctive ambition to belong and to demonstrate altruism. We affiliate with those who share our values, and when we do, we wish to help out, and share of ourselves. It gets us outside the loneliness of solo efforts and gets us connected to others who have common purposes, objectives, and beliefs because an individual simply couldn't get through the amount of work that is required working alone by themselves and they wouldn't have all the necessary skills. Therefore, project objectives and goals can easily be achieved with the right people, and the right attitudes. Teamwork will contribute to individual belongingness, growth and achievement along with successful project performance.

Therefore, teamwork is the process of working collaboratively with a group of people in order to achieve a common goal which includes open communication, interaction and contributing to be success in project performance. Having team work benefits project what makes it great is its effectiveness in achieving goals and targets, however the road to teamwork effectiveness can be affected by different internal and external factors. External factors like political, economic, social etc and internal factors constitute leadership style, competency, personalities, communication, cohesiveness etc. which can easily influence teamwork. The study will focus on the internal factors more to bring an effective teamwork which can make the workplace more operative, efficient, creative thus we can reach projects success.

2.3 TEAM EFFECTIVENESS

A team is effective if it meets and exceeds the needs for which it was established (Kohn and O'Connell). If the organization forming the team believes it did its work well, then it was an effective team. For different organizations different outcomes matter that set up, operate, and analyze the work of teams, all these outcomes tend to fall into one of three broad categories. The one is first performance effectiveness which ties to high efficiency, higher productivity and better quality. The second, higher customer Satisfaction which ties with, more creativity and innovation, better communication and commitment. The third, member behavior/ attitudes which best ties sense of cohesiveness, collaboration, Sense of pride and shared identity. Therefore, when we see teams with the above characteristics as an individual and as a team throughout any project in executing the tasks, activities and process and delivers the project successfully we can say the team is effective.

The best way to understand teams is to look at teams themselves (Katzenbach and Smith) because their own stories reveal their accomplishments, skills, emotions, and commitment better than any abstract explanation or logical presentation. Real teams are deeply committed to their purpose, goals, and approach and high effective team members are also very committed to one another. And the effectiveness of teams comes with a focus on collective work-products, personal growth, and performance results.

Therefore, I believe team effectiveness on a project and in an organization is the ability of team members to come together as an individual with a specific skills and work on tasks together efficiently to deliver the goal and target of a project according to the agreed upon plan. Teams can be said it was effective when it delivers what they set out to do at the beginning of the project. Subsequently effective team building can be said it's a critical factor in project success and organizations should focus in developing it throughout project life. In order to grow team effectiveness different scholars have developed team models through time.

2.4 TEAM EFFECTIVENESS MODELS

Different effective team models have been developed thought the years since all organizations depend on team and their performance for project and organizational performance. Listed below are five known team effectiveness models.

2.4.1 Rubin, Plovnick, and Fry's (GRPI Model of Team Effectiveness)

The GRPI model was made popular in 1977 by doctors Irwin Rubin, Mark Plovnick, and Ronald Fry. The model describes the essential factors required for teams in order to function effectively, it consists four major components goals, roles, procedures and interpersonal relationships.

Goals: (Kelechi Udoagwu, 2020) setting goals is the most fundamental requirement for a functional team because it clarifies the shared understanding of what the team is trying to achieve, where it wants to go and how it knows whether it is still on track. And setting objectives and desired accomplishments is important in order to be effective because without evident direction, it can lead to disputes and disagreements. In all project there must be clear objectives and intentions regarding individual and team goals, combined with strong and open communication about priorities and expectations.

Roles: it's through team members we bring goals in to reality therefore each and every team member is required to know their responsibilities, their roles and what they're accountable for because not knowing can lead to failure. Also, the entire team must have a defined team leader with leading ability and clear authority as well as individuals who are assigned to tasks that match their

expertise. Roles clarifies who is supposed to be doing what, who is responsible for what and who has which authority.

Procedures are the other components. It is needed because there has to be a set of processes in place for the team to operate successfully in decision making, in following workflow procedures, problem solving procedure, conflict resolution strategies, and high communication practices. Clearly defines processes enable effective collaboration in problem-solving, dealing with obstacles, open and good communication and effective decision making.

Interpersonal relationships, it's crucial because to be effective for team members need to develop relationships with one another that are based on trust, good communication, flexibility and adaptability. We can say teams are communities in way its members relate to one another and these will have a major impact on the team's spirit, emotional well-being, and overall effectiveness because it helps us create trust, respect and accountability between team member.

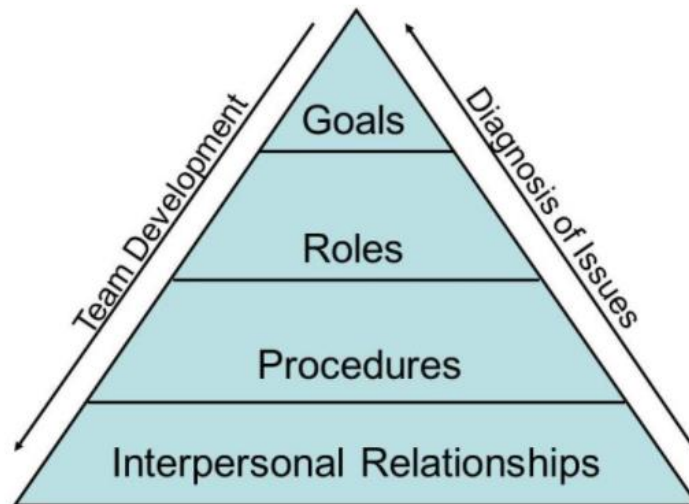


Figure-2.2 The GRPI Model

Therefore, from this model we can see that team performance can be enhanced through goals and responsibilities clarification, creating environment that can foster frequent honest communication and willingness and flexibility between team members. The GRPI is a simple framework that can help organizations improve employee engagement, commitment and foster accountability towards measurable individual and team goals (Dinnie Muslihat, 2019).

2.4.2 The Katzenbach and Smith Model

Jon Katzenbach and Douglas Smith, developed team effectiveness model in their book “The wisdom of Teams” after studying various teams who were experiencing challenges in their work environments. The authors present the model of effective teamwork in the form of a triangle, which corners correspond to the main results of teamwork: collective work products, performance results and personal growth. The sides of the triangle are the three main factors contributing to the achievement of these goals: commitment, skills and accountability.

Skills: skills are technical competency, what team members possesses, to do the actual task, problem-solving, and interpersonal skill. When these skills are acquired by team members it will allow the efficiency in execution, synergy among members and personal growth which will be inevitable. Every member of a team must be skillful in interpersonal relationship and teamwork, and have the adequate professional skills to accomplish goals.

Accountability: when it comes to teamwork project and tasks there should be mutual accountability as well as individual accountability. Team members need to be steadfast in their commitment to their individual tasks and team goals without any avoidance of accountability which can affect team success. One individual unwilling to complete a task on time, can have an impact on others who rely on the work to be complete their own objectives.

Commitment: there is commitment in team when everyone is engaged and dedicated to work toward the common goal. Team members are more dedicated to their work when they are engaged and aligned to the mission of the organization, have clear goals and a shared team approach towards reaching them. A lack of commitment can have a negative effect on group dynamics because there will be lack of trust, unhealthy conflict and uncertainty in the objective. In the Katzenbach and Smith model, team development helps to increase accountability and engagement.

Successful teams employ the use of performance management systems to increase adherence to a common goal.

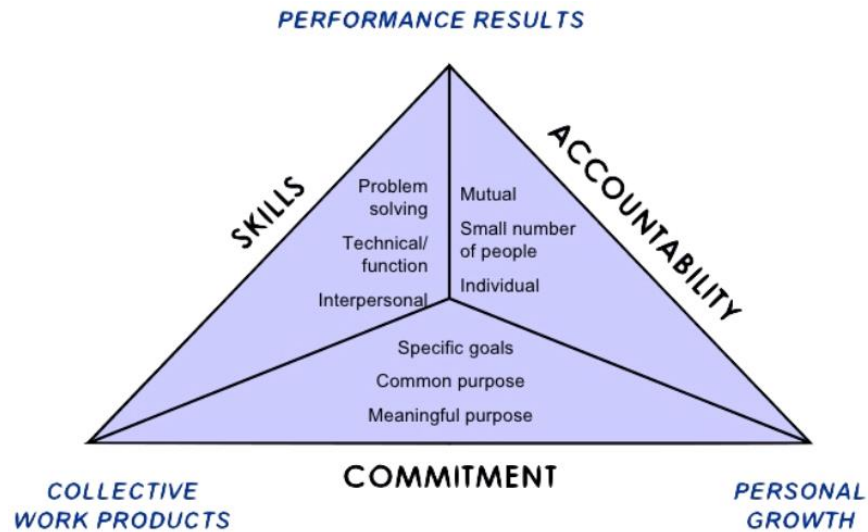


Figure-2.3 The Katzenbach and Smith model

2.4.3 The Lencioni Model

Patrick Lencioni's wrote a book "The Five Dysfunctions of a Team", which shows a team effectiveness model that is slightly different from the others. He focused on the elements a team shouldn't have to look at the underlying reasons why teams are dysfunctional and suggested that knowing the dysfunctions of a team can help establish an effective team by knowing what to expect and how to manage it effectively (Udoagwu, 2020). The five dysfunctions are:

The first one is Absence of Trust because a lack of trust creates an environment where teams are unwilling to seek advice, support or assistance. When there is doubt a team member can be vulnerable with one another, it may prevent trust from being built within the team.

The next one is fear of conflict which is pretending to get along for the sake of artificial harmony which can stop potential positive conflict that can actually result in productive ideas because conflicts can create space for new or better ideas, a fear of conflict can lead to an ineffective team. A good disagreement between two team members could encourage them to consider a third option that is beneficial for all.

Then there is Lack of Commitment, when people who aren't committed to their task, they've been assigned will impact the wider team because when team members aren't dedicated it will hinder their decision making, proper communication, work procedures and meeting deadlines.

Avoidance of Accountability is the other dysfunction in a team, it's when team members need to get over any discomfort and hold each other accountable for their role and task execution. However, when there is unwilling to hold themselves or others accountable for their task it leads to team dysfunction.

The last one is Inattention to Result which is when a team member prioritize personal goals over common success which leads to details and when team members are too focused their own goals productivity and improvement on achieving the common objectives will be overlooked.

Lencioni's model is shown as a pyramid with the absence of trust at the bottom and suggests you need to tackle one dysfunction before you can work on the next.



Figure-2.4 The Lencioni's model

2.4.4 The LaFasto and Larson Model

In 2001, Frank LaFasto and Carl Larson developed a team effectiveness model through researching 600 teams in various organizations, they made a model of what an effective team looks like, which consisted of five elements for team effectiveness which are team members, team relationships, team problem solving, team leadership and team organizational environment. (Muslihat, 2019).

Team members: this matter because task execution depends on team members skills and characteristics they possess and if they are the right fit for the role. Team members should have the proper skills and capabilities to work in a team environment and with others.

Team relationships: Similar to the importance of interpersonal relationships in the GRPI model, the right team building behaviors are key to exploiting team capabilities. When you select someone with a great attitude, then forming good working relationships won't be so difficult.

Team problem solving: teams having good team connections and interactions, high levels of trust will be fostered which can lead to productivity, conflict resolution and problem-solving skills. Absence of trust can have the opposite effect. When there are good working relationships within the team, it can assist in making group decisions easier and reduce conflict

Team leadership: An effective, proactive team leader that moves team members in a compelling direction is critical in any team effectiveness model. Having a leader that encourages and engages their team is crucial to their success.

The last one is Organization environment, which facilitates collaborative work methods and organizational culture that can support team commitment and accountability. In return commitment from a team will increase when there is a right method and company culture in place.

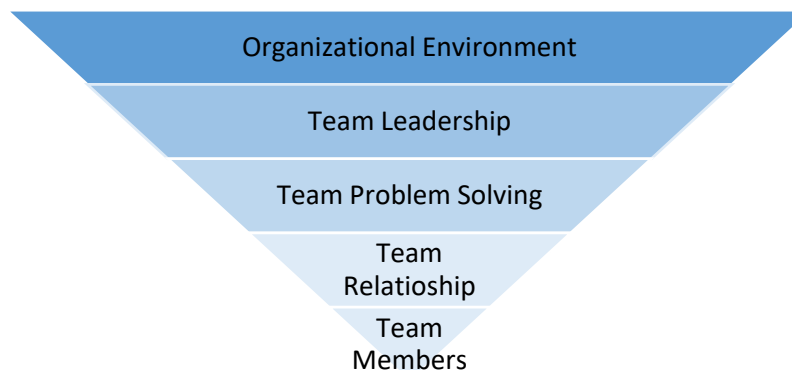


Figure-2.5 The LaFasto and Larson Model

2.5 CHARACTERISTIC OF EFFECTIVE TEAM WORK

According to (Verma, Managing the Project Team, 1997) Effective teams have several task-oriented and people-oriented characteristic. Task-oriented characteristics relate to direct measure of project performance by focusing on tasks and results. And People-oriented characteristics influence indirect measure of project performance which include: Commitment to technical success, committed to producing high-quality results, Innovative and creative, Flexibility and willingness to change. Characteristics that are more associated with people skills and working relationships among team members are high contribution, work commitment and high energy, Capacity to solve conflicts, good communications, good team spirit, mutual trust and respect, self-development of team members and high need for achievement and growth.

We can say teams are effective or not by their output, objectives achieved, visible energy, structure and atmosphere. In a project, effective team will be composed of a group of people who work interdependently, who are flexible, committed to achieving common objectives, work well together and enjoy it, and produce high quality results. Effective teams can easily recognize obstacles to their own effectiveness and work together to bring solution and resolve it. Also, they are effective because they have a clear understanding of their goals, have relevant technical and interpersonal skills, there is high trust and respect in the character and integrity of their members, high commitment to team goals, good communication systems, effective collaboration skills, appropri-



ate leadership and have both internally and externally supportive environments.

Figure-2.6 The 7 C's of an Effective Team (Author-Srinivasulu Ragala, 2019)

2.6 SELECTED TEAM EFFECTIVE DETERMINANTS

After reviewing all the effective team models and characteristics six determinates are selected that are interrelated. These characteristics are what a team must have in order to work effectively and bring project success.

Common Goal: In any company the main requirement for that company to function is the establishment of a realistic goal. 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. In

fact, real teams never stop this “purposing” activity because of its value in clarifying implications for members (Katzenbach and Smith). When we come to projects there will be a specific common goal which is the main reason for the team members to be formed and are very important that all team members can picture the goal as the ultimate accomplishment.

Each team members should have the focus to exert the maximum efforts in order to achieve the common goal. When all team members put efforts towards the similar direction, they will end up achieving project success and organizational goal. It is also important within teams to clearly define the team’s purpose so that there is a common goal since it also will increase cohesion as all members will be striving for the same objective and will end up helping each other achieve the goal. A common, meaningful purpose sets the tone and aspiration for the team and through that team members develop direction, energy, and commitment to achieve the meaningful purpose.

Communication: According to Webster dictionary communication is defined as “a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior”. In order to build an effective working team, it is important to have high level of communication. So, when one team puts an effort towards the right direction the first rule is knowing and being aware of what’s is to be done, who will do it and how it will be done. Communications can make or break a project for it’s another vital characteristic for effective teamwork in any project because team members must be able to effectively communicate with each other to overcome obstacles, resolve conflict, avoid confusion and to properly execute task as an individual and as a team. Communication also increases cohesion between team members.

Communication is described as the ‘lubricating oil’ or ‘lifeblood’ of organizations, and is the primary medium through which things get done in organizations (Forster, 2015). Through various media of communication, companies all over the world make decisions that affect millions of people; the activities of thousands of employees are organized, complex management systems are coordinated and the success or failure of businesses is determined. Communication between individuals and groups is essential if organizations are to function properly. Clear communication builds trust, avoids misunderstandings, inspires commitment, discovers untapped potential and increases comfort with change.

As with many aspects of leadership and teamwork, communication is a vital component. It is the glue that brings everything together. The best teams operate within organizations where common goal and purpose are clearly stated, understood and accepted.

Cohesion: the performance of a team depends upon the level of its cohesiveness. Cohesiveness refers to how much people like the team and how motivated they are to remain as team members.

It determines how strongly the team members feel bonded to each other. It is the glue that holds the team together and ensures that all team members fulfill their individual as well as collective obligations (Verma 1997).

Team cohesion is the feeling of togetherness and unity which is very important in any work which shows the strength and extent of interpersonal connection that exist among team members. The main factors that determine team cohesion are the similarity between members' interests, group size and shared successes. When we are working in a project, it is imperative that team cohesion is strong because there is a positive relationship between group cohesion and performance. Team cohesion can be achieved by empowering group members, resolving disputes, and valuing every contribution made by team members. Once its developed team members will automatically start coordinating and cooperating with each other and would move towards organizational excellence which will result in better effectiveness and productivity. Through team cohesion team members can achieve goals faster and more efficiently. Team cohesiveness (Schermerhorn, Hunt, & Osborn, 2002); is the degree to which members are attracted to a group and motivated to remain part of it thereby refers to both "forces that attract members to the group," as well as to "the incentives to remain within the group". Therefore, if there is team cohesion then there will be more participation, communication, more collaboration, more productivity which leads to more project success.

Collaboration: Is the understanding of different views and leveraging the best way without compromising on one's view to achieve the team goal and lead the team in to a win-win situation. Team collaboration requires negotiation skills, problem-solving and open-mindedness (Nir, 2013). People tending towards a collaborative style want to meet the needs of all people involved. These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important. This style is useful when you need to bring together a variety of viewpoints to get the best solution; when there have been previous conflicts in the group; or when the situation is too important for a simple trade-off

For the team to become more effective they should demonstrate high levels of collaboration and innovation because it helps the team produce superior results on a consistent basis. Also, this is to say that the team members will work its way through difficulties and obstacles together by finding innovative ways of overcoming them, turning into successes. Collaboration leads to the fulfillment of personal goals and organizational goals as well.

Commitment: Commitment comes with dedication and is the most important aspect in team effectiveness because it reflects the trust and responsibility a member bear. when there is a commitment among the employees, they also have the strength to accomplish the common goal.

Commitment of teams follows clarity and meaning of goals and they need to connect with what they do to some larger goal. They need to know how what they do contributes to their organization's success. Commitment, like motivation, is not something that you can observe directly. You infer that it exists because of what people do (Coe, Zehnder and Kinlaw). In their book "Coaching for Commitment in achieving superior performance from individuals and teams" they explained that we can only say that people are "committed" when they demonstrate over and over again their determination to do their best and their unwillingness to give up in the face of obstacles. Committed people in organizations are tied intellectually and emotionally to the values and goals of the organization. Committed people know what they are doing, and they believe that what they are doing is important. People cannot become committed to what is vague or trivial.

To become high performance team commitment of its members is essential and not just a commitment to the team, but a commitment to the team's goals and success. There is an old saying that a chain is only as strong as its weakest link. In the case of a team, that weakest link is the team member who has the least commitment to team success (Nir, 2013).

Accountability: Accountability is necessary to ensure milestones are reached and that all members are participating. Holding members accountable increases commitment within team relations. No group ever becomes a team until it can hold itself accountable as a team. According to Jon Katzenbach and Douglas Smith team accountability is about the sincere promises we make to ourselves and others, promises that underpin two critical aspects of teams which are commitment and trust. By promising to hold ourselves accountable to the team's goals, we each earn the right to express our own views about all aspects of the team's effort and to have our views receive a fair and constructive hearing. By following through on such a promise, we preserve and extend the trust upon which any team must be built. Accountability, then, provides a useful litmus test of the quality of a team's purpose and approach. Groups that lack mutual accountability for performance have not shaped a common purpose and approach that can sustain them as a team.

Accountability is about taking responsibility for your actions, behaviors and outputs. High-performing teams recognize that taking responsibility and being accountable lead to mutual trust, respect, high levels of motivation, good morale and commitment to the goals and objectives of the team (Michael Brent and Fiona Elsa Dent).

2.7 PROJECT SUCCESS

A project has a defined beginning and a defined end. A project is (PMI, 2008a, p. 434), “a temporary endeavor undertaken to create a unique product, service, or result.” The PMBOK describes a project as having three specific attributes. First, it is a temporary endeavor with a definite beginning and end. Second, a project aims to accomplish something that has not been done before Third, the requirements and specifications for the product or service created by the project. Therefore, whenever we launch a project, we should have a definite time set at the start specifying its beginning and finishing period along with what the goal or target will be and what we are trying to accomplish through it and also detailing the standard specification of the product or service. Every project is part of an organization that strives to meet its purpose that’s established by delivering the need of a client or customers. And an organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals and also a systematic arrangement of people to accomplish the same specific purpose. Every organization is composed of three elements i.e., the goal/purpose that it will chase, people who will bring that to life, and the structure that support these goals and people to accomplish the purpose. These places the people who are team members of a project in the middle of action towards project success.

Project success is the completion of a task, action and process according to what is planned at the start of the project according to the agreed up on standard (Bannerman, P. L. 2008). We say project is successful when it reaches its target on time, on budget with quality and up to the client’s satisfaction. We can say a project has performed well when it exhibits efficient and effective way of people combining resources, knowledge, skills, equipment, managerial and executive capability to produce goods or services. All these can be performed under an organization and project performance is an extent to which an organization process is successful in achieving its purpose. For the success of the project, organizations have to concentrate on team, organization, project management, product, environment, resources and related technical factors. This study will focus on team part.

2.8 TEAMWORK AND PROJECT SUCCESSES

For any organization performance, is the primary objective while a team remains the means, not the end. Performance is the crux of the matter for teams. Jon R. Katzenbach and Douglas K. Smith defines team as a basic unit of performance for most organizations because it melds together the skills, experiences, and insights of several people. It is the natural complement to individual initiative and achievement because it engenders higher levels of commitment to common ends. In an organization we should work hard to form effective teams to strengthen project performance

capabilities because team members in effective teamwork will exhibit dedication to a common purpose and performance challenge, a sense of mutual accountability, candor and mutual respect in interactions, and even develop affection among them. And when these conditions exist, a real team and the kind of performance it can deliver are more likely to be successful.

Ultimately, improving team effectiveness will improve project success because people are the main elements in projects, they will do the project activities, they innovate, create, develop, produce, and deliver out the project. Consequent, effectiveness moves toward efficient. Once a team is efficient then it will be directly linked with how we manage our schedule, resource and budget to complete what we planned and if we are efficient on these major parts then it will lead us to project success. When we create teams with the intent on being effective, ultimately the team becomes competent in doing the right thing and can be held accountable for project success. So, every day if team members are able to do what they do best and doing more will move the team towards efficient workings of on each task and schedule in striving towards success. Effectiveness coupled with efficiencies further builds the case for the organization, the team, and the project manager to establish project objectives and goals to illustrate project needs and successes. Therefore, the single most important factor to project success is an integrated, fully capable, and effective team. Vijay K. Verma 1997 describes how organizational effectiveness depends upon teamwork and how there are four main classes of factors between them. The first, People factors including attitudes, interpersonal skills, leadership skills, communication skills. The second, Structural factor, including policies, procedures, organizational controls and organization structures, etc. The third, technological factors, which refer to the type of equipment or processes that help organizational members and the last and main one is Teamwork, which has a significant impact on project effectiveness because it affects each of above factors. Effective teamwork helps in managing people, structural, and technological factors and creates human synergy.

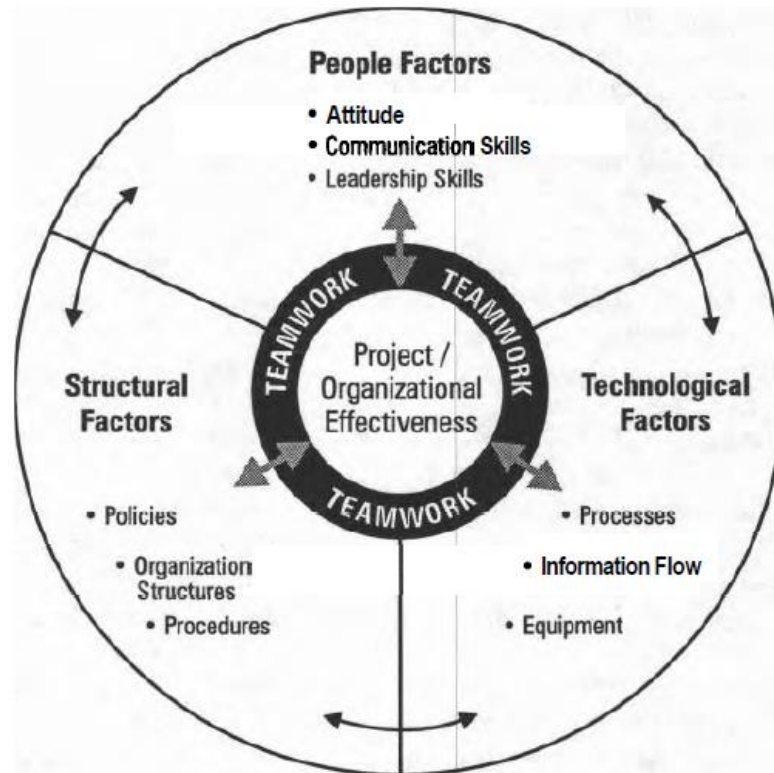


Figure-2.7 Project Effectiveness through teamwork (Managing the Project Team, volume Three by Vijay K. Verma, P.Eng., M.B.A.M.B.A.1997)

Project teams are usually the hub of the organization's day-to-day functioning, the group around which organization conducts business with its clients. When we have effective teams, the organization will be able to deliver products/services accordingly, meet goals, work out problems and difficulties and move forward towards to high performance (N Berber, 2020). High teamwork can be possible through give and take, with personal closeness among team members, communication and higher personal accountability. And these will help in creating strengths and benefits like effortless synergy, efficiency in execution, high morale, and excellent productivity.

Similarly, project efficiency can be measured in terms of project team performance which refers to the extent that project team members have completed the project as predefined cost and schedule. The most important building block to develop an effective team is communication, so it is imperative to develop the necessary skills to communicate effectively with each team member in teamwork. Also, an effective team is one that has cohesion, although individual productivity is important, teamwork is essential in solving complex issues. Teamwork can generate a sense of trust and loyalty among employees, which motivates them to communicate, cooperate and be

supportive of one another. When working in teams, it involves active discussion, giving room for brainstorming and open communication. All these will lead teams in to collaboration and work sharing which facilitates and increase productivity. Whenever we are in the project process teams might encountering a heavy workload requiring resource and support. Therefore, collaboration, and work sharing will increase employee satisfaction and their commitment to the project success. Each individual has different experiences and talents when we collaborate and work together as a team, it enables us to learn from one another. These will foster Teamwork creativity and learning by maximizing shared knowledge and expanding new skill sets.

2.9 REVIEW ON EMPIRICAL STUDY

Previous empirical researches on teamwork, team effectiveness and its impact on project performance, and organizational performance are discussed to support the conceptual framework of the study.

Team Performance and Project Success by Ijeoma Okoronkwo at Harrisburg University of Science and Technology has researched team performance on project success using hypothetical data to identify and establish the primary factors that anchors all other factors that drives team performance and project success. The research through the findings from the survey questions indicates that in a high trust environment, team members' performance is at their peak. Trust enables teams to engage in effective communication that is consistent and meaningful leading up to commitment and inter-dependence among team members. Trust based work environment creates, develops and sustains accountability and good results in teams. And Collaboration and cohesion are effective in a trust-based relationship among teams is and drives performance and success.

A study on Impact of Project Teamwork on Project Success in Pakistan (by Muhammad et al, 2017) the importance of project teamwork for the project success and argues that leader alone cannot successfully complete a project. The study was based upon Higher Education Commission projects in Pakistan and data has been collected from project leaders regarding performance and contribution of project team work toward project success. The study hypothesized four elements, communication, cohesion, collaboration and technical skills in the positive and direct relationship between the project teamwork and project success. The finding has illustrated the positive and strong relationship of team collaboration and significant relationship with team communication and cohesion while project team's technical skills reflected the least effect. The study was conducted in a developing country and found project teamwork as effective tool toward project success. Moreover, the project team members working with the same frequency can create a

synergetic effect with respect to project success factors. Further, the project team members should realize the importance of their contribution toward project success.

The research on Impact of Teamwork on Organizational Productivity in some selected basic schools in the Accra metropolitan assembly (Agarwal and Adjirackor ,2016) shows a strong positive significant relationship between the independent variables namely teamwork, team trust, recognition & rewards and employee performance. However, teamwork was highly correlated with employee performance. The overall results revealed that teamwork which brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity highly contributes to organizational productivity compared to other factors. Employers may be able to improve their performance by increasing the volume of teamwork and taking action to raise the performance level of the individual. Teamwork activity within the organization is very much beneficial and its effect is directly on employee and project performance.

Article on The Relationship between Perceived Teamwork Effectiveness and Team Performance in Banking Sector of Serbia (Nemanja, Slavić and Aleksić,2010) result showed that team synergy, innovation, and teamwork quality have positive relationships with team performance. The cohesion and synergy of team colleagues, teamwork quality, and innovative behavior have positive relations with and lead to higher teamwork performance. This was an expected result, since team synergy brings greater cohesion and better cooperation between team members, which can lead to joint efforts to reach the proposed goals and achieve better results. Team goals and teams' skills had positive but statistically insignificant relations to team performances.

(Chow, Danny and Skitmore, 2005) has found out in their study on characteristics of teamwork in Singapore construction projects, the most common of are to be clear objectives, trust, cohesiveness, interdependency and enthusiasm of the team members. This is confirmed by an empirical questionnaire survey of a sample of 57 Singapore construction industry personnel where, in terms of correlation, the highest characteristics are trust and cohesiveness, followed by clear objectives, enthusiasm and interdependency. The results of the survey provide evidence in support the essential nature of all five characteristics in Singapore construction teams. In terms of respondents' views, the most necessary was clear objectives, followed by interdependency, enthusiasm, trust and cohesiveness.

2.10 CONCEPTUAL FRAMEWORK OF THE STUDY

Project teamwork have a positive and significant contribution towards success of any project therefore from the literature reviews different effective team determinants has been discussed which are project team common goals, communication, commitment, collaboration, cohesiveness, and Accountability. Common goal is the first and main part in teamwork because that the reason for forming projects and organizations. And communication is the one that holds and interconnects people and tasks by providing information throughout a project life. Project can reach success or fail at the same time because of lack of communication, it's an important thread for an effective teamwork. Collaboration in a team work enable employees to work together efficiently in completing tasks and reaching targets quicker. A Stanford study found that people working collaboratively stuck at their task for 64% longer than those working individually on the same task. It also reported higher levels of commitment and success and lower levels of fatigue. People collaborating must possess excellent interpersonal skills as it's very important that every person involved contributes their ideas, opinions, and knowledge. Collaborative teamwork can help to achieve a goal more efficiently by sharing out the workload evenly and delegating tasks to those with the most suitable skill set and working as a part of a team can help employees to feel more committed and motivated as well.

Similarly, commitment to the team plans and objectives gives the team a strong focus on succeeding and highlights the steps necessary to succeed. When team members understand their work in the context of the team's plan, they become more committed to team success and less troubled by any short-term difficulties. This commitment will also lead to Cohesiveness. Cohesiveness is the feeling of unity that holds a group together voluntarily. Team members operate better as individuals if they consider themselves to be part of a well-functioning supportive team to which all are accountable for. Accountability according to Webster dictionary is an obligation or willingness to accept responsibility or to account for one's actions. Therefore, team members need to be accountable for their actions, roles and responsibilities and understand that they are responsible for the team's success and failure. For the reason that accountable people demonstrate maximum effort in terms of fulfilling their responsibilities, will be proactively respond to challenges, focusing achieving the common goal and for the project success.

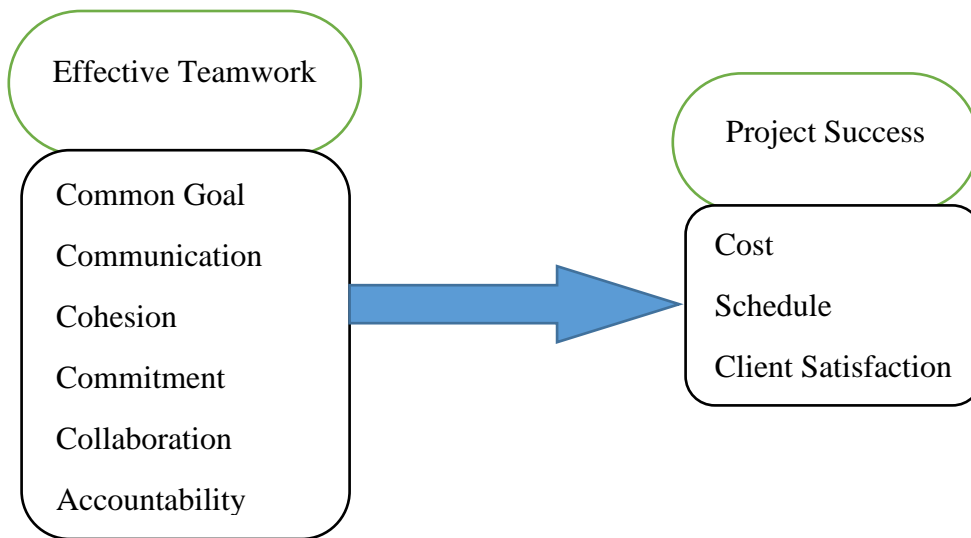


Figure 2.8 Conceptual Frame of the study

- H1: There is no statistically significant positive relationship between project common goal and project success
- H2: There is no statistically significant positive relationship between project team communication and project success
- H3: There is no statistically significant positive relationship between project team commitment and project success
- H4: There is no statistically significant positive relationship between project team collaboration and project success
- H5: There is no statistically significant positive relationship between project team cohesion and project success
- H6: There is no statistically significant positive relationship between project team accountability and project success.

CHAPTER THREE

RESEARCH METHODOLOGY

3. INTRODUCTION

After reviewing various literatures on teamwork and what constitutes effectiveness in their relationship with project performance; through sources like the internet, library databases, and books from different authors; important behavioral determinates factors for team effectiveness and that are relevant in team performance are selected. The methodology am selecting for this research is based on the desire to match these findings with the strategy that would accurately achieve the goal of this research. The research design, study variables, study population, sampling procedure, sample size, data collection instrument, method of data collection and data analysis and presentation tools will be discussed below.

3.1 RESEARCH DESIGN

The main purpose of this research to assess the direct relationship between teamwork and project performance, the research design will be explanatory by means of explaining the role of team work and its effect on project performance. Therefore, we will be using casual explanatory research in order to produces quantitative data and provides statistically conclusive since the study objective is to test hypotheses about cause-and-effect relationships between teamwork and project performance. Through this casual research we can get a clear understanding on teamwork determinates which are the cause and project performance which is the effect, and will help us determine the kind of relationship they have.

The study structure is purely case study in investigating the effect of team work on project performance in zeleman organization. For it will give us a contextual, in-depth knowledge about teamwork and its relationship in the organization. It will allow the study to explore the key characteristics, importance, and implications on teamwork. The study will focus on quantitative data using questionnaires for both team members and team leaders. The research time line will be cross section and because it will allow the study to compare many different variables at the same time. And also, since data will be collected at one point in time will make the study cross sectional too. A cross-sectional study will help analyze data of variables collected at one given point in time across a sample population and on a pre-defined subset. The reason for using this is relatively its quick

to conduct, can collect all variables on my study at one time and multiple results can be researched at once.

The current study followed the quantitative approach and employing cross sectional with survey tools like questionnaire. There are some favorable factors which are considered significant for the selection of survey method such as, geographic flexibility, cost and for quick and efficient response (Sekaran & Bougie, 2010). I used quantitative since I will be collecting and analyzing numerical data on teamwork and the selected determinate characteristics to test relations and find patterns to make predictions, and generalize results to the whole organization. Quantitative is best suited for these researches because few variables are involved which can make it accurate and objective. Also, its cost effective and faster.

3.2 DESCRIPTION OF STUDY VARIABLES

Aris, Rutherford (1994). Dependent and independent variables are variables in mathematical modeling, statistical modeling and experimental sciences. Dependent variables receive this name because, in an experiment, their values are studied under the supposition or hypothesis that they depend, by some law or rule, on the values of other variables. Independent variables, in turn, are not seen as depending on any other variable in the scope of the experiment in question. Independent and dependent variables as Independent variables are the ones you might think of as the manipulated “input” variables, while the dependent variables are the ones where the impact or “output” of that input variation would be observed. For this study we have variables which are factors that can change the outcome, the independent variable was characteristics of an effective teamwork determinates and the dependent variable is the success of project outcome. In other words, the independent variable is hypothesized by the study to cause variation or change in the dependent variable. X is the independent variables which are the common goal, communication, commitment, cohesion, collaboration and accountability. Y is the dependent variable which is the project success

Variable Name	Notation	Measurement	Description
Project Success (cost, schedule and client satisfaction)	Y	Likert scale, 1-5	Rank
Common Goal	X1	Likert scale, 1-5	Rank
Commitment	X2	Likert scale, 1-5	Rank
Communication	X3	Likert scale, 1-5	Rank
Collaboration	X4	Likert scale, 1-5	Rank
Cohesion	X5	Likert scale, 1-5	Rank
Accountability	X6	Likert scale, 1-5	Rank

Table 3.1 Description of variables

3.3 DESCRIPTION OF STUDY AREA AND TARGET POPULATION

The population of this survey are team members of zeleman production who worked on Meta beer projects. Zeleman production is one of the largest advertising agencies in the country delivering various media ads. The agency now has specialist departments for client service, creative department, below the line (BTL), production, media planning and buying, media monitoring, public relations (PR), HR, finance, equipment's stock, and research and insights as well as other departments for internal management and over 120 employees. The research target population are mainly team members of four departments who are responsible for meta beer advertising project delivery and every project must pass through these departments to meet their goal and targets. In these departments we have different team members with different tasks working together and more teamwork is visible and evident. These departments are client service, BTL, creative department and production department.

These departments were selected because beet beer production project has passed through these four departments. The client first and main connection point is the client service department which then transfer to the creative department and BTL then comes the last main department which is responsible in bringing creative ideas to transforming clients need in to feasible ads which is production. These four departments consist 60 employees in total.

3.4 SAMPLING METHODS AND SAMPLE SIZE

3.4.1 Sampling Method

A sample is a smaller representative of the population with all the characteristics of the said population. According to Cooper and Schindler (1997) a sample size is determined by a number of factors. Some of these are the fact that, the greater the variance within the population, the larger the sample should be to provide increased estimation precision; the greater the desired precision of the estimate, the larger the sample; the higher the confidence level in the estimate, the larger the sample must be and thereafter the number of sub-groups of interest within a sample, the greater. As mentioned above, the target population are team members of zeleman production who worked on same projects. The researcher grouped the organization in four departments as client service, BTL, creative and production department. Other departments like finance, HR, media monitoring, median buying and research and store are not included in this study as the focus of the study is on departments where teamwork is evident.

3.4.2 Sampling size

The size of my sample is very important for getting accurate, statistically significant results and running the study successfully and will be using online sample size calculator. Accordingly, for this study will use confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not and 5% margin of error which is the amount of error from difference in the responses that can be tolerated when drawing a conclusion from the data. The standard of deviation indicates how much variation we expect among our response. For this study I will set the value at 0.5 (50%) because this is the worst-case scenario percentage which will guarantee that the calculated sample size is large enough to accurately represent the overall population within the confidence interval and confidence level. The Z-score is a constant value automatically set based on my confidence level which is 95% therefore the z- score will be 1.96.

$$\text{Sample Size} = \frac{Z^2 * p(1-p)}{e^2}$$

$$1 + [Z^2 * p(1-p) / e^2 * N]$$

N = population size of the three department is 60

z = z-score (1.96)

e = margin of error (5%)

p = standard of deviation (0.5)

$$\text{Sample Size} = \frac{[(1.96)^2 * 0.5(1-0.5)]}{0.05^2}$$

$$1 + [1.96^2 * 0.5(1-0.5) / 0.05^2 * 60]$$

Therefore, according to these calculations, the sample size will be 52 team members.

3.5 DATA COLLECTION

3.5.1 Source

All the necessary data was gathered from the primary source who are employees of zeleman production. The primary data was collected through questionnaire from four department team members still working in the organization.

3.5.2 Types

Data will be obtained by distribute hard copy questioners. They will be used to obtain the desired information from the population of interest and each item designed addressed specific objective of

the study. The questions will be simplified in order to promote conveniences and ease of use by the respondent.

3.5.3 Instruments

Questionnaire is a data collecting instrument containing questions for the purpose of gathering information from correspondent. Questionnaires were selected since they are appropriate than other type of data instruments in the sense that they are cheap and often have standardized answers that makes it simple to compile data. The data collection questionnaire will be developed having three parts: Part I is to assess the level of teamwork in Zelema production Part II is questions to assess the respondent's level of agreement on effective team determinates Part III contains questions to assess to what extent the organizational performance is achieved according to the respondent. The measurement scales involve closed ended questions with Likert scale was applied from Strongly Disagree (1) to Strongly Agree (5). The questioners will be hand delivered to the respondent to be filled and Duration of 7 days will be given to the responders.

3.6 DATA ANALYSIS – MODEL, TECHNIQUES, SOFTWARE

Data analysis involves reducing the accumulated data to a manageable size, developing summaries and looking for patterns, and applying statistical techniques. The data collected will be recorded, edited and analyzed quantitatively using descriptive statistics. Descriptive statistics is important because it will help and enables us to present our data in a more meaningful way, which allows simpler interpretation of the data. This single point in time responses will be analyzed and interpreted through Pearson Correlation and regression analysis to determine the relationship and the effect of the two variables. The statistics will be presented in frequency tables, histogram and chart. Statical program for social science (SPSS) software will be used to analyze data descriptive (mean, mode and standard deviation) and present them in tables, percentages and chars. To establish correlation and effects of variables, regression and correlations test will be carried out.

To aid in getting the relationship between the teamwork and the success of projects, Correlation and regression will be applied. The parameter β (the *regression coefficient*) signifies the amount by which change in x must be multiplied to give the corresponding average change in y, or the amount y changes for a unit increase in x. In this way it represents the degree to which the line slopes upwards or downwards.

The multiple regression equation for the study is shown below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon_0$$

- Y is project success
- Where $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ and β_6 are the coefficient regression
- X1, X2, X3, X4, X5 and X6 are the variables; Common goal, team commitment, communication, cohesion, collaboration and accountability.
- ϵ_0 is the error term

3.7 RELIABILITY AND VALIDITY ANALYSIS

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measure something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group and it is considered to be a measure of scale reliability. Cronbach's alpha, α (or coefficient alpha), developed by Lee Cronbach in 1951, measure reliability and tests to see if multiple-question Likert scale surveys are reliable (Stephanie Glen). A reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations. For our research the alpha coefficient out of the seven items five of them are greater than 0.70 which makes them acceptable suggesting that the items have relatively high internal consistency.

Reliability Statistics			
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Common Goal	.685	.619	6
Communication	.636	.709	7
Cohesion	.575	.707	6
Commitment	.645	.746	6
Collaboration	.638	.696	6
Accountability	.639	.706	6
Project Success (Cost, schedule & client satisfaction)	.634	.702	12

Table 3.2 The values of Cronbach's alpha

3.8 ETHICAL CONSIDERATION

For ethical purpose, the respondents will be informed about the aim of the study and they will be participating based on their own willingness. It is the right of participants not to participate, therefore no pressure will be placed on those who choose not to. Privacy and confidentiality will be maintained.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4. INTRODUCTION

This chapter presents data analysis, findings interpretation and presentation. Data in this study have been analyzed using descriptive techniques including percentages, mean, standard deviation and coefficients. This chapter describes the analysis and interpretation of the collected data about the Relationship between teamwork and project success taking Zeleman production Agency as a case company. The chapter consisting of different topics such as: introduction, response rate, demographic characteristics of respondents, rating of key study variables, relationship among variables, hypothesis testing and discussions of findings will be presented. Finally, the chapter presents the relationship and effect of teamwork on performance using correlation and regression analysis.

4.1 RESPONSE RATE AND DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

4.1.1 Response Rate of Respondents

Out of 52 questionnaires distributed to team members and team leaders in four department at Zeleman Ad agency, 48 of questionnaires were collected and the response rate was 92%, of which there are no questionnaires that are not properly filled.

4.1.2 Demographic Characteristics of Respondents

The first part of the questionnaire was demographic information giving the general profile of respondents which are gender, age, educational level, role in project team and experience at Zeleman Ad agency. The results obtained from the structured questionnaires are presented on the table 4.1.

Out of the total 48 respondents, about 22(54%) of the respondents were female while 26(46%) were male. This indicates that the respondents were represented equally in this survey sample. When we come to age, 32(64.6%) of the respondents are between 21 to 30 years old whereas 16(33.3%) were from 31 to 40years old and 1(2.1%) were from 41 to 50 years. The data clearly shows that, majority of respondents were in the age group of 21-40. When we see the educational status of the respondents, about 7 (14.6%) of the respondents have Diploma, the 25(52.1%) holds BA/BSc, the 16 (33.3%) respondents have MA/MSc degree in different specialists and there is no other educational status regarding to sampled respondents. Here the data indicates that the numbers of respondents who hold BA/BSc and MA/MSc degree are greater in number and that the

respondents are the right fit to read, understand and answer the questions. Out of the 48 respondent's majority 38(79.2%) are team members while the rest 10(20.8%) are team leaders at Zeleman which signifies the involvement of both team members and team leaders in the study. In terms of experience in working in Zeleman ad agency as part of project team, about 13(27.1%) of respondents had experiences ranging from 2 to 4 years, 14(29.2%) had 4 to 6 years, and about 21(43.8) % had more than 6 years of experience.

This result suggests that the respondents had considerable experience in working as part of project and as a team and can clearly respond to the questions raised and are well experienced to give answers on teamwork in Zeleman ad agency. The data shows most of the respondent are literate and well-educated on their professional life. And among the respondents we can also see that team members and leaders there in a better proportion which is among Ten team member respondents we have got two team leaders. Similarly, the result also suggests that half of the respondents had considerable experience in working as part of project and as a team in Zeleman ad agency. Therefore, the researcher concludes the response that are derived out of the respondents will lead to accurate and valuable in showing the role of teamwork and its significant with project success.

Table 4.1 Demographic Characteristic of the Respondents

	Description	Frequency	Valid Percent
Gender	Male	22	45.8
	Female	26	54.2
Age	20-30 years	16	64.6
	31- 40 years	31	33.3
	41-50 years	1	2.1
Education Level	Diploma	7	14.6
	BA/BSc	25	52.1
	MS/MSc	16	33.3
Role on the Team	Team Member	38	79.2
	Team Leader	10	20.8
Year of Experience at Zeleman			
	2-4 years	13	27.1
	4-6 years	14	29.2
	6 year and above	21	43.8
Total		48	100.0

4.2 DESCRIPTIVE ANALYSIS OF SELECTED TEAMWORK DETERMINANTS

According to the selected determinates from different team work models, team members and team leaders at Zeleman ad agency were asked to give their level of agreement with regard to the six team basics of team performance. The questionnaire was organized to assess the level of understanding regarding to team work and the level of agreement on the six determinates and their understanding on the project success were expressed using Likert scale. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘Strongly disagree’, 2 point as ‘Disagree’, 3-point as ‘Neutral’, 4-point as ‘Agree’, and 5-point as ‘Strongly Agree’. The result of the responses was analyzed with descriptive statistics of mean and standard deviation.

4.2.1 Common Goals and Purpose

The first part discusses about the common goal aspect of the teamwork determinants of zeleman production. The common goal part of team work is determined by the six questions stated in the questionnaire mentioned below. Common goal and purpose as one part of team work parameter at zeleman scored mean ranges from 2.0 up to 5.0 and with a mean score of $M=3.35$ which is a middle level. In general, this result shows that the practice of shared common goal and purpose at zeleman is middle level and the standard deviation of common goal parameter of teamwork measurement is 0.46 which is low as depicted below on table 4.2, this shows most of individual responses are close to the average mean. The overall mean and mode scores of common goal and purpose parameter suggest that respondents view of common goal with in teamwork is in the range between “Neutral” and “Agree”.

Description	N	Min	Max	Mean	Standard Deviation
The team goals given for the team to achieve are real and achievable.	48	2	4	3.35	.785
There is an agreement on common goals and objectives for the project when it begins	48	2	5	3.29	.898
Project deliverables are clearly communicated	48	2	5	3.44	.681
The project task and activities given to be delivered are real and achievable	48	2	5	3.52	.684
Project purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement is determined	48	2	5	3.25	.863
The team purpose and goal within the project is in line with the greater organizational purpose.	48	2	5	3.29	.898
OVER ALL MEAN	48	3.3576			

Table 4.2: Common purpose and goal parameter

4.2.2 Communication

The next part discusses about the communication aspect of the teamwork determinants of zeleman ad agency. The communication part of team work is determined by the seven questions stated in the questionnaire mentioned below.

Communication as one part of team work parameter at zeleman scored mean ranges from 3.85 up to 4.44 and with a mean score of M=4.24 which is a high agreement. In general, this result shows that the practice of communication at zeleman is high. The standard deviation of communication parameter of teamwork measurement is 0.26 which is low as depicted below on table 4.3, this shows most of individual responses are close to the average mean. This analysis of the gathered data shows that there is a significant high level of communication between project teams.

Description	N	Min	Max	Mean	Standard Deviation
Information is freely and widely shared within and beyond the team	48	2	5	3.85	.899
All-important topics are openly discussed	48	2	5	4.23	.722
All members of the team express their views adequately	48	2	5	4.13	.640
Team members are comfortable asking for clarification if they don't understand a requirement	48	3	5	4.44	.580
Project team members avoided drifting from the topic during discussions	48	3	5	4.27	.574
There is a presence of easy communication and flow of ideas that lead to effective teamwork	48	3	5	4.38	.672
The messages communicated during any type of team discussions and project meetings are relevant and reliable	48	3	5	4.44	.649
OVER ALL MEAN	48	<u>4.2470</u>			

Table 4.3 Communication parameter

4.2.3 Cohesion

The presence of cohesion in project teams enhances team work performance and project success. Cohesion part of team work is determined by the six questions stated in the questionnaire mentioned below.

Cohesion as one part of team work parameter at zeleman scored mean ranges from 3.15 up to 4.19 and with a mean score of M=3.76 which is relatively higher level agreement. In general, this result

shows that team cohesion at zeleman is high. The standard deviation of cohesion parameter of teamwork measurement is 0.30 which is low as depicted below on table 4.4, this shows most of individual responses are close to the average mean. The overall mean and mode scores of cohesion parameter suggest that respondents view of cohesion with in teamwork is in the range between “Nutral” and “Agree”

Description	N	Min	Max	Mean	Standard Deviation
As a team member I feels connected and driven to achieve a common goal	48	1	4	3.21	.771
There is unity among team members throughout a project life	48	1	5	3.15	.945
There is a feeling of actual contribution to the group’s success.	48	3	5	4.06	.665
Team members respect one another and trust each other to contribute equally, support each other, and work within the team with the common goal in mind.	48	3	5	3.98	.635
There is a strong sense of identity drawn from the organization	48	3	5	4.19	.607
There is flexibility and Willingness to consider alternative views and change with the common goal in mind	48	3	5	4.02	.668
OVER ALL MEAN	48	<u>3.7674</u>			

Table 4.4 Cohesion parameter

4.2.4 Commitment

The next part discusses about the commitment aspect of the teamwork determinants of zeleman ad agency. Commitment part of team work is determined by the six questions stated in the questionnaire mentioned below.

Commitment as one part of team work parameter at zeleman scored mean ranges from 3.31 up to 4.02 and with a mean score of M=3.6 which is a middle level agreement. In general, this result shows that team commitment at zeleman is high. The standard deviation of commitment parameter of teamwork measurement is 0.35 which is low as depicted below on table 4.5, this shows most of individual responses are close to the average mean. This analysis of the gathered data shows that there is a considerable level of commitment between project teams.

Description	N	Min	Max	Mean	Standard Deviation
All team members contribute to and agree on objectives	48	2	5	3.31	.949
Team members appreciate the significance of routine or mundane tasks to the success of the project and perform them willingly	48	2	5	3.54	.798
Team members put project needs before personal needs within reason	48	3	5	3.75	.668
Are members prepare thoroughly for project discussions and project progress meeting before hand	48	3	5	3.67	.559
Everyone is Informed and kept up-to-date about the project progress up to completion and any changes to team goals are communicated immediately	48	3	5	3.79	.713
Always looking for a better method in doing tasks and activities	48	3	5	4.02	.758
OVER ALL MEAN	48	<u>3.6806</u>			

Table 4.5 Commitment parameter

4.2.5 Collaboration

The presence of collaboration in project teams enhances team work performance and project success is discussed in this section. Collaboration part of team work is determined by the six questions stated in the questionnaire mentioned below.

Collaboration as one part of team work parameter at zeleman scored mean ranges from 3.13 up to 4.27 and with a mean score of $M=3.73$ which is relatively high agreement. In general, this result shows that team collaboration at zeleman is high. The standard deviation of collaboration parameter of teamwork measurement is 0.33 which is low as depicted below on table 4.6, this shows most of individual responses are close to the average mean. The overall mean and mode scores of collaboration parameter suggest that respondents view on collaboration is within teamwork is in the range between “Agree” and “Strongly agree”

Description	N	Min	Max	Mean	Standard Deviation
There is a joint planning on tasks, schedules and budget for projects	48	1	4	3.13	.890
Project team members discussed problem-solving methods and collaborated with others to address them	48	2	5	3.50	.825

Team members work well together to accomplish all activities and tasks	48	3	5	3.83	.663
The project teams striving for innovation with a minimum of formal procedures	48	3	5	3.65	.635
There is brain storming and group discussion among team members	48	3	5	4.27	.707
There is consensus based decision-making process about work approaches and processes	48	3	5	4.06	.665
OVER ALL MEAN	48	<u>3.7396</u>			

Table 4.6 Collaboration parameter

4.2.6 Accountability

The presence of accountability in project teams enhances team work performance and project success is discussed in this section. Accountability part of team work is determined by the six questions stated in the questionnaire mentioned below.

Accountability as one part of team work parameter at zeleman scored mean ranges from 3.48 up to 4.08 and with a mean score of $M=3.79$ which is a high agreement. In general, this result shows that team accountability at zeleman is high. The standard deviation of accountability parameter of teamwork measurement is 0.39 which is low as depicted below on table 4.7, this shows most of individual responses are close to the average mean. This analysis of the gathered data shows that there is a significant high level of accountability between project teams.

Description	N	Min	Max	Mean	Standard Deviation
Understanding and acceptance of personal responsibility	48	2	5	3.94	.885
Hold each other mutually accountable with individualized feedback	48	2	5	3.48	.899
Every team member, separately and jointly, is accountable for the team's purpose, task and work approach	48	2	5	3.75	.729
Every project team member feels responsible for maintaining and protecting the project	48	2	5	3.65	.699
There is monitoring and evaluation within teams to ensure where the team is and how team is doing.	48	2	5	3.85	.825
Every team member accept responsibility for each task and disclose the results in a transparent manner	48	3	5	4.08	.647
OVER ALL MEAN	48	<u>3.7917</u>			

Table 4.7 Accountability parameter

4.2.7 Descriptive Analysis on Project Performance

Project performance is evaluated with respect to three dimensions each having four questions, project budget, project time line and Customer satisfaction. Zeleman production performs Customer satisfaction survey when each project is completed and each respondent has answered the questions under it based on that. Employees then rated each statement with a five-scale agreement.

The average agreement to these statements ranges from the smallest mean $M=4.21$ (There is understanding in project schedules and deadlines before project launch) to the largest mean 4.73 (In relative to other similar ad agencies, clients choose zeleman for its services). This result of analysis indicates that team work has a major amount of rating on organizational performance. This implies that teamwork affects the performance moderately to the level $M=4.38$. The standard deviation of organizational performance measurement is 0.21 which is low as depicted below on table 4.8 which shows most of individual responses for this dimension are close to the average mean.

Description	N	Min	Max	Mean	Standard Deviation
BUDGET					
There was no unnecessary costs and unplanned expenses	48	3	5	4.23	.660
Correct amount of budget is allocated for each corresponding task and need	48	3	5	4.33	.595
There is understanding in project cost before project launch	48	3	5	4.23	.555
There was a regular continuous forecast	48	3	5	4.29	.617
SCHEDULE					
Project gets finished on time without delay	48	3	5	4.44	.542
Correct amount time is allocated for each task and activity	48	3	5	4.33	.630
There is understanding in project schedules and deadlines before project launch	48	3	5	4.21	.544
There is a system to follow up schedule throughout the project and are successful	48	4	5	4.33	.476
CLIENT SATISFACTION					
Clients coming to get the service of Zeleman are satisfied	48	3	5	4.56	.580
Clients treated in zeleman are generally feels happy with the expenses incurred by the service	48	3	5	4.29	.504
Zeleman has a reputable image and recognition before its clients	48	4	5	4.63	.489
In relative to other similar ad agencies, clients choose zeleman for its services	48	3	5	4.73	.494
OVER ALL MEAN	48	<u>4.3837</u>			

Table 4.8 The Project Success parameter on (Meta Beer Project)

4.3 RELATIONSHIP AMONG VARIABLES

A correlation analysis was done in order to determine associations between independent and dependent variables and their impact on project performance in Zeleman organization. In order to examine this relationship, a Pearson Product Movement Correlation Coefficient is conducted with the result shown below in Table 4.9. The correlation analysis involves the dependent variable which is project success and the independent variables which are common goal and purpose, communication, cohesion, commitment, collaboration and accountability.

		Project Success
Common goals	Pearson Correlation	.192
	Sig. (2-tailed)	.192
	N	48
Communication	Pearson Correlation	.598**
	Sig. (2-tailed)	.000
	N	48
Cohesion	Pearson Correlation	.451**
	Sig. (2-tailed)	.001
	N	48
Commitment	Pearson Correlation	.044
	Sig. (2-tailed)	.768
	N	48
Collaboration	Pearson Correlation	.243
	Sig. (2-tailed)	.097
	N	48
Accountability	Pearson Correlation	.388**
	Sig. (2-tailed)	.006
	N	48

* Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.9 Correlation Analysis

According to the correlation matrix table 4.9. the result of the correlation coefficient, r revealed that there is positive and strong relationship between project performance and teamwork determinates. Among the six teamwork determinants communication, and accountability have a positive relationship. Communication ($r=0.59$, $p=0$), cohesion ($r=0.45$, $p=0$), and accountability ($r=0.38$, $p=0$) parameters have the strong relationships with project success. However, Common goal and purpose ($r=0.19$, $p=0.19$), commitment ($r=0.04$, $p=0.76$), and collaboration ($r=0.24$, $p=0.09$), has shown no correlation with project success.

At Zeleman production, project success is found to be associated with three of the team works measuring parameters. These positive relationships between three of the teamwork determinants and project success indicate that the project performance has a significant relationship and increased due to satisfactory level of practice of these determinants among team members and leaders in projects. The strongest association project performance has is with Communication, cohesion, and accountability. All these three dimensions of teamwork have a substantial association with project performance in zeleman organization.

4.4 REGRESSION ANALYSIS

The data that were collected to establish the relationship between independent and dependent variables was diagnosed for tests of normality with p-p plot graph and Skewness and Kurtosis of Data before multiple regression analysis was performed.

4.4.1 Tests on normality of residuals

In linear regression, one of the assumptions is actually to determine whether the residuals are normally distributed. The Normality test is used to see whether the observations are clustered around the straight line or not. Normality plot graph and histogram graph were generated for the normality test. The P-P plot (probability–probability plot or percent–percent plot or p-value plot) compares the observed cumulative distribution function (CDF) of the standardized residual to the expected CDF of the normality distribution and normal P-P plot points should lie reasonably straight diagonal line from the bottom left to the top right. The points in the P-P plot lie on a straight diagonal line with a minimal deviation from the straight line. This indicates that the data were more or less normally distributed.

Figure 4.1. Normality P-P Plot Graph

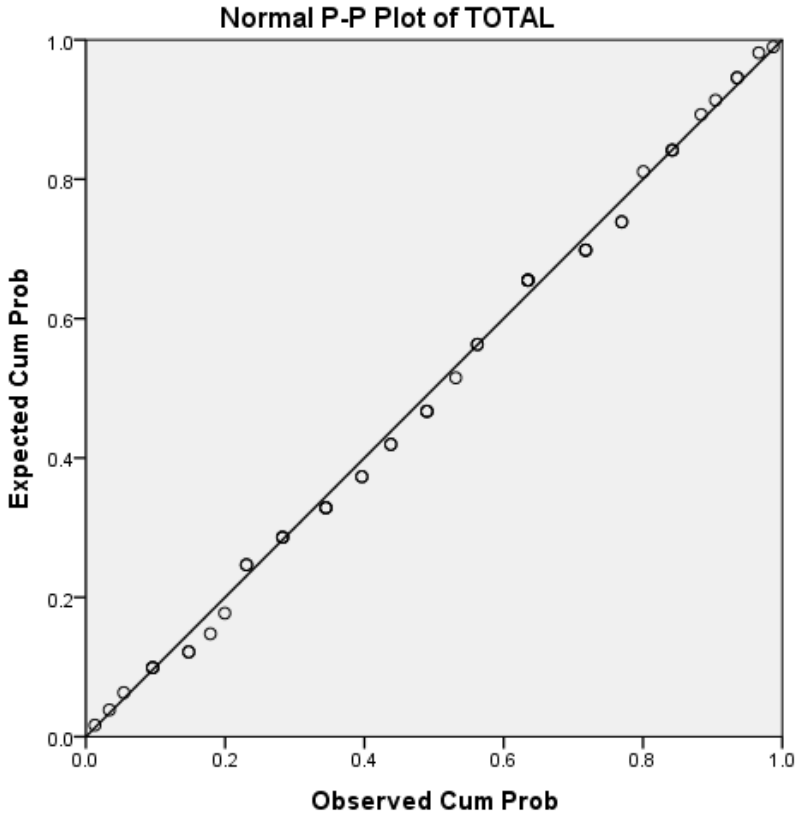
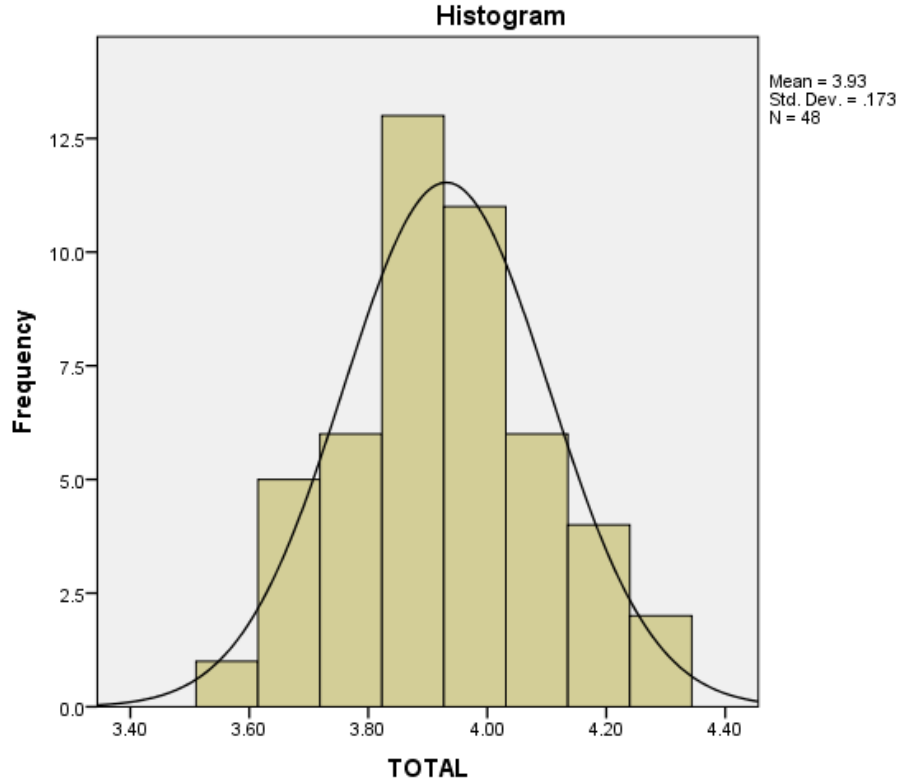


Figure 4.2. Histogram Graph



4.4.2 Skewness and Kurtosis

The below table presents the results from two well-known tests of normality, namely the Skewness and Kurtosis. Skewness assesses the extent to which a variable's distribution is symmetrical. If the distribution of responses for a variable stretches toward the right or left tail of the distribution, then the distribution is referred to as skewed. (Stan Brown (2020) Kurtosis is a measure of whether the distribution is too peaked which very narrow distribution with most of the responses in the center. When both skewness and kurtosis are zero the pattern of responses is considered a normal distribution. A general guideline for skewness is that if the number is greater than +1 or lower than -1, this is an indication of a substantially skewed distribution. For kurtosis, the general guideline is that if the number is greater than +1, the distribution is too peaked. Likewise, a kurtosis of less than -1 indicates a distribution that is too flat. In this research the skewness result lays near to the 0 with .343 value which can be said relatively normal distribution. However, the kurtosis value is near to the +1 value with .674 which can be said it's a little peaked.

STATISTICS		
TOTAL		
N	Valid	48
	Missing	0
Skewness		.166
Std. Error of Skewness		.343
Kurtosis		-.250
Std. Error of Kurtosis		.674

Table 4.10 Skewness and Kurtosis of Data

4.5 MULTIPLE REGRESSION ANALYSIS FOR THE EFFECT OF TEAMWORK ON PERFORMANCE

Linear regression test was conducted with the assumption that the independent and dependent variables have linear relationship. To determine this and to know the extent to which the independent variables; common goal and purpose, communication, cohesion, commitment, collaboration and accountability; affect project performance regression test was carried out. The following table presents the result of the regression analysis to examine the relationships between the study variables; teamwork determinates and project success in Zeleman ad agency. The analysis is used to find out whether there was positive statistically significant relation between project performance and the six components of team work. The regression analysis is used to develop a formula which shows the relationship between the dependent variable and the independent variables.

On the model summary shown below table 4.11, R square is 0.552 and this is a relationship between the observed and predicted values of the dependent variables. This shows that common goal and purpose, communication, collaboration, cohesion, commitment and accountability accounts for 55.2% of project performance in Zeleman ad agency. The finding here shows R square at 0.552, which means holding all other factors constant all the independent variables; which are the selected teamwork determinates; influences the dependent variable project performance by 55.2%.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.486	.15619
a. Predictors: (Constant), Communication, Cohesion, Communication, Common Goal, Collaboration, Commitment				

Table 4.11 Model Summary

4.5.1 Hypothesis Testing

The regression test gives us the standardized beta coefficient which are the values for the equation for predicting the dependent variables from the independent variables and telling us the unique contribution of each factor to the mode. The multiple regression equation for the study was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon_0$. Y being the dependent variable project success, where $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ and β_6 are the coefficient regression, X_1, X_2, X_3, X_4, X_5 and X_6 are the independent variables and ϵ_0 is the error term. A high beta value and a small p value (<0.05) indicate the independent variable has made a significance statistical contribution to the dependent variable. On the other hand, a small beta value and a high p value ($p > 0.05$) indicate the independent variable has little or no significant contribution to the dependent variable.

Table 4.12 Coefficient Table

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.832	1.264		1.449	.155
	Common goal	-.168	.130	.196	1.292	.203
	Communication	.744	.222	.500	3.354	.002
	Cohesion	.287	.183	.219	1.564	.126
	Commitment	.011	.167	.010	.069	.946
	Collaboration	-.176	.167	.146	1.053	.298
	Accountability	-.164	.135	.162	1.210	.233
a. Dependent Variable: COST						

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.296	.970		1.336	.189
	Common goal	.164	.100	.236	1.638	.109
	Communication	-.239	.170	.199	1.405	.167
	Cohesion	.474	.141	.449	3.370	.002
	Commitment	.049	.128	.054	.380	.706
	Collaboration	.097	.128	.100	.757	.453
	Accountability	.308	.104	.378	2.969	.005

a. Dependent Variable: SCHEDULE

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.296	.970		1.336	.189
	Common goal	.164	.100	.236	1.638	.109
	Communication	-.239	.170	.199	1.405	.167
	Cohesion	.474	.141	.449	3.370	.002
	Commitment	.049	.128	.054	.380	.706
	Collaboration	.097	.128	.100	.757	.453
	Accountability	.308	.104	.378	2.969	.005

a. Dependent Variable: CLIENT SATISFACTION

Hypothesis 1: There is no statistically significant positive relationship between project teams with common purpose and goal with project success.

The results of multiple regressions, as presented in the above table 4.12, revealed having common purpose and goal has a positive relationship to project performance under cost, schedule and client satisfaction performance measure at B=0.196, 0.236 and 0.236 respectively. The beta values show as one-unit increase in having common purpose and goal there will be 19 %,23% and 23% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is less because the p value is >0.05, P-value=0.203,0.189 &0.109 respectively. This result means common purpose and goal have a positive influential on project success. The research

did not find any negative association between common purpose and goal with project performance. Therefore, the researcher rejects the hypothesis.

Hypothesis 2: There is no statistically significant positive relationship between project team's communication and project success.

The results of multiple regressions, as presented in the above table 4.12, revealed that team communication have a positive and significant relationship to project performance at Zeleman ad agency with Beta = 0.500, 0.199 & 0.199 project performance under cost, schedule and client satisfaction performance respectively at 95% confidence level. The beta values show as one-unit increase in team communication there will be 50 %, 19% and 19% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is high in project performance under cost because the p value is <0.05 , P-value=0.002. Therefore, this research rejects the hypothesis; this indicates that effective communication has a positive and substantial impact on project success.

Hypothesis 3: There is no statistically significant positive relationship between project teams Cohesion and project success.

The results reveals that having cohesion in teamwork have a positive and significant relationship to project performance at Zeleman ad agency with Beta = 0.219, 0.449 & 0.474 project performance under cost, schedule and client satisfaction performance respectively at 95% confidence level. The beta values shows as one-unit increase in team cohesion, there will be 21 %, 44% and 47% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is high in project performance under schedule and client satisfaction because the p value is <0.05 , P-value=0.002. Therefore, this research rejects the hypothesis; this indicates that effective cohesion has a positive and substantial impact on project success.

Hypothesis 4: There is no statistically significant positive relationship between project team's commitment and project success.

The results of multiple regressions, as presented in the above table 4.12, revealed having team commitment has a positive relationship to project performance under cost, schedule and client satisfaction performance measure at B=0.10, 0.054 and 0.054 respectively. The beta values show as one-unit increase in having team commitment there will be 10 %, 5% and 5% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is less because the p value is >0.05 , P-value=0.946, 0.706 & 0.706 respectively. This result means team commitment have a positive influential on project success. The research did not find any

negative association between team commitment with project performance. Therefore, the researcher rejects the hypothesis.

Hypothesis 5: There is no statistically significant positive relationship between project team's collaboration and project success.

The results of multiple regressions, as presented in the above table 4.12, revealed that collaboration has a positive relationship to project performance under cost, schedule and client satisfaction performance measure at $B=0.146$, 0.100 and 0.100 respectively. The beta values show as one-unit increase in having collaboration, there will be 14 %, 10% and 10% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is less because the p value is >0.05 , $P\text{-value}=0.296$, 0.453 & 0.453 respectively. This result means collaboration have a positive influential on project success. The research did not find any negative association between team collaboration with project performance. Therefore, the researcher rejects the hypothesis.

Hypothesis 6: There is no statistically significant positive relationship between project team's accountability and project success.

The results revealed that accountability have a positive and significant relationship to project performance at Zeleman ad agency with $Beta = 0.162$, 0.378 & 0.378 project performance under cost, schedule and client satisfaction performance respectively at 95% confidence level. The beta values show as one-unit increase in sense of accountability, there will be 16 %, 37% and 37% increase on project performance under cost, schedule and client satisfaction respectively. However, their significance is high in project performance under schedule and client satisfaction because the p value is $=0.005$, $P\text{-value}=0.005$. Therefore, this research rejects the hypothesis; this indicates that effective communication has a positive and substantial impact on project success.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. INTRODUCTION

This chapter presents summary of findings, conclusions and recommendations. The main objective of this study was to assess and identify the effect of teamwork on project success in Zeleman ad agency as case organizations. Therefore; the researcher has summarized the findings, and has given conclusions and recommendation based on the information collected and analyzed.

5.1 SUMMARY OF FINDINGS

The purpose of this study was to investigate the role team members and their effectiveness plays in project success in Advertising agency by taking zeleman production as a case organization. The study has assessed selected effectiveness teamwork determinates to show their positive relationship with project performance. The proposed research population was four departments in the organization; creative department, client service, creative and production department. Targeted population was determined for data collection and out of the 52 targeted respondents 48 has responded which are represented by 92.3% response rate making it valid for analysis.

When we see the general respondent data, out of the total 48 respondents, about 54% of the respondents were female while 46% were male with age difference from 21 up to 50. Most of the respondents have BA/BSc (52.1%), MA/MSc degree (33.3%) and Diploma (14.6%). Out of the 48 respondent's majority 79.2% are team members while the rest 20.8% are team leaders at zeleman ad agency. In terms of work experience about 27.1% of respondents had experiences ranging from 2 to 4 years, 29.2% had 4 to 6 years, and about 43.8 % had more than 6 years of experience.

The six effective teamwork determinants were placed in a Likert scale from strongly disagree to strongly agree in the questionnaire and evaluated to see the practice level. The common purpose and goal team work parameter, it was evaluated at Zeleman ad agency to have been practiced to the level $M=3.35$ which is between neutral and agree, communication to the level $M= 4.24$ which is between agree and strongly agree, cohesion to the level $M=3.76$ which is more closer to agree, commitment to the level $M=3.68$ which is between neutral and agree, collaboration to the level $M= 3.73$ which is more closed agree and accountability to the level $M=3.79$ which is more closer to agree. And this result shows that there is a high degree of association and high level of performance with project success $M= 4.3$.

The Correlation Analysis, the three teamwork determinants communication, cohesion and accountability have a significant and positive relationship while common goal and purpose, commitment and collaboration parameter has shown less statical relationship with project success.

Multiple Regression Analysis was conducted to assess the role effective teamwork determinates paly in project success of Zeleman Ad agency. According to the regression result, the coefficient of determination, i.e., R Square, is computed to be 0.552=55.2%. which indicates 55.2% of the variation of project success can be predicted by having common purpose, communication, cohesion, commitment, collaboration and accountability in teamwork which are the independent variables. Also, the coefficients indicated that the remaining three teamwork parameters communication, cohesion and accountability have a positive and high significant relationship with project performance. However, having common purpose and goal, commitment and collaboration had no significant effect on project performance at Zeleman ad agency.

5.2 CONCLUSION

Teamwork is increasingly being applied in many organizations in an effort to improve performance, therefore demonstrating the relationship between teamwork and project success is essential. The success of any project done with team's relay on the effectiveness of the teamwork. It is therefore of significant importance that the team members and leaders be wise enough to focus on cultivating and increasing team effectiveness on project teams. The objective of this research was to use hypothetical data to identify the role teamwork play in project success by determining basic effective teamwork parameter and establishing the relationship with project success. And to do this, this study examined many literatures written on the subject and effective teamwork determinates were selected which are having common purpose and goals, communication, commitment, cohesion, collaboration and accountability. After that, conclusions are drawn from the above-mentioned findings based on the research objectives. The conclusions drawn from the analysis of this study is there is a positive and significant relationship between teamwork and project performance in Zeleman ad agency.

As it can be seen from the results of this study, team communication, cohesion and accountability have the highest influence on project success in the organization. Hight team communication indicates that there is good flow of information and sharing among team members in project execution. It can be said that teams express their views freely and adequately at the highest level in Zeleman which implies that frequent and relevant communications are best practiced. Project meetings and discussions are open and interactive as expected to be and the result indicates that the messages communicated during any type of team discussions are relevant and reliable which

helps teams to better perform. Also, the presence of cohesion clearly can tell there is a feeling of belongingness among team members and that team members draw strong sense of identity from the organization which helped teamwork effectiveness to project success. It can be said that there is the feeling of connectedness and unity in driving towards achieving project success. Also, the presences of accountability within members of team contribute highly for teamwork effectiveness in Zeleman ad agency. The result also reveals those teams' members are more aware and clearer on what they are individually responsible for, what they are jointly responsible and also holding each other accountable for the project task, purpose and performance. It also shows that there is a visible transparent manner among team members for accepting responsibility, monitoring and evaluating to ensure team progress and protecting the project in general.

Similarly, it can be said from the results of this study that the practice of commitment, collaboration and shared goal and purpose are at lower level in Zeleman organization. This implies that the clarity on project goals, its achievability and agreement on common goals are low and needs improvement. The results also indicate that the shared common purpose and goals are not efficient with regard being in alignment with the greater organizational purpose to accomplish teamwork. This implies that team members put personal needs before project needs unreasonably. Team commitment is also at lower level as well which indicates routines and mundane tasks are not performed properly and there seems a gap in following the project progress until completion. Also, the result indicates that there is absence of preparation on project meeting and discussion beforehand, updating oneself with the project progress and dedication in improving project outcomes in different ways among team members and leaders. There is also adequate absence of commitment from team members which have a significant impact on project performance. The last one is Collaboration which the results of this study reveal that the presence of collaboration within teams is practiced at a lower level but have positive relationship than the practice of commitment. This indicates that the presence of planning tasks jointly, discussing problem solving methods and consensus-based decision-making is at a lower level. The practice of team members to help each other to learn and develop skills are at a lower level.

In conclusion, the study has found that teamwork has an impact of project success in Zeleman ad agency. The selected six effective teamwork determinates; common goal, communication, commitment, cohesion, collaboration and accountability; have been assessed and a significant and positive relationship has been shown with project performance in the case organization. The key conclusions of the study that teamwork has an impact of project success, will agree with the findings from other studies as well indicating strong relationship between teamwork and project performance.

5.3 RECOMMENDATIONS

Based on the gaps identified from the findings, there is a need to work more on team collaboration and commitment through shared common goal and purpose in order to achieve project success. Therefore, the organization need to assistance team members and team leaders to develop these basic teamwork determinates for a better project outcome. Looking to the results of the study, it is found out that team work practice at zeleman ad agency is high through effective communication, team cohesions and accountability however needs work to increase team collaboration and commitment in sharing team goals and purpose since they are low. The following recommendations are made based on the summary of finings and conclusion

- The researcher recommends the organization to strengthening the practice of communication, to develop more team cohesion and accountability more to increase team effectiveness and project performance within Zeleman ad agency. Since the three determinates that have a significant and strong relationship are communication, cohesion and accountability.
- The researcher recommends the company to work on collaboration, team commitment along with shared common goals and purpose among the six determinates since they have a relationship but the impact is low on project performance.
- With regard to collaboration as team work determinant, the practice is found to be low. Zeleman should work on increasing this practice to the highest levels by sharing the company's mission over and over again and communicate the company's expectation for collaboration. Each team member should get their role descriptions and allowing them to understand details about individual roles, as well as roles they're expected to carry out collaboratively because setting clear boundaries between what they should be taking personal responsibility for and on collectively will help in creasing the collaboration in teamwork. The other way is increasing knowledge sharing amongst the team members which can lead to team empowering and also creating the space for creativity to foster collaboration. The company can increase team collaboration by rewarding effective teamwork and successful collaboration by communicating the values it has for project success and organizational performance because when there is a reward and recognition that focus on team collaboration as well as individual successes it will enhance collaboration among team members.
- With regard to having shared common goal and purpose as team work determinant, the practice is found to be low. Zeleman should work on increasing this practice to the highest level by setting clear common goal expectations, holding goal tracking meetings during the project cycle, setting milestones, and creating groups goals as well. The common goal and purpose can be created by knowing want to achieve at project inception, setting goals at the team level and letting team members develop their own goals. The organization should

focus on inspiring team members to work towards the same goal by creating a strong sense of purpose and empowering in decision making. This in return will increase the value of creating common goal and a meaningful reason along with receiving mutual benefits for the project and the organization. Common goals are important because they develop creativity, innovation, and they bring people together by encouraging team members to communicate progress and results. This allows for a much better project success.

- With regard to commitment as team work determinant, the practice is found to be low. Zeleman should work on increasing this practice by increasing team excitement and challenges among team members by creating different opportunity. The organization should clearly show and make sure all team members understand that these opportunities lead to growth, contribution and attract team members attention to increase their commitment to the process and the outcomes of a project. Also, the organization and team leaders should recognize successful milestones in the team's progress because it will increase team members commitment to their team and project. The organization must ensure team members feel valued, create sense of trust among team members, encourage team members to try different methods even if they fail, encourage creativity and different ideas. Teams that are committed are more productive and can also hold each other accountable with clearly defined goals and purpose.
- It is recommended that team leaders should assess their team members effectiveness from time to time to determine which teamwork parameters are lacking and which are working for the betterment for the project performance and the organization.

5.4 AREAS OF FURTHER RESEARCH

The following are suggestion for further research

- Future studies can be conducted on how to advance this research on teamwork by looking in-depth analysis on other remaining team effective determinates to comprehend and compare them against each other and project performance
- A study on the role of teamwork and its relation with project success along with its effects on organizational performance should be carried in an industry other than the advertising agency.
- Future studies can also use more analytical method to analyze the relationship between effective teamwork determinates and project performance at various life cycle stages of projects in different project-based organization.

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ANNEX I- QUESTIONNAIRE

Addis Ababa University

School of Commerce

Department of project management

Dear Respondent: This research project entitled as “**The Role of Team Work on Project Success in Advertising agencies: In the Case of Zeleman communication, Advertising and Production plc**” is designed to examine teamwork on project success. You are kindly requested to respond to the statements which describe a specific situation. The research is anonymous; you do not need to disclose your personal details. The information you provide will be used purely for academic purpose and will be kept confidential. 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

Please put (X) mark in the box that best describes you

1. Gender: Male (1) _____ Female (2) _____
2. Age (years) 20-30yrs (1) _____ 31-40yrs (2) _____ 41-50yrs (3) _____ 51-60yrs (4) _____
3. Education Background; Diploma (1) _____ BA/BSc (2) _____ MS/MSc (3) _____ Others (4) _____
4. Role on the team; Team member (1) _____ Team leader (2) _____
5. Years of Experience in Zeleman _____

Please indicate the degree of your agreement/disagreement with the following statements associated with teamwork in the organization. Please put (X) on the alternative choice that best describes your view

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

A. Effective Teamwork Determinates

Please indicate the degree of your agreement/disagreement with the following statements associated with team effectiveness. Please put (√) on the alternative choice that best describes your view

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

		1	2	3	4	5
Shared Goal and Purpose						
	The team goals given for the team to achieve are real and achievable.					
	There is an agreement on common goals and objectives for the project when it begins					
	Project deliverables are clearly communicated					
	The project task and activities given to be delivered are real and achievable					
	Project purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement is determined					
	The team purpose and goal within the project is in line with the greater organizational purpose.					
High level of communication						
	Information is freely and widely shared within and beyond the team					
	All-important topics are openly discussed					
	All members of the team express their views adequately					
	Team members are comfortable asking for clarification if they don't understand a requirement					
	Project team members avoided drifting from the topic during discussions					

	There is a presence of easy communication and flow of ideas that lead to effective team-work					
	The messages communicated during any type of team discussions and project meetings are relevant and reliable					
Cohesiveness						
	As a team member I feels connected and driven to achieve a common goal					
	There is unity among team members throughout a project life					
	There is a feeling of actual contribution to the group's success.					
	Team members respect one another and trust each other to contribute equally, support each other, and work within the team with the common goal in mind.					
	There is a strong sense of identity drawn from the organization					
	There is flexibility and Willingness to consider alternative views and change with the common goal in mind					
Commitment						
	All team members contribute to and agree on objectives					
	Team members appreciate the significance of routine or mundane tasks to the success of the project and perform them willingly					
	Team members put project needs before personal needs within reason					
	Are members prepare thoroughly for project discussions and project progress meeting before hand					
	Everyone is Informed and kept up-to-date about the project progress up to completion and any changes to team goals are communicated immediately					
	Always looking for a better method in doing tasks and activities					

Collaboration						
	There is a joint planning on tasks, schedules and budget for projects					
	Project team members discussed problem-solving methods and collaborated with others to address them					
	Team members work well together to accomplish all activities and tasks					
	The project teams striving for innovation with a minimum of formal procedures					
	There is brain storming and group discussion among team members					
	There is consensus based decision-making process about work approaches and processes					
Accountability						
	Understanding and acceptance of personal responsibility					
	Hold each other mutually accountable with individualized feedback					
	Every team member, separately and jointly, is accountable for the team's purpose, task and work approach					
	Every project team member feels responsible for maintaining and protecting the project					
	There is monitoring and evaluation within teams to ensure where the team is and how team is doing.					
	Every team member accept responsibility for each task and disclose the results in a transparent manner					

B. Organizational Performance of Zeleman

For completed construction projects, please indicate your level of agreement with the following statements relating to the performance of the overall project by putting a tick (√) in the number that describes best how you feel about the statement.

1. Strongly disagree
2. Disagree

3. Neutral
4. Agree
5. Strongly Agree

Project performance						
		1	2	3	4	5
Completed within budget						
	There was no unnecessary costs and unplanned expenses					
	Correct amount of budget is allocated for each corresponding task and need					
	There is understanding in project cost before project launch					
	There was a regular continuous forecast					
Completed within schedule time						
	Project gets finished on time without delay					
	Correct amount time is allocated for each task and activity					
	There is understanding in project schedules and deadlines before project launch					
	There is a system to follow up schedule throughout the project and are successful					
Clients Satisfaction						
	Clients coming to get the service of Zeleman are satisfied					
	Clients treated in zeleman are generally feels happy with the expenses incurred by the service					
	Zeleman has a reputable image and recognition before its clients					
	In relative to other similar ad agencies, clients choose zeleman for its services					