



College of Business and Economics School of Commerce

**The Effect of Teamwork on Organizational
Performance: The Case of Enat Bank S.C.**

By:

Seyoum Kassahun

GSD/3956/11

***A Research project paper submitted to Addis Ababa
University in partial fulfillment of the requirements
for Master of Arts degree in Business Leadership.***

Advisor:

SolomonMarkos (PhD)

June, 2022

ADDIS ABABA

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DECLARATION

I, Seyoum Kassahun, hereby declare that the research project entitled “The Effect of Teamwork on Organizational Performance: The case of Enat bank S.C.” is my own work, that has not been submitted for any degree or any other consideration in any other university. And all the sources that I have used or quoted have been acknowledged as complete reference. It is submitted for Masters of Art in Business leadership Addis Ababa University, College of Business and Economics School of Commerce in Addis Ababa.

Declared by:

Seyoum Kassahun

Signature: _____

Date: June, 2022

Letter of Certification

This is to certify that the project entitled “**The effect of Teamwork on Organizational Performance: The case of Enat Bank S.C**” was conducted by SeyoumKassahun under the supervision of Solomon Markos (PhD), and submitted for Masters of Arts degree in Business Leadership at Addis Ababa University Business and Economics.

Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the Project Work (thesis) to the department.

Approved by:

Name of Advisor

Signature

Date

The Effect of Teamwork on Organizational Performance: The Case of Enat Bank S.C.

By :- Seyoum Kassahun

**A Research proposal submitted to Addis Ababa University
in partial fulfillment of the requirements for Master of Arts
degree in Business Leadership.**

Approved by Board of Examiners

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List of Acronyms and Abbreviations

<i>ANOVA</i>	<i>Analysis of Variance</i>
<i>IPO</i>	<i>Input, Process and Outcome</i>
<i>SPSS</i>	<i>Statistical Package for the Social Sciences</i>
<i>VIF</i>	<i>Variance Inflation Factor</i>

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Abstract

The dominance of an individual-based performance appraisal and lack of corporate teamwork culture, affects the performance of the bank as well as the effectiveness of teamwork in Enat bank S.C. The main objective of the study is to investigate the effect of teamwork on the performance of Enat bank S.C.. This research applied an explanatory type of research design and a quantitative research approach to show the effect of the independent variable factors: skills, commitment, and accountability on the dependent variable, organizational performance. Five-point Likert Scale questionnaires were used and distributed to 152 employees of Enat bank, who were selected in a convenient sampling technique from the population, and 131 questionnaires were returned. Correlation and multiple linear regression analysis were conducted to assess the relationship between the independent and dependent variables by using SPSS v-26 statistical software. The findings of the study indicate that, all team effectiveness variables have positive correlation with the performance of the organization. Based on the regression analysis, the effect of team's accountability on organizational performance was positive, and significant. However, the effects of team's skills and commitment on organizational performance were positive, but insignificant. Furthermore, team's accountability is considered as an important determinant factor for the prediction of the bank's performance in which the bank should give strong emphasis. Therefore, to improve teamwork and organizational performance, the bank shall work hard on increasing employees' teamwork skills, employees' commitment; and maintaining employees' personal and group accountability.

Key Words: Team, Teamwork, Teamwork effectiveness, Organizational Performance. Accountability

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CHAPTER ONE

Introduction

1.1 Background of the Study

Before the concepts of teams and teamwork have been emerged in the modern management disciplines, human beings were working together to get their basic needs and attack their enemies during an ancient time . In the modern business world, the words "team" and "teamwork" become the most commonly heard management concepts that have strong impact on the productivity and existence of every organization. Researchers and various literatures defined the word "team" in different ways. Some could have leveled "effective group" or "performance cadre" or "real teams" (Katzenbach, 2005).Based on the nature of their businesses and their sizes, organizations can form different types of teams and work groups. However, the words, team and teamwork in this specific study is used as the group of employees who are working at any one of Enat Bank S.C. branches and banking operations respectively.

Most organizations require a coordination of groups of people to accomplish their day to day operations as well as their organizational goals and objectives. Effective teamwork improves employees' interpersonal relationship, staff morale and work performance. In the modern management practice an efficient teamwork plays a fundamental role in staff empowerment, Total Quality Management and change management(Mullin,2005).In any business setting, large and complex tasks are undertaken by groups of individuals who have diversified skills and knowledge necessary to work effectively.

Performance is one of the most important global dimensions of team effectiveness. Organizations can measure their performances based on financial, product-market, and shareholder return perspectives. Teams are measured how they are profitable and what are their contributions for the overall customer satisfaction efforts. Branch outlets in commercial banks are the major areas of financial resources, which play a

significant role for the profitability of the bank. They are also point of sales to deliver their services.

Now days, the importance of teams in organizations become an increasing trend in the modern business world in terms of managing bundle of activities and improving employees' performance. Various literatures and studies have demonstrated the relationship between team effectiveness and organizational performance. Researchers have seen the effect of teams on organizational performance in different point of views. Team effectiveness can have different meanings to different people (Singh and Mucherji, 2007). For instance; team effectiveness may be interpreted as how team members are satisfied with the team. Leaders may focus on the performance of the team. Customers' concern may be the reputation of the team. Based on the work of McGrath's team effectiveness model; Input, Process and Outcome (IPO), researchers have adopted different team effectiveness constructs to justify the effect of team effectiveness on the performance of organizations in their research findings. According to the research result conducted by Guatam(2018), team effectiveness dimensions:- supportive environment, team reward, team skills, role clarity, leadership and team cohesiveness have a positive relationship with employees' performance. He also pointed out that team skills and role clarity are the two most influential team effectiveness variables than the other team effectiveness factors towards the performance of employees. Elmuti (1996), revealed that team-based management technique improves team effectiveness in terms of team members' productivity, quality, satisfaction and performance.

Now days, many researchers and literatures have showed the importance of teamwork for the performance of organizations in their studies. According to Sanyal and Hisam (2018), teamwork has significant importance to each team members of an organization to develop higher level of emotional security, self-confidence, and planning and decision capacity. In order to maximize the productivity of employees of an organization, team building has been used as a tool to create strong bond among employees (Tim,2017). However, recent trends shows, building a competent and structured teamwork in organizations have been challenged by poor communication, trust, confidence and leadership among team members (Sanyal and Hisam, 2018).

Based on the above literatures reviewed and the Katzenbach and Smith 1993 team effectiveness model, the three independent variables:- skills, commitment and accountability have been developed as constructs to assess the effect of team work on the performance of Enat bank S.C.

1.2 Problems of the Statement

Teams in organizations are performing certain tasks as efficient as individuals do. To describe the meaning of teamwork, it is better to quote the words of the great philosopher, Aristotle about the meaning of “synergy”; “the whole is greater than the sum of its parts”. This clearly shows how team working is important for better results. Employees who are working in teams become the standards for the organization (Alie, Bean and Carey, 1998). It is a means of improving manpower utilization and potentially raising performance of not just the individual but, the organization ultimately. With a support from upper level management, an employee works confidently in teams and increase productivity of the organization. Nowadays, business managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). In order to achieve their objectives, business organizations should have incorporated the concept of teamwork in their core values. Due to lack of strong teamwork practices, organizations are still stuck on individual performances.

Banking sector is trying to improve its human resource performance all around the globe to achieve maximum efficiency. Yet, certain distances among banking personnel due to their job nature has limited them just to their individual output resulting in lesser performance than expected (Gallie, Zhou, Felstead, and Green, 2012). The current local and global business environments demands a swift and efficient banking services. A warm and smiley face of a security guard at the gate of the bank significantly important as the CEO of the bank in terms of attracting potential customers and retaining existing customers. This implies how a coordinated team working among employees, who are working in different job descriptions, is important for organizational performance. In order to deliver quality customer services and increase market share, branches in banks are usually working as a team under the supervision of branch managers. Most private commercial banks

in Ethiopia have introduced teamwork approaches at the branch and head office level. Team members in branches are participating in resource mobilization, knowledge sharing and problem-solving activities. Team-based management is used to improve communication, co-ordination and co-operation within the organization (Mullins, 2005). Organizations should formulate strategies to improve employees' skills and team cohesion among team members to increase the overall organizational performance.

The current stiff competitions among private commercial banks in Ethiopia make them to shift their traditional ways of resource mobilization to the new paradigm of team-based approach. Most of the banks have developed well-organized teams with skilled, committed and accountable personnel at a corporate and branch level. As a result, they have registered a significant performance in terms of deposit amount and number of deposit customers. This triggers me to know the effect of teamwork on the performance of Enat bank S.C. Even though ,the bank has introduced team working approach at the branch level, most branches have experienced poor team work performance. The past four years of the bank's quarter reviews have shown that the financial performance had been claimed by few branches effort. This is due to little concern of the management towards team working and the dominance of individual-based performance appraisal in the bank. Thus, the overall performance of the bank has been affected due to employees are less committed and reluctant to bear personal and mutual accountability for team working.

According to Katzenbach and Smith (2005), commitment to performance goal and common purpose is the most important factor to team success than team building. Organizations need to look strategies to increase employees' commitment to the organization to achieve a common goals and objectives. The study conducted by Aka and Abu (2016), revealed that employees commitment has a strong positive and significant relationship to large market share, pursuance of international recognition and employees retention. When employees are working as a team a good communication, emotional intelligence and leadership skills are needed to achieve organizational objectives. Recent study reveals that employees who are emotionally

intelligent can perform their tasks correctly even though they have low cognitive intelligence (Konjongien, Massie and Arie, 2020).

Different studies have been conducted on the area of teamwork and organizational performance in different part of the world in a separate way. However, local research efforts are insignificant. Hirut Zeberga(2019),has made a research on the impact of teamwork and organizational commitment on employees' performance in case of Dashen bank S.C. Because of the multi-dimensional and multi-faceted nature of team effectiveness and the above reasons, this study will be conducted based on the Katzenbach and Smith model of team effectiveness to fill the knowledge gap on the impact of teamwork on organizational performance.

1.3 Research Questions

This study attempts to answer the following questions:

- What is the effect of employees' skills on organizational performance?
- What is the effect of employees', commitment on organizational performance?
- What is the effect of employees' accountability on organizational performance?

1.4 Research Objectives

1.4.1 General Objective

The main objective of this study is to determine the effect of teamwork in organizational performance in case of Enat bank S.C.

1.4.2 Specific Objectives

In accordance with the general objective, the study will have the following specific objectives:

- To examine the extent to which teamwork effectiveness dimensions have impacted the performance of the organization.
- To determine the extent of effect f employees' skills on organizational performance.

- To determine the extent of effect of employees' commitment on organizational performance.
- To determine the extent of effect of employees' mutual accountability on organizational performance.

1.5 Significance of the Study

The concept of team and teamwork are the growing issue in the organizational behavior science. Since this study is focused on the impact of teamwork on organizational performance, it is supposed to be the following significances:

The study will help organizations and employees to have scientific knowledge about the determinant factors of team effectiveness that help to increase organization performance. Even though, various researches have revealed the multi-dimensional nature of team effectiveness factors, this paper will help organizations should focus on the most important team effectiveness factors which have significant impact on their organizations' performance.

The result of the study will have great contribution to the management of Enat Bank S.C. by creating awareness in what extent the mentioned team effectiveness factors have impact on the performance of the bank. It also helps the management of the bank for the planning and implementation of employees' skills, commitment and accountability to increase team effectiveness and organizational performance.

Finally, the result of the study will help other researchers to investigate further similar findings .Since there is few local studies have been conducted based on the Katzenbach and Smith (1993), team effectiveness Model in the area of the Ethiopian banking industry, the study will help as a reference for further studies.

1.6 Scope of the Study

The study is designed to collect responses from selected Enat bank employees located at Addis Ababa city branches. The study will be conducted in the basis of the Katzenbach and Smith's teamwork effectiveness model dimensions. According to the Katzenbach and Smith team effectiveness model, an effective team should have skills, commitment and accountability to increase the performance of an organization.

The research methodology was limited to quantitative research approach and descriptive types of research design. The contextual meanings of team and teamwork in this research are limited to the work groups located at the branch and tasks performed at the branch level respectively. Organizational performance in this research paper is defined as the bank's resource mobilization and service delivery activities. Increasing the amount of deposits, number of deposit customers, and foreign currency resources are the major resource mobilization activities of the bank. The satisfaction level of the bank's internal and external customers and the delivery of quality customer services are used as Key Performance Indicators of the bank.

1.7 Limitations of the Study

The study is limited to the Katzenbach and Smith's team effectiveness model. In this team effectiveness model the effect of skills, commitment and accountability on organizational performance will be discussed. This may overlook the effect of other team effectiveness factors on organizational performance. As stated before, the study is geographically limited to Addis Ababa city branches of the bank.

1.8 Definition of Terms

Team: According to Katzenbach and Smith (1993:45); "A team is a small number of people with complementary skills that are committed to a common purpose, performance goals and an approach for which they hold themselves mutually accountable."

Teamwork: Is defined as work group units which play a significant role for the achievement of common purposes: goals and tasks through developing mutual relationships among group members (Harris 1996).

Team effectiveness: Is defined in what extent a team is effective to meet the expectation of internal and external stakeholders of an organization.

Organizational Performance: Is defined as a set of financial and non-financial indicators having a capability to assess the extent in which the goals and objectives of an organization has been accomplished (Kaplan and Norton, 1992).

1.9 Organization of the study

The research paper is organized in five chapters. The introduction part of the paper comprises background of the study, statement of the research problem, the research

question; the significance, the scope and the limitation of the study, and the definition of terms and concepts. In the second chapter of the paper, the literature review will be presented. The research methodology of the paper:- research approach, research design, research population and sampling, data collection, data analysis, scale reliability and validity ,and ethical considerations are presented in chapter three. The research results are briefly discussed in chapter four. Finally the research paper is summarized with the researcher's summary, conclusions and recommendations in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

In the first part of the literature review, some basic theoretical concepts: - team, teamwork, team effectiveness and organizational performance will be discussed. The second part of the literature review focuses on the identified supporting research conclusions with underlining the knowledge gaps, and summarize the previous research findings similar to the research topic. The key concepts that are connected to the research questions; skills, organizational commitment and employees' accountability will be briefly discussed. Finally, each identified key concepts will be discussed in relevance with the research questions; and the knowledge gaps will be summarized with statements by establishing the main focus of the research

2.1 Theoretical Review

2.1.1 Team and Teamwork

The existence of mutual goals and purposes among people needs collaboration and coordination to increase work efficiency. The current global business environment realizes the importance of team and teamwork as well as its impact on the overall performance of an organization. Firms are very much conscious how to utilize their employees' technical, interpersonal, problem-solving and decision-making skills through creating effective teams and groups to increase their productivity. In common usage and literature, there is, however, a tendency for the term "groups" and "teams" to be used interchangeably. Whereas all teams are, by definition, groups it does not necessarily follow that all groups are teams (Mullins, 2005). Groups and teams are a major feature of organizational life, the work organization and its sub-units are made up of a group of people (Mullins, 2005). Organizational Behavior scientists and researchers have defined the word "Team" in different ways. According to Katzenbach and Smith (1993:45); "a team is a small number of people with complementary skills who are committed to a common purpose, performance goals and an approach for which they hold themselves mutually accountable".

Based on the above definition, teams are a groups of a small number of people who have a mutual accountability with corresponding skills and commitment to perform a common goals and purposes. Work teams can be defined:” collectives who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies, maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity” Kozlowski and Bell (2003: 334).According to Kozlowski and Bell(2003), task interdependencies and maintaining of boundaries among functional units in organizations are the central theme for work teams. The words, people coalition and mutual goals, are the core concepts for Robbins and Judge to define the word team. A team is a cohesive coalition of people working together to achieve mutual goals (Robbin, and Judge, 2013). Teams have become popular because they have positive impacts on better decision making, support of organizational learning process and providing superior customer service. However, teams are not always as effective as individuals’ performance due to losses process and social loafing that drag down team performance. Based on their functions or compositions teams might be categorized as departmental, production/service/leadership, self-directed, advisory, project, skunk work and virtual teams. Teams can be also categorized based on how long they are together as a unit and the fluidity of team’s membership (Mathieu, Maynard, Rapp and Gilson,2008).Nonetheless, teams are differently organized; their ultimate function will be the means to organizational success. Theoretically team can be defined as a major feature of an organizational life which consists of groups of people who share common goals with a cohesive coalition to achieve mutual goals.

The concept of team working is a vast topic in the field of organizational behavior. The area of team working has been the focus of many behavioral sciences researchers aiming at analyzing its impact on organizational performance. The importance of individuals’ skills and knowledge for the success of organizations becomes undeniable. In today’s business world, the ability to simultaneously perform as an individual and a team become a critical issue for the profitability and existence of every organization. Basically, working as a team, compared to an individual alone, produces more efficient output and able to complete tasks faster. Teamwork creates the synergy of individuals by developing

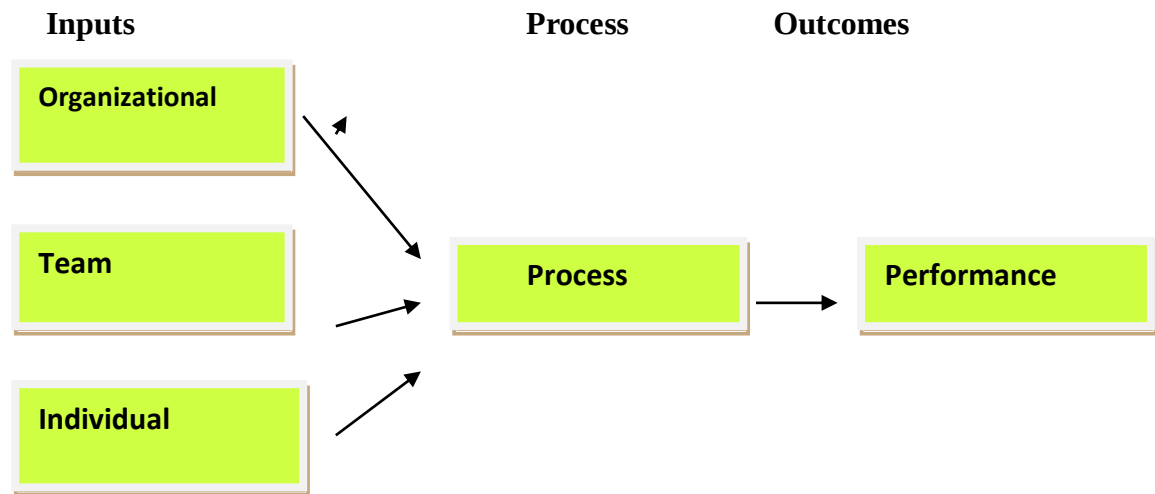
sense of greater accomplishment and coordination among employees .It has been shown that teamwork is a work group units which play a significant role for the achievement of common purposes: goals and tasks through developing mutual relationships among group members (Harris, 1996). Scarnati (2001, p.5), also defined teamwork as “a cooperative process that allows ordinary people to achieve extraordinary results”. Moreover, Siskel and Flexman (1962), have also defined teamwork as an ability of team members’ working together, inspiring confidence with effective communication and anticipation of the team members’ needs. According to Harris (1992), the use of work teams in organizations have a lot of benefits. Some of the benefits are individual performance improvement, better work quality; reduction of employee absenteeism and turn over, learner plant structure and substantial improvements in production life cycle. Therefore, to be a successful team and forming effective teamwork, team members in organizations should work together in a cooperative environment through knowledge and skills sharing. The analysis in this study presents an overview of teamwork implications on organizational performance in light of different team effectiveness models and current knowledge from different angles of researches.

2.1.2 Teamwork Effectiveness

The ultimate goal of a team, whether it is a very small enterprise or a huge multi-national organization, is improving employees’ efficiency or organizational performance. Team effectiveness is the current global business issue and an interesting research topic in the field of organizational behavior and human resource management. In addition to increase the overall performance of the organization, effective teams improve individual team members’ performance capacity, inter-team relationship and build high staff morale(Beebe and Masterson, 2003).

Various researchers have been using the work of McGrath’s (1964), the Input-Process-Outcome (IPO) frame work as a valuable guidance for studying team effectiveness. But it has been modified several times in different ways. Figure-2.1 illustrates the IPO frame work of McGrath’s (1964).

Figure 2.1:Input-Process-Outcome (IPO) Team Effectiveness Frame work



Source: McGrath(1964),IPO Team Effectiveness Frame work

McGrath (1964), used the I-P-O (Inputs-Processes-Outcomes) as a theoretical model to identify the influencing factors in the process of team interaction.

In the first stage of team interaction process, individual factors, team factors, and environmental factors are the influential input factors. Team members' skills, attitudes, and personality traits are individual input factors that influence the process of team interaction(McGrath ,1964).The number of team members and team cohesion are considered as team factors(McGrath 1964), and (Gladstein,1984).Team roles, team behavioral norms and team maturity are considered as team input factors. Environmental input factors are categorized as internal or external. Internal factors include the nature of the tasks and reward mechanisms whereas; external resources and external environmental pressures are external environmental factors.

The process stage of team interaction is mainly focused on the tasks and interpersonal aspects. Most researchers have agreed that team communication, team conflict, team trust and team learning are the main influencing factors in the process stage of team interaction.

The output stage is focused on the individual and team outcomes. The growth of team members, the satisfaction of team members' need, and the improvement of their abilities

are considered as individual level outcomes. The improvement of team quality, team-cohesiveness and satisfaction; immediate problem-solving; and reduction of errors are outcomes resulted from the team level.

Effective teamwork has a number of attributes. Researchers have identified some consistently identified attributes required for a successful teamwork. Some of the attributes that are needed for effective teamwork are discussed below:

i)Commitment:

Team members should understand their purposes and shared goals for the success of their teams (Francis and Young, 1979). Effective teamwork promotes group cohesion (Bradley and Frederic, 1997). According to (Wagman, 1997), successful teams are committed to team processes by seeking best practices from other teams and other parts of the organization

ii)Interdependence:

To produce successful system, team members must work together effectively (Bradley and Frederic, 1997). A group can do more than what individuals could do (Smith, 1996).

iii) Interpersonal Skills:

Interpersonal skills are ways or tactics that people can interact with each other effectively. Communication skill, problem-solving skill, decision-making and leadership skill are some of the most stated interpersonal skills that any effective team should possess. According to (Harris and Harris, 1996), effective team members must be realistic in their expectations and supportive with respecting one to another. Effective teams are ready for open communication and positive feedback. They are engaged in open dialogue and communication (Kets De Vries, 1999). And team members must be open and truthful (Critchley& Casey, 1986).

iv)Team Composition:

Effective teams should have appropriate team composition. They should clarify the roles, responsibilities and relationships among team members (Harris & Harris, 1996).

Due to the multi-dimensional and multi-faceted nature of the “team effectiveness” concept, it is difficult to apply a single and universally accepted definition.

Team effectiveness is defined in what extent a team is effective to meet the expectation of internal and external stakeholders of organizations (Aube and Rousseau, 2011). This definition highlights the two important aspects that every team in an organization should consider: effectiveness dimensions and stakeholders’ satisfaction. A team becomes effective when it can identify the most relevant effectiveness dimensions and satisfy stakeholders of an organization on each dimension (Hackman and Wageman, 2005). Team effectiveness dimensions can be global or specific (Mathieu and Gilson, 2012). Global dimensions of team effectiveness mainly focus on the core and the most important aspects of team effectiveness, for instance, team performance. Effective teamwork is an essential element of modern management practice. Currently various team effectiveness models, that are comprised of different sets of global dimensions, have been applied in every organization to improve their team effectiveness and organizational performance as a whole. Understanding these team effectiveness models and related factors will help to figure out which of the team effectiveness model and critical factors would be best to optimize the team performance and to know the impacts of team working on organizational performance.

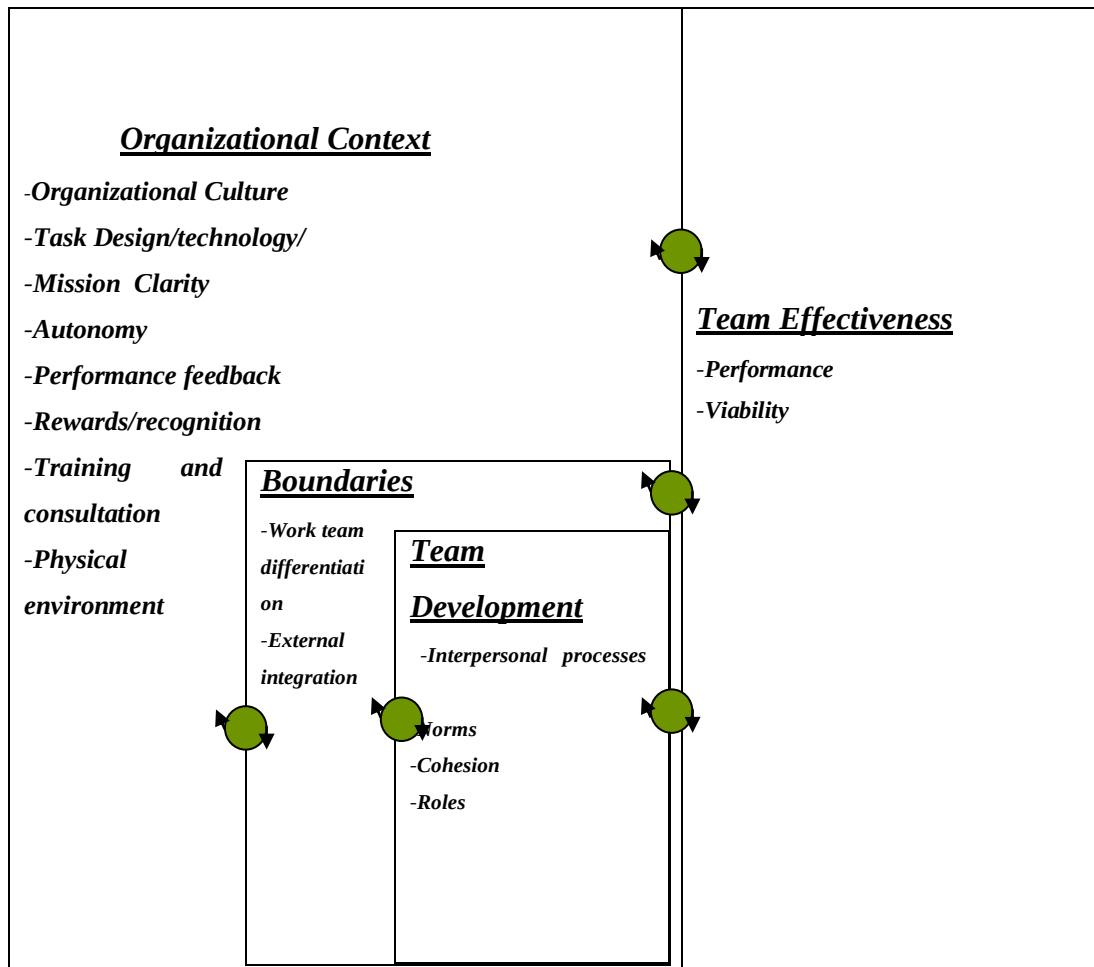
2.1.2.1 Models of Team effectiveness

Some of the most influential team effectiveness models are discussed as follows:

1-The Sundstrom’s team effectiveness model

This model focuses on the two global dimensions: team performance (how a team is effective to satisfy the recipients) and team viability (how a team is effective to retain and satisfy team members) (Sundstorm, 1990). This two-part definition is an inclusive approach and agrees with some earlier output -based approaches. Performance is defined as an acceptability of output to customers within or without the organization who receive team products, services, information, decisions, or performance events. Team viability consists of members’ satisfaction, participation, and willingness to continue working together.

Figure 2.2: Ecological Frame work for Analyzing work team Effectiveness



Source: Sundstrom(1990)

2-The Mathieu's model of team effectiveness

This model is evolved from the McGrath's IPO model which consists of two global dimensions: performance, and influences on team members (team cohesion and psychological safety, individual outcomes such as turnover and absenteeism)(Mathieu, 2008). Team performance is related to the productivity ,quality and efficiency of the team. Team's influence on members is related to the impact of the team on each team members in terms of attitude, behavior, well-being, and professional growth.

3-The Hackman's model of team effectiveness

This team effectiveness model focuses on performance (expected standards of quantity, quality, and service), viability (the extent to which team members are willing to work together in the future, and how much is the team improving as a result of the collaborative work), and team members' growth and well-being (how much team

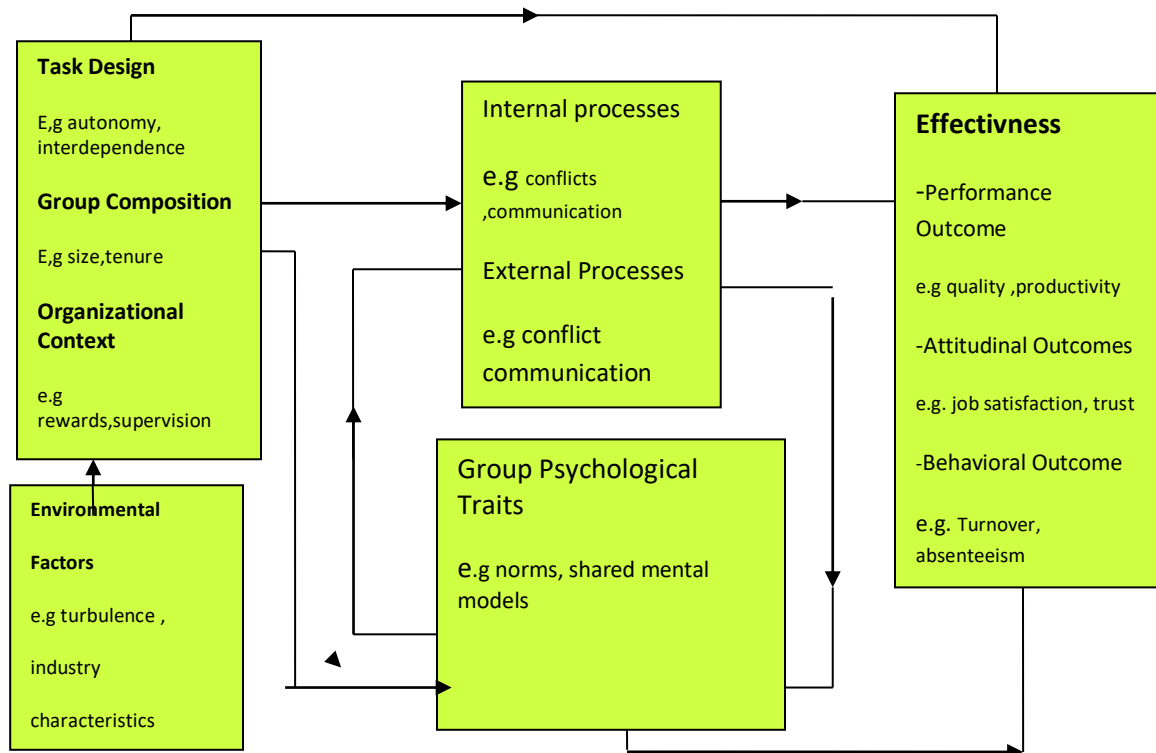
members are growing, learning and achieving their goals while working in the team) (Hackman and Wageman, 2005). Hackman (1987), defined team- effectiveness using the three dimensional conceptions; which are consequential for any team's long-term organizational performance, as follows.

The productive output or performance of a team meets or exceeds the standards of team's clients' quality, quantity, and timeliness. Team viability is considered as a social process that enhances members' capability of working together interdependently in the future. Thus, effective teams become skilful at detecting and correcting before serious damages have been occurred. Group experience has a positive contribution for individual team member in terms of learning and personal well-being.

4-The Cohen and Bailey's model

The model suggests the three global team effectiveness dimensions: performance (quality, quantity and innovation) ,team members attitude (team commitment and satisfaction) ,and team members behavior (level of absenteeism and turnover) (Cohen and Bailey, 1997).

Figure 2.3The Cohen and Bailey's model

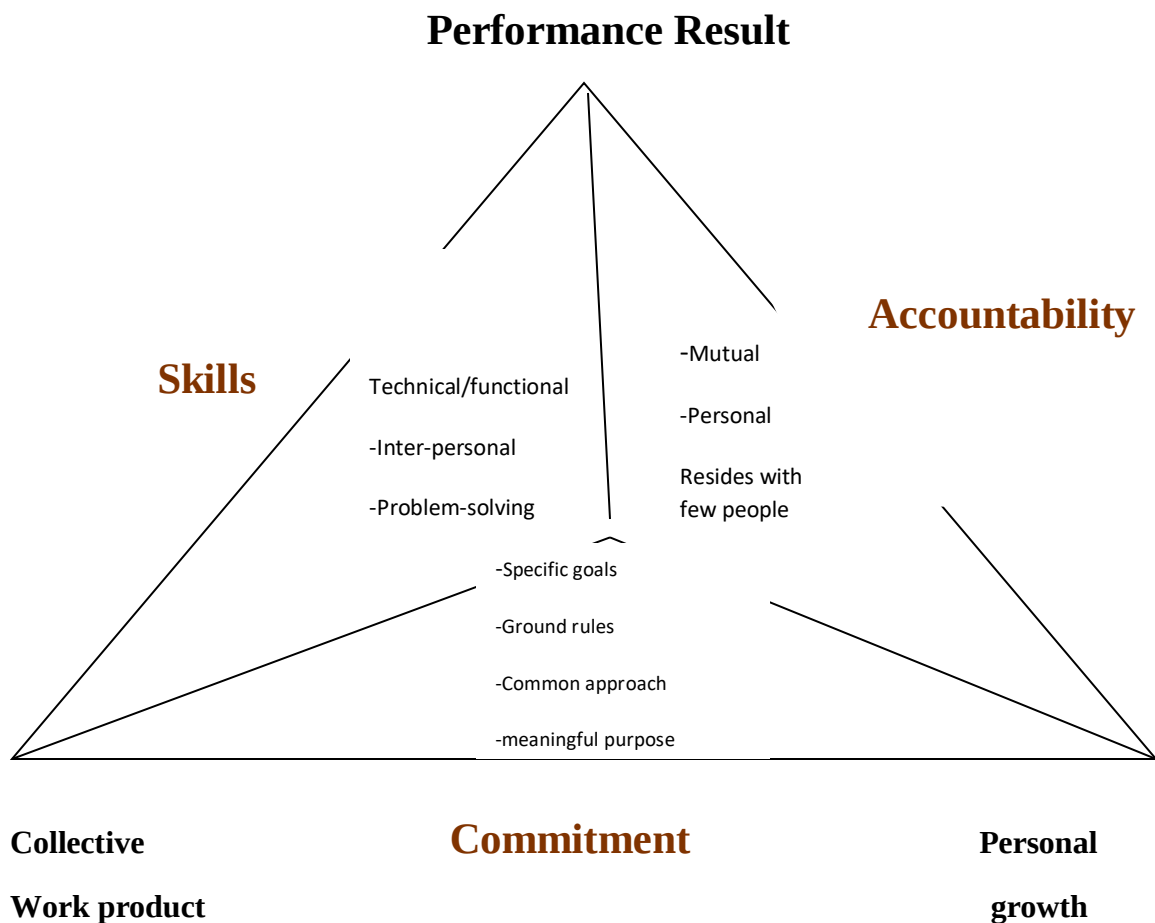


Source: Cohen and Bailey, 1997

5-The Rhombus Model

The model suggests that teams should attend the basic four global team effectiveness dimensions to be a more sustainable team over time. These dimensions are: performance (efficiency, productivity, quality and innovation), teamwork viability (quality, process improvement through learning, team cohesion and problem-solving ability), team influence on members (team members' well-being, growth and development; and influence on team members' attitudes and behavior) and reputation (Cohen and Bailey, 1997).

Figure 2.4: The Katzenbach and Smith Model



Source: Katzenbach and Smith (1993)

6-The Katzenbach and Smith Model

This model suggests that effective teams must have the three necessary components: skills (technical, inter-personal and problem-solving); commitment (meaningful purpose, specific goals and common approach); and accountability (personal and mutual) (Katzenbach and Smith, 1993). The three independent variables in the Katzenbach and Smith's model of team effectiveness are discussed as follows:

i)-Teamwork Skills

People working in teams should have some kind of soft skills to achieve their common objectives. Strong teamwork skills are increasingly important in firms of all sizes. Some of the most important teamwork skills are listed as follows:

Organization and Planning skills

Strong organizational skills and the ability to plan with a realistic goal setting, becomes the fundamental and most important skills for both team leaders and individual team leaders.

Problem -Solving skills

Teams having good planning and organizing skills may encounter an inter-personal conflict among team members. A team equipped with strong problem-solving skills among team members can improve its work process through their ability to brainstorming and bouncing ideas off one and another to come to an effective solution.

Communication skills

Strong communication skills within team members could build a positive and strong relationship among the management of the company, the customers and the team itself. Better communication skills could also encourages innovation, team discussion, conflict-resolution and increases sales and presentation.

Leadership skills

The word leadership can be defined as the ability of an individual or groups of individuals to influence and guide members or followers of an organization. Leadership

skill refers to being a self-directed and reliable team member. A successful leader leads him-self and his team members with motivation, leading by example and taking imitative.

ii) Commitment

It is obvious that a committed team can be an input to establish sense of belongingness and organizational commitment towards the employees of the organization. Mowday(1997), has revealed that organizational commitment is a psychological attachment of employees to the organization. According to Katzenbach and Smith (1993), teams are committed when they have a meaningful purpose, specific goals, and a common approach to their work. Organizational commitment can be perceived in three dimensions: continuance, affective and normative commitments. Continuance commitment refers to how much an employee feels the need to stay at his/her organization. When an employee feels the need to stay his/her organization due to the fear salary and benefits won't improve if he/she moves to another organization, may be one of the possible examples of continuance commitment. Affective commitment is defines as emotional attachment of employees and their involvement in the organization with the manifestation of individual identification (Mathieu and Zajac, 1990). Normative commitment relates to how much an employee feels he/she should stay at their organization. A normatively committed employee feels a sense of guilty by assuming the organization would have disastrous consequences when he/she leaves the organization.

iii-Accountability

In a simplest term, accountability can be defined as taking or being assigned responsibility for something that someone have already done or supposed to do. Accountability involves evaluation of one's actions or its consequences (Siegel and Yates, 1996). Team members in an organization must have both mutual and individual accountability to perform their tasks effectively, (Katzenbach and Smith, 1993). Team members' shared experiences, and common social and structural context, are likely to beget convergence on the extent to which team members hold one another accountable (Faaiza, 2015).

2.1.3 Organizational Performance

Most of the researches in the area of management consider organizational performance as dependent variable. Prior empirical studies have demonstrated that there are no universal standard dimensions and consistent variables to measure the performance of organizations. Rather, performance in any organization is measured based on the firm's quantitative and qualitative performance indicators. Kaplan and Norton (1992), has defined the term organizational performance as a set of financial and non-financial indicators having a capability to assess the extent in which the goals and objectives of an organization has been accomplished. Whatever their natures of businesses or objectives are different, organizations have certain types of expected outcomes to be performed at the end of a specific period of time. According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes: **financial performance** (*profits, return on assets, return on investment, etc.*); **product -market performance**(*sales, market share, etc.*); and **shareholder return** (*total shareholder return, economic value added, etc.*).

As it is known that one of the principal and challenging activities of commercial banks in Ethiopia is, collecting funds from the public for the purpose of lending or investments. The total amounts of deposits held in banks have been considered as an ultimate change makers for their financial profitability. Other factors: delivery of quality customer services and satisfying the needs of employees as individual and group level would be another area of competitive advantage for commercial banks in Ethiopia.

2.2. Empirical Review

There are some empirical studies have been conducted in the area of team working and organizational performance based on various team effectiveness models as a theoretical and practical framework. Different researchers have used different team effectiveness factors to analyze their researches. According to Rizwan (2015), team working in the large organizations is more cohesive, goal motivated and they show more effective behavior. He also found out that there is a strong link between cohesion, role clarity, goal motivation, openness to change and team performance.

Among the team effectiveness factors, working environment is the most powerful factor for organizational productivity and employees' satisfaction whereas training and development is the least influencing factor. Other factors: team trust, teamwork, and spirit de corps have positive impact on organizational productivity (Pitri, 2020).

Based on the research conducted by Abdulle and Aydinten (2019), the independent variables: - trust, cohesiveness, sprite and knowledge sharing have positive and significant impact on employee performance. Various studies have been conducted on the effect of leadership skills on team and organizational performance. A leader who possess behaviors of inspirational motivation, idealized influence, intellectually stimulate to his/her followers and treating each as a unique individual, has a positive impact on team and organizational performance than a transactional leader(Bass,1985).

According to the research conducted by Snyder, and Morris (1984),the quality of supervisory communication and peer work group communication have strong impact on the overall performance of critical revenue and work load measures of the organization. The result from the study conducted by Kiriti (2009) showed that facilitating effective communication has helped a company to improve motivation and performance by distributing relevant information to employees on a timely basis. It also build effective relationship between employees, managers, and all levels of the company; allowing employees to participate in decision-making activities; improving employees' job skills and developing a good communication culture within the organization. The study conducted on project teamwork by Tsedeke (2018), revealed that the lack of clear communication, lack of shared vision, problem of collaboration and participation, problem in leadership style, stimulating work environment, innovation and creativity and adaptability to change were found to effect on performance of project team work in the organization.

Several researchers, including Drake (2005), and Armstrong and Green, (2007) have generally concluded that organizational commitment has a positive effect on the performance of an organization in terms of market share. However, these researches didn't address the core essence of organizational commitment, affective commitment, separately. Some studies have reviewed that affective commitment is more predictive of

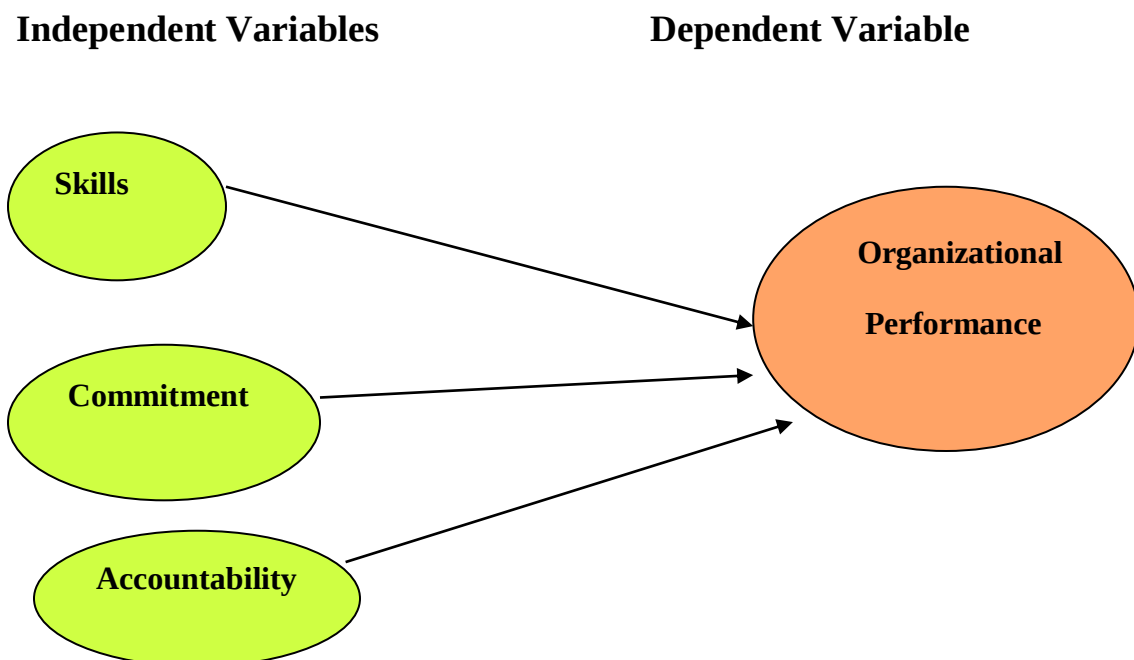
major organizational consequences such as turnover, absenteeism, and organizational citizenship behaviors. Affective commitment was found to have a significant and a correlative relationship with the key consequences of organizational commitment (Mathieu and Zajac, 1990).

According to Katzenbach and Smith, (1993), accountability is used as a litmus test to provide the quality of team purpose and approach. Groups that lack mutual accountability for performance couldn't sustain as a team and haven't shaped with a common purpose and approaches. The finding of the research that has been conducted by Faaiza (2015), pointed out that organizations that deploy teams with mutual accountability are likely to make critical performance adjustment in time.

2.2.1 Conceptual Framework

The conceptual framework of the study is designed to show the relationship between teamwork and organizational performance based on the Katzenbach and Smith team effectiveness Model. Relevant and updated empirical researches have been reviewed and important variables are selected to generate the conceptual framework.

Figure 2.5 Conceptual Framework



Katzenbach and Smith (1993)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Design

3.1.1 Research Approach

The study applied a quantitative research approach to investigate the impact of teamwork on organizational performance. According to Creswell (2018), quantitative research is the best approach to test and proof theories by examining the relationship between set of constructs (variables) in terms of magnitude or direction. Quantitative research is also used to quantify attitudes, opinions and behaviors in to numerical data to generate the result from the sample population. Therefore, the main reason why quantitative approach is preferred in this study is due to the fact that the method deals with numbers and variables can be quantified and measured in a systematic way of investigation.

3.1.2 Research Design

The research design in this study was explanatory types of research design. An explanatory research design is used to explain and specify the relationship between variables. It is a good fit for this research to explain the effect of independent variables: skills, commitment and accountability on the dependent variable organizational performance.

3.2 Population and Sampling

The population of this study is employees of Enat bank S.C. Due to constraints related to accessibility and conveniences; a sampling frame is limited to employees who are working only at Addis Ababa city branches. In order to justify the validity of the sample population, two convincing reasons are presented. Firstly, the current total branches of the bank throughout the country have reached 88. Of which 49 branches with 245 employees, more than half are located in Addis Ababa city. The second reason is that, the largest numbers of customers are handled and large volumes of transactions are being

processed in Addis Ababa city branches. In order to obtain valid representative sample respondents, the researcher prefers a convenient sampling technique. This is easy to get participants and not as time consuming as other sampling techniques.

3.2.1 Sample Size

Determining the appropriate sample size; the level of precision, the level of confidence and the degree of variability in the attribute being measured will need to be specified (Miaoulis and Michner, 1976). In order to determine the sample size from the target population, the researcher applied a standard sample size formula developed by Taro Yemane (1967).

Assuming a 95% confidence level, and a $\pm$ (5%) level of precision (e):

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

Where:

n= the sample size

N=the population size

e= level of precision (sampling error)

$$n = \frac{245}{1 + 245(.05)^2}$$

$$1 + 245(.05)^2 = 152$$

According to the formula applied, the sample size is determined to be 152 staffs. The researcher applied a convenient sampling technique since some staffs may not be on duty due to leave of absence, sick leave or out of office for marketing purpose at the time of distributing the questionnaire.

3.3 Data collection Instrument

In order to meet the objectives of the study, the researcher prefers a closed-ended questionnaire since it is convenient for respondents and easy to collect primary data

within short period of time. The questionnaire has three main parts. The first part contains the demographic information of the respondents. The second part of the questionnaire includes set of team effectiveness questions which are to be assessed the respondents' level of agreement on it. The last part of the questionnaire contains questions that are to be assessed to what extent respondents' level of agreement on organizational performance is being achieved. To measure respondents' attitudes, how they agree or disagree with the questions, a five point modified Likert Scale; which was developed by Rensis Likert; has been used. Thus, the independent and the dependent variables are measured as: **1- Strongly Disagree, 2-Disagree,3-Neutral,4- Agree, and 5- Strongly Agree**. The slightly modified constructs that are applied to measure the independent and dependent variable are adopted from the TeamSTEPPS2.0 and William and Anderson (1991).

3.4 Data Analysis

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data (Savenyeand Robinson, 2004). In this study questionnaires are encoded through a SPSS (Statistical Package for Social Sciences) v.26soft ware. Following the responses of the respondents, descriptive statistical method is employed. In order to determine the strength of the relationship between the independent variables: skills, commitment, and accountability; and organizational performance, a correlation coefficient and regression analysis have been applied. In order to determine the extent to which the variance of the independent variables will be on the organizational performance in the regression analysis; linear regression assumptions: assumption of linearity, non- multicollinearity, normality, and homoscedasticity tests have been conducted

3.5 Scale Validity and Reliability

Validity is the degree that the scores really correspond to the variable they are planned to represent (Heale&Twycross (2015).According to Ghauri and Gronhaug(2005), validity represents how the actual area of investigations are well covered by the data collected from the respondents. Thus, the validity of the research has been determined through

careful review of the questionnaires against the objectivity of concepts from the reviewed literatures and the final approval of the research advisor.

Reliability is defined as the uniformity across time, across an object and across researchers. Reliability focuses on the extent to which a measurement provides consistent and stable result (Carmines and Zeller, 1979). Since the researcher applies a Likert scales, the most used internal consistency measure; Cronbach Alpha coefficient; has been used to test the reliability of the research.

3.6 Ethical Considerations

The research is done using the primary data gathered from employees of Enat Bank S.C. who are working at Addis Ababa city branches as a customer service specialist, a senior customer service specialist, a branch accountant, a customer service manager and a branch manager. The response of the respondents will be kept confidential and the literatures and empirical studies reviewed will be properly cited as a reference.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

This chapter focuses on the presentation, analysis and interpretation of the data collected from employees of Enat bank, who are working at different branches in Addis Ababa. The chapter consists of the response rate and the characteristics of respondents; and the descriptive statistical analysis, the correlation relation and regression analysis of the independent variables and dependent variable.

4.1 Response Rate and Demographic characteristics of Respondents

4.1.1 Response Rate of Respondents

The demographics data of respondents and the research constructs have been analyzed using descriptive techniques: percentage, mean, frequency and standard deviation .In order to achieve the research objectives, a total of 152 questionnaires were distributed to Enat bank's employees who are working in Addis Ababa city branches through electronic media and in person. Out of the distributed questionnaires, 131 were returned and 7 were improperly filled and the usable returned questionnaires were 124 with a response rate of 81.6%. Since there is no universally accepted rate of response to be sufficient for conducting a quantitative research, various literatures recommend that 50% and above response rate out of the target population can be considered as reasonable to make a good research analysis for academic studies and behavioral sciences.

Table 4.1 Response Rate of Respondents

Target Population	Number of Distributed Questionnaires	Returned Questionnaires	Improperly Filled Questionnaires	Usable Questionnaires	Response Rate
245	152	131	7	124	81.6%

Table 4.2 Demographic Information of respondents.

Characteristics		Frequency	Percentage
Position	Branch Manager	16	12.9
	Customer Service Manager	3	2.4
	Branch Account Administrator	28	22.6
	Branch Cash Administrator	18	13.7
	Senior Customer Service Specialist	7	5.6
	Customer Service Specialist	52	42.7
	Total	124	100
Age	Less than 25 years old	56	45.2
	25-35 Years old	51	41.1
	36-45 Years old	15	12.1
	More than 45 years old	2	1.6
	Total	124	100
Gender	Male	56	45.2
	Female	68	54.8
	Total	124	100
Academic Qualification	Diploma	2	1.6
	Bachelor's Degree	113	91.1
	Master's Degree	9	7.3
	PH Degree and above	-	-
	Total	124	100
Service Years in Enat Bank	Less than 2 Years	55	44.4
	2-5 Years	46	37.1
	5-8 years	21	16.9
	Above 8 Years	2	1.6
	Total	124	100
Service Years in Current Position	Less than 2 Years	77	62.1
	2-3 Years	36	29.0
	3-5 Years	4	3.2
	5-8 Years	6	4.8
	More than 8 Years	1	0.8
	Total	124	100

Source: Own Survey Result (2022)

According to the descriptive statistics result, 52(42.7%) and 28(22.6%) of the respondents are working as customer service specialist and branch account administrator in the organization respectively. Employees who are entitled with these two positions have strong and frequent contact with customers and themselves in their day to day operations. Their contribution for the effectiveness of teamwork and the satisfaction of customers' need of quality services become significant.

Regarding to the age of the respondents, 107 (86.3%) of the respondents are under the age of 35. This shows that the majority of the bank's human capital is composed of young employees. This is a good opportunity for the bank to build a motivated and energetic workforce. It is to be believed that young people are willing to accept changes and learning new ways of doing tasks.

The number of male and female respondents are 56(45.2%) and 68(54.8%) respectively. This shows that more than half of the respondents represent female employees. This shows that the bank discharges its social responsibilities by increasing women participation in the banking industry.

As shown from the educational background table, the majority 113 (91.1 %) of the respondents have Bachelor degree, whereas the Masters and Diploma holders account for 9(7.3 %) and 2(1.6%) respectively. This indicates that the bank's human capital is composed of educated employees. It has a positive and strong impact to achieve one of its corporate value of the bank , learning organization process.

As far as the working experiences of the respondents are concerned, 55(44.4%) of the respondents have less than two years of experience in Enat bank. The data also tells that 46(37.1 %) and 21(16.9 %) of the respondents have been working in the bank within the range of 2-5 and 5-8 years respectively. Only 2 (1.6%) of the respondents have working experience of more than 8 years in Enat bank. More than half of the respondents 77(62.1%), having a working experience of less than two years in their current positions. Among the respondents, 36(29%) have been stayed within 2-5 years in their current position. The rest of the respondents, which accounts for 11(8.8%) of the total respondents, have been working in their current position more than three years.

4.2 Descriptive Analysis

4.2.1 Descriptive Analysis of Independent Variables

Descriptive statistics has been conducted on the independent variables: skills, commitment and accountability by using the central tendency measurement: mean and standard deviation. The mean score was computed from each question of respondents' responses to reach the total mean.

4.2.1.1 Statistical Analysis of Skills

According to Katzenbach and Smith (1993), work organizing and planning, communication, leadership and problem-solving skills are the influential factors for team effectiveness. The research questions are constructed in consideration of the above determinant factors of skills. The descriptive statistical results: mean and standard deviation of the independent variable (skills) are computed from the respondents' reply, is presented in the following table.

Table 4.3 Skills mean score

Measurements	N	Mean	Standard Deviation
Our team members are effective listeners.	124	4.21	.0628
Communication in our group is open and honest.	124	4.02	.584
We communicate effectively with other working units.	124	4.10	.474
The manager and the supervisors focus on building team's technical and interpersonal skills.	124	4.19	.417
The manager and the supervisors shares responsibilities with team members.	124	4.06	.499
The manager and the supervisors coach and support each individual team members.	124	4.01	.502
The manager and the supervisors lead by example.	124	4.23	.496
I share my ideas/suggestions whether or not my boss/supervisor	124	4.12	.504

agrees with my input.			
Team members take initiative to resolve issues between ourselves without involving the manager or supervisors.	124	4.38	.550
Team members help one another deal with problems or resolve issues.	124	4.39	.505
Team problem solving results in effective solutions.	124	4.47	.517
We address and resolve issues quickly.	124	4.12	.395
Total Mean		4.19	

Source: Own survey result (2022)

As it can be seen from the above table 4.3, the highest registered mean score was 4.47. This highest total mean score shows that, team problem solving skills' in Enat Bank S.C has been highly recognized and team members are practicing these skills in their day to day operation. In comparison with the rest of skills' measurement items, support of managers and supervisors towards team members and team's open and honest communication have registered a minimum mean scores of 4.01 and 4.02 respectively.

The average mean score in the descriptive statistics was 4.19. This indicates that team members were highly emphasizing the role of teamwork skills for the result of effective solutions.

Generally, the importance of work-related skills among team members should be considered to achieve the objectives of the organization.

4.2.1.2 Statistical Analysis of Commitment

Based on the measurement items that are related to team member's commitment, descriptive statistical results: mean and standard deviation scores are tabulated in the following table:

According to the descriptive statistics result below, the response of the respondents regarding team members' ways of understanding to contribute for the goal of the organization was registered the highest mean score, 4.35. This shows that team members

were well understood on their contribution for the success of their organization's goals. However, the response in relation to employees' sense of willingness to recommend the bank to their families registered the least mean score, 3.63. This indicates that team members were lacking the spirit of organizational belongingness. The average mean score of team members' commitment was 4.02. This can be considered as a higher central tendency score.

Table 4.4 Commitment means score

Measurements	N	Mean	Standard Deviation
I recommend the organization to my family and friends.	124	3.63	.841
I value the organization's value.	124	4.15	.585
I understand how I contribute to the organization's goals.	124	4.35	.653
I am glad I chose to work for this organization.	124	4.12	.670
This organization has high work morale.	124	4.13	.555
My organization inspires me to give my best effort at work.	124	3.85	.542
Total Mean		4.02	

Source: Own survey result (2022)

4.2.1.3 Statistical Analysis of Accountability

The descriptive statistical result of accountability were measured based on the area of team members' responses in personal responsibility, shared mission, common discussion making activities, work load distribution, and feedback seeking. The mean and standard deviation scores of accountability are shown in the following table.

Table 4.5 Accountability mean score

Measurements	N	Mean	Standard Deviation
Our team members take personal responsibility for the effectiveness of our team.	124	3.81	.714

Our teams are strongly committed to a shared mission.	124	3.39	.762
We hold ourselves and our team members accountable for results.	124	3.31	.868
Our Team members are held accountable for the decisions we make.	124	3.26	.742
Work assigned is distributed fairly.	124	3.58	.797
I regularly seek feedback from my manager and supervisors.	124	3.22	.693
I know how my work contributes to the goals of my organization.	124	4.06	.666
Total Mean		3.52	

Source: Own survey result (2022)

As it can be seen from the table 4.5, the average mean score of the independent variable, accountability, was 3.52. This moderate average mean score indicates that team members were taking relatively less personal responsibility, shared mission commitment and accountability for their common decision-making activities. According to the result, the least mean score was 3.22. This shows that team members were lacking the quality of seeking feedback from managers and immediate supervisors. On the other hand the mean score of team members' know- how about their work contributions on the achievement of the organization's goals was 4.06 and considered as a higher score. The next mean score was 3.81. This indicates the extent of team members' personal responsibility for the effectiveness of team work was seen as moderate.

According to the above descriptive statistics results, the mean score of team's skills was relatively higher than the other two team effectiveness factors; commitment and accountability. This shows that teamwork skills in Enat bank were highly recognized. Similarly, team members were committed to contribute their best effort for the attainment of the bank's objectives. However, team members' personal and group accountability were relatively weak and needs improvement.

4.2.2 Descriptive Analysis of the dependent Variable

4.2.2.1 Descriptive Analysis of Organizational Performance

Based on the questions the dependent variable of the study, organizational performance, was measured and presented below the table.

According to the descriptive statistics result in the table, the total mean score of the dependent variable, organizational performance was 3.61 and considered as moderate score. The highest mean score was 4.11 that are team members' activities having a direct relationship with the performance of a team. The next highest mean score, 4.08 was concerned about team's continuous effort to improve customer services and financial and non-financial performance. On the other hand, the least mean score was 2.83, which implies the ineffective practice of team's short and long term strategic plan implementation. This is one major area that managers have to open their eyes to take appropriate measure.

Table 4.6 Organizational Performance mean score

Measurements	N	Mean	Standard Deviation
We consistently produce strong, measurable results.	124	3.90	.538
Our collaborations with other work units are productive, worthwhile, and yield good results.	124	3.37	.704
As a team, we are continually working to improve service delivery time, market-share , customer responsiveness, or other key performance indicators (Financial performance and team members satisfaction).	124	4.08	.535
Our team members frequently go beyond what is required and do not hesitate to take initiative.	124	3.33	.647
Our team uses an effective short and long-term strategic planning process.	124	2.83	.729
The team meets its customer requirements.	124	3.27	.734

The team is productive.	124	3.76	.655
Team functioning doesn't interfere with getting my own job done.	124	4.01	.801
We meet the performance requirements of the Job .	124	3.45	.800
We engage in activities that will directly affect our performance evaluation	124	4.11	.689
Total Mean		3.61	

Source: Own survey result (2022)

4.3 Correlation Analysis

In order to explore the relationship between teamwork and organizational performance, a correlation analysis with Pearson's correlation coefficient was conducted on all independent and dependent variables. Pearson correlation measures the existence (p-value) and strength (coefficient r between -1 and +1) of a linear relationship between two variables. Even though, the categorical cutoff points of correlation coefficient (r) are inconsistently used in various correlation analyses, most researchers are using a conventional approach to interpret the linear relationship between variables.

Table 4.7 Conventional Approach for interpretation of coefficient of correlation.

Absolute Strength of coefficient (r)	Interpretation of correlation
0.00-0.10	Negligible
0.10-0.39	Weak
0.40-0.69	Moderate
0.70-0.89	Strong
0.9-1.00	Very Strong

Table 4.8 Pearson Correlation Coefficients

		Team's skill	Team Commitment	Team Accountability	Organizational Performance
Team 's skill	Pearson Correlation	1	.085	.088	.141
	Sig. (2-tailed)		.346	.332	.117
	N	124	124	124	124
Team Commitment	Pearson Correlation	.085	1	.580**	.428**
	Sig. (2-tailed)	.346		.000	.000
	N	124	124	124	124
Team Accountability	Pearson Correlation	.088	.580**	1	.553**
	Sig. (2-tailed)	.332	.000		.000
	N	124	124	124	124
Organizational Performance	Pearson Correlation	.141	.428**	.553**	1
	Sig. (2-tailed)	.117	.000	.000	
	N	124	124	124	124
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Own survey result (2022)

Table 4.8 shows the relationship between the independent variables: skills, commitment and accountability; and the dependent variable, organizational performance. The overall correlation result shows that there is a positive correlation between the independent variables and the dependent variable. The relationship of team's skills with commitment and accountability was negligible with correlation coefficient values ($r=0.085$) and ($r=0.088$) respectively. However, the relationship between commitment and accountability was significant with ($r=0.58$) and ($p<0.05$) level of confidence. According to the conventional approach for correlation coefficient interpretation, the correlation coefficient between skills and organizational performance was positive but weak ($r=0.141$) with $p=0.117$ level of significance. Based on the research findings of Irena and Dimitrinka (2011), the positive link of skills with performance may not guarantee its significance unless other HRM practices are revealed as a whole. On the other hand, the coefficient correlation between commitment and organizational performance was significant with ($p<.01$) level of significance and interpreted as moderate and positive with coefficient value of ($r=0.428$). Similarly, the correlation coefficient between accountability and organizational performance was significant with

($p < .01$) level of significance. According to the conventional approach for correlation coefficient interpretation, the correlation was moderate and positive ($r = 0.553$). This positive relationship among the variables indicates that, the change on one of the teamwork determinants will have a positive effect on the performance of the organization.

4.4 Regression Analysis

In this study, the researcher applied a multiple regression analysis to describe the magnitude of the relationship between the independent (predictors) variables and the dependent (predicted) variable. Regression analysis is defined as a statistical procedure that helps researchers to understand the value of change of dependent variables when the independent variable becomes varied while other independent variables are held constant. According to Unver and Gamgam(1999), a multivariate regression analysis is made to understand the variance of the independent variables in the dependent variables. A multivariate regression analysis equation can be presented as follows:

$$y = \beta_0 + \beta_1 x_1 + \dots + \beta_n x_n + \varepsilon$$

Where:

y = Dependent variable

β_0 = y intercept

β_i = Regression coefficient

X_i = Independent variable

ε = Random error (residual)

For the purpose of determining the extent to which the variance of the independent variables: skills, commitment, and accountability will be on the predicted variable: organizational performance in the regression analysis; linear regression assumptions:

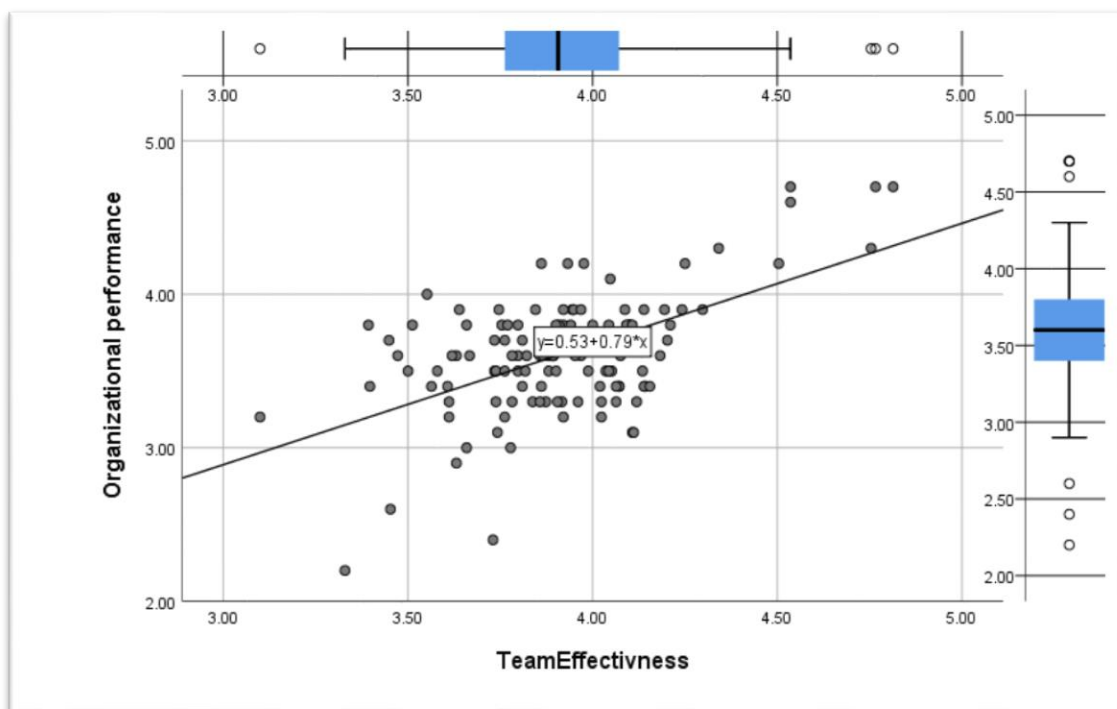
assumption of linearity, non- multicollinearity, normality, and homoscedasticity tests have been conducted by using SPSS software.

4.4.1. Linearity Assumption Test

Linearity deals with a straight line relationship between the independent variables with the dependent variable in the regression. It is easy to identify the linearity of the relationships between variables in the regression if we make sure that the residuals are normally distributed and homoscedastic . A visual inspection of a scatter plots on the regression graph will be another way of checking the linear relationship between the independent and dependent variables.

As simply shown from scatter plot graph below, all independent variables have a linear relationship with the dependent variable. The result of this linearity assumption test makes the researcher to precede the next steps for regression analysis.

Figure 4.1Linearity test between Team Effectiveness Factors and Org. Performance



Source: Own survey result (2022)

4.4.2. Multi-co linearity Assumption Test

Multicollinearity refers to when the independent variables are highly correlated with each other. In order to quantify the severity of multicollinearity in the regression analysis either correlation coefficient or Variance Inflation Factor (VIF) values are used. A variance Inflation Factor (VIF) is defined as a statistical concept that measures the severity of multicollinearity between the independent variables in the regression analysis. A correlation coefficient value of independent variables in correlation matrix with a magnitude of 0.80 or higher assures the multicollinearity of independent variables. The other simplest way to know the non-multi collinearity of independent variables will be looking for the VIF values below ten and the best case below five.

Figure 4.2 Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.058	.553		1.913	.058		
Team 's skill	.138	.117	.088	1.175	.242	.990	1.010
Team Commitment	.153	.089	.158	1.725	.087	.663	1.509
Team Accountability	.385	.078	.453	4.939	.000	.663	1.509

a. Dependent Variable: Organizational Performance

Source: Own survey result (2022)

According to the multicollinearity test, the VIF values of all independent variables are less than 5 and confirms the non-existence of severe multicollinearity of independent variables. Therefore, it was found to be acceptable to precede the regression analysis.

4.4.3 Normality Assumption Test

The normality of the sample size of the population is tested either by graphical or numerical method to conduct a statistical analysis. In graphical normality test, a stem-and-leaf plot, scatterplot, box-plot, histogram, probability-probability (P-P) plot, and quartile-quartile (Q-Q) plot are used. The best known numerical normality measures are Skewness /Kurtosis, Shapiro-Wilk, and Shapiro-Francis. The researcher applied probability –probability (P-P) and Skewness / Kurtosis tests to determine the normality

of the variables in SPSS statistics. In a P-P plot graph, a straight and diagonal line indicates the data are normally distributed. In a normal distribution; Skewness measures how the data are symmetric from the left and right of the center point. Skewness simply means lack of symmetry. Kurtosis measures how heavy-tailed or light-tailed the data score in the normal distribution. According to Kline (2011), the proposed acceptable values of Skewness and Kurtosis were the absolute value of three and ten respectively.

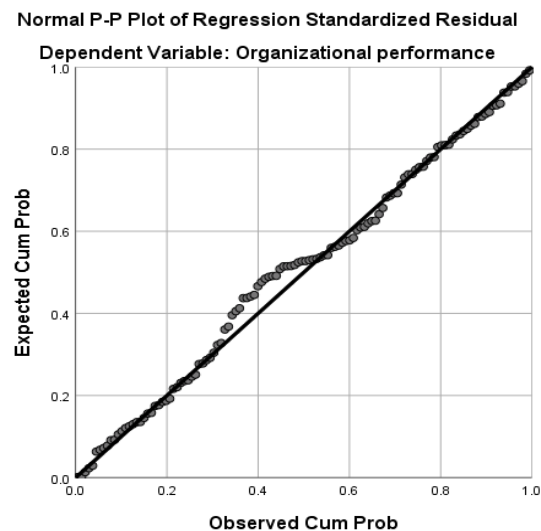
Figure 4.3 Normality Test using skewness and kurtosis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
Team 's skill	124	3.58	4.92	4.1915	.24807	.274	.217	.332	.431
Team Commitment	124	2.33	5.00	4.0390	.40162	-.705	.217	2.028	.431
Team Accountability	124	2.43	4.86	3.5184	.45631	.406	.217	1.053	.431
Organizational Performance	124	2.20	4.70	3.6105	.38820	-.076	.217	2.410	.431
Valid N (listwise)	124								

Source: Own survey result (2022)

As shown in the figure below, the p-p plot test confirms the normality of the distribution. The absolute value of Skewness is less three and the absolute value of Kurtosis is less than eight, so the distribution is normal.

Figure 4.4 Normal P-P Plot Regression Standardized Residual.



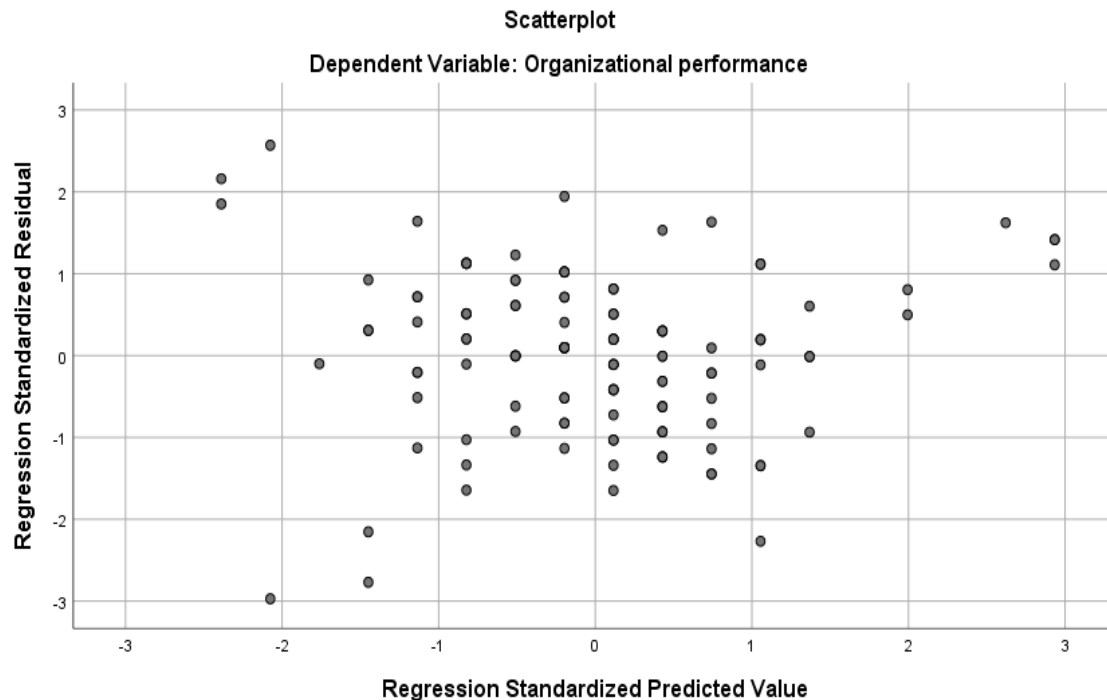
Source: Own survey result (2022)

4.4.4 Homoscedasticity Assumption Test

Homoscedasticity assumption, which is central to a linear regression analysis, basically it supposes that; different samples have the same variance even if they came from different population. In other words, homoscedasticity refers to how the residuals are equally distributed or the variance becomes homogeneous. A scatter plot graph of the predicted value and residuals in SPSS Statistical analysis shows whether the data were homoscedastic or heteroscedastic. A gunshot blast having the same scatter plots indicates the homoscedasticity of a randomly distributed data.

From the scatter plot diagram below, the predicted values and the residual have a homogenous variance. So, it satisfies the criteria of homoscedasticity for conducting a regression analysis.

Figure 4.5 Scatter plot to test homoscedasticity



Source: Own survey result (2022)

4.4.5 Multiple Linear Regression Analysis

Following the satisfactory results of a linear regression assumption tests, the multiple regression analysis was conducted to identify the strength of the effects that the explanatory variables: skills, commitment, and accountability have on the response variable; organizational performance in Enat bank S.C. According to Stock and Watson (2003), regression analysis can be done to predict the unknown effect of a variable over another variable.

In order to identify the effect of change of each independent variable on the dependent variable, the researcher has checked their beta coefficients (β), R square, and P-values using the SPSS software. The beta coefficient (β), tells the degree of effect of change of each independent variable on the dependent variable. The (β), value also shows the +ve or -ve effect of each independent variables on the dependent variable. The level of significance, P-value shows the percentage level of each variable can be significant.

In order to predict the effect of the predictor variables; skills, commitment and accountability, taken as a set or a group, over the predicted variable, organization performance; the SPSS statistics outputs: model summary and analysis of variable (ANOVA) were checked and interpreted. The value of un standardized beta coefficient for each predictor variable was also checked to measure the degree of change of effect on the predicted variable as well as their level of significance in the regression model. The value R^2 (coefficient of determination) in the model summary represents the measure of the amount of variance in the dependent variable that the independent variables account for as set in the regression model. In the other hand, the ANOVA table tests the significance of the regression model by confirming whether the value of R^2 in the model summary is significantly greater than 0 or not.

Figure 4.6 Model Summary of the regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.331	.314	.322

a. Predictors: (Constant), Team Accountability, Team 's skill, Team Commitment

Source: Own survey result (2022)

The above model summary figure 4.9 shows the values of R, R^2 and adjusted R square. The value of R, the multiple correlation coefficients, represents a measure of the quality of the prediction of the predicted variable. The above R value, 0.575 was considered as a good level of prediction in the regression model. As it can be seen from the model, the R^2 (the coefficient of determination) was 0.331 or 33.1%. This is interpreted as the amount of variance in organizational performance was 33.1% as the teamwork effectiveness factors accounted for when they are considered as a set or a group in the regression model.

Figure 4.7 Analysis of Variables

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.130	3	2.043	19.762	.000 ^b
	Residual	12.407	120	.103		
	Total	18.536	123			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Team Accountability, Team 's skill, Team Commitment

Source: Own survey result (2022)

So as to check whether the variance of the independent variables account for the variance in dependent variable is significant or not in the regression model, the ANOVA test was conducted. According to the above figure, the level of significance (P-Value) was less than 0.05(<.05) which confirms the regression model is significant.

Inferring from the above two SPSS outputs, the overall regression model was significant and represented as follows: $F(3,120)=19.76, p<0.001, R^2=.33$

Figure 4.11 Coefficient for team work dimension and employee performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.058	.553		1.913	.058
	Team 's skill	.138	.117	.088	1.175	.242
	Team Commitment	.153	.089	.158	1.725	.087
	TEAM					
	Team Accountability	.385	.078	.453	4.939	.000

a. Dependent Variable: Organizational performance

Source: Own survey result (2022)

The above coefficient figure shows the unstandardized beta coefficient of each independent variable with their respective level of significance value, P-value. According to George (2003), a high beta coefficient of an explanatory variable with a small p-value ($p < .05$) indicates the variable has significant contribution. On the contrary, a small beta coefficient of an explanatory variable with a high p-value ($p > .05$) shows the variable has little or no significant contribution for the model.

Based on the above coefficient figure, a multiple regression model was formulated to show the effect of change of the independent variables over the dependent variable.

$$OP = 1.058 + .138S + .153C + 0.385A$$

Where:

1.058=Constant Value

OP= Organizational Performance

S=Skills

C=Commitment

A= Accountability

As shown from the above figure 4.11, all teamwork effectiveness variables have positive beta coefficients. This implies that increasing of any one of the independent variables have an increasing effect on the dependent variable.

The effect of change of teamwork skills on organizational performance was a beta coefficient (β) of 0.138. This implies that 13.8% of change on organizational performance in the bank was resulted from the change on team's skills. Statistically, this change is considered as positive, but insignificant due to smaller beta (β) value with a corresponding higher p-value, 0.242 ($> .05$).

4.5 Discussion

There are a lot of researches have been conducted to investigate the effect of the components of team skills': communication skills, leadership skills and problem-solving skills on the performance of an organization in a separate way. Accordingly, the research findings that has been conducted by Kirti (2009), have revealed the positive impact of

team's communication skills in the area of employees' motivation and organizational performance followed by the most powerful factor: working environment. According to the study conducted by Bass (1985), a leader who possesses an inspirational and intellectual skills can have a positive impact on the team members productivity and the performance of the organization. Similarly, the impact of team's commitment on organizational performance was a beta (β) value of 0.153 with p-value of 0.087 ($p > 0.05$). This indicates that 15.3 % change on organizational performance is accounted for team's commitment. This change showed a positive beta coefficient, but has an insignificant impact due to the smaller (β) value with the higher p-value ($p > .05$).

Several similar researcher findings have confirmed the results of this research by showing the positive impact of commitment on organizational performance in term of market share, Drake (2005), and Armstrong and Green (2007).

Unlike the above two independent variables, the effect of team's accountability on organizational performance was strong and significant since the beta (β) value of team's accountability score was 0.385 with p-value of .000. This implies that the 38.5 % change on organizational performance was accounted from team's accountability. Similar research findings, that have been conducted by Drake (2015), and Katzenbach and Smith (1933), have confirmed the positive and significant effect of team accountability for the performance of an organization. They have concluded that teams with mutual accountability are likely to make critical performance adjustment and helps to provide the quality of team purpose and approach.

As a result, team's accountability is considered as an important determinant factor for the prediction of the bank's performance in which the bank should give strong emphasis. Even though, the relationship between team's skills and commitment with the organizational performance are positive, their contribution for the prediction of the organization's performance become insignificant due to the higher score of their level of significance, > 0.05 .

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the three major sections: summary, conclusion, and recommendations are briefly presented. The chapter encompasses the entire research process which gives a clear picture to the audiences. Accordingly, the most significant findings of the research are summarized. Conclusions on important observations are orderly listed and stated. Finally, the researcher's own recommendations and suggestions for the way forward are included.

5.2 Summary

There are various determinant factors that can affect the performance of organizations. Thus, this research was focused on the effect of team's skills, commitment and accountability on the performance of Enat bank S.C. In order to achieve the research objectives, data were collected, encoded, and analyzed through SPSS v.26 software. As a result, the most significant findings of the research have been summarized as follows:

- According to the survey result, the number of male and female respondents are 56(45.2%) and 68(54.8%) respectively. This shows that more than half of the respondents represent female employees. Regarding to the age of the respondents, 107 (86.3%) of the respondents are under the age of 35. This shows that the majority of the bank's human capital is composed of young employees. The majority 113 (91.1 %) of the respondents have Bachelor degree, whereas the Masters and Diploma holders account for 9(7.3 %) and 2(1.6%) respectively.
- The results of the descriptive statistical analysis on the independent variables shows that the total mean score of skills was 4.19. This score was relatively higher than the total mean score of team's commitment(4.02) and accountability(3.52). This implies that skills in Enat bank S.C. were highly practiced in their day to day operations to improve their performance. The highest registered mean score, team's problem-solving skills, implies that the role of

team member's problem-solving skills for making effective solutions was significant and determinant. However, the least organizational mean score ,2.83 shows the ineffective practice of team's short and long-term strategic plan implementation.

- According to the results from Pearson's correlation analysis, the overall relationship between the independent variables: skills, commitment, and accountability and the dependent variable: organizational performances were positive. However, the relationship between team's accountability and organizational performance was significant unlike the other two variables with its p-value of 0.001(<.05)
- Based on the results from the regression model summary, the multiple correlation coefficients (R) indicates the level of the quality of prediction of the predicted variable in the regression model was good. Similarly, the value of the coefficient of determination (R^2) is represented by a 33.1% of variation in organizational performance when the three team effectiveness factors are considered as a set or a group of factors. The result from the analysis of variables (ANOVA) confirms that the regression model is significant since the level of significance (p-value) is less than 0.05.
- According to the results of the beta coefficients (β) values of the independent variables, the effect of team's skills and team's commitment on organizational performance was positive but insignificant. Whereas, the effect of change of team's accountability on organizational performance was positive and significant.

Finally, the overall findings have evidenced the positive relationship between the teamwork effectiveness factors and the organizational performance.

5.3 Conclusions

Based on the Katzenbach and Smith's (1993), model of team effectiveness, the research has been conducted to investigate the effect of teamwork factors: team's skills, commitment, and accountability on the performance of Enat bank S.C. According to the result obtained from the descriptive and inferential statistical analysis, conclusion was made as follows:

Based on the descriptive statistic result, team skills in Enat bank S.C. has been highly recognized and team members are practicing in their day to day operation to achieve their performance. Whereas, team members of the bank lack one of the most fundamental performance measurement practice: short and long-term strategic plan implementation.

Similarly, the effect of team's commitment on the performance of the organization is positive and insignificant. Team members' accountability has a positive and significant correlation with the performance of the organization.

In conclusion, the positive and significant correlation of teamwork effectiveness factors that are considered as a set or a group of variable; indicates that the management of Enat bank S.C. should focus on improving the skills, commitment, and accountability of team members for better organizational performance.

5.4 Recommendations

In order to know the effect of teamwork on the performance of the organization, the determinant factors of teamwork effectiveness: skills, commitment and accountability were statistically analyzed and interpreted. Based on the results of research findings, the researcher forwards the following recommendations.

Since the study indicates that team's skills, commitment, and accountability have positive correlation with the performance of the bank, the organization should give strong emphasis to update employees' teamwork skills through continuous learning and development. In the other hand, the bank should facilitate trainings and workshops to increase the capacity of team members' short-term and long-term strategic planning and implementation.

The correlation between team's skills and the organizational performance is positive but insignificant. This insignificant relationship shows the performance of the organization may be affected by other variables or team members' skills in related to organizational performance. It is recommended that, the organization should focus on improving team members' skills and knowledge through training and development. The insignificant positive relationship between team's commitment and organizational performance was resulted from the lack of employees' belongingness and inadequate concern of the bank's management to inspire team members to give their best effort at work. Therefore, the

bank should implement various reward and incentive techniques to increase employees' belongingness and work morale.

The positive and significant relationship between team's accountability and organizational performance shows that the role of team members' personal as well as group accountability towards their common decisions and the results contributes the improvement of the bank's overall performance. The bank should maintain team members' sense of accountability.

5.5 Suggestions for Further Studies

Since the research excluded the participation of head office and outlying staffs of Enatbank, the result would have been changed had they been included.

The concept of teamwork in business organizations is a complex and a vast topic that needs a multi-dimensional investigation. The study was conducted based on the Katzenbach and Smith's (1993), teamwork effectiveness model. It is better to conduct further studies to examine the effect of teamwork variables, other than team's skills, commitment, and accountability on the performance of organization.

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APPENDIX I-Questionnaires



Dear Respondents,

I am conducting a project for the partial fulfillment of the requirement of master's degree in Business leadership. The purpose of the research is measuring: "The effect of team work on organizational performance: In case of Enat Bank S.C.".

This is, therefore, I would like to request your cooperation to spend your precious time in responding the questioners attached herewith.

I strongly assure you that any of your responses will be maintained confidentially. And will never be used for any purpose other than the study. Finally, I would like to extend my deepest gratitude in advance for being a volunteer to spend your time.

SeyoumKassahun

Email:seyoumkg2012@gmail.com

Mobile:+251 911483778

General Instruction

- No need of writing your name in any part of the questionnaire
- Your honest response is critical for the success of the study
- Please make sure to attempt all questions
- Please put a (✓) mark on your choice

Part I: General Information about the Respondents

1. Position _____

For the following questions, please put “tick mark” (✓) in the boxes provided)

3. Age, Less than 25 ☐ 25-35 ☐ 36-45 ☐ more than 45 ☐

4. Gender, Male ☐ Female ☐

5. Academic qualification, Diploma ☐ Bachelor’s Degree ☐ Master’s degree ☐
PhD Degree & Above ☐

6. Service years in Enat Bank S.C., Less than 2 years ☐ 2-5 years ☐ 6-8 years ☐
more than 8 years ☐

7. Service years in the current position, Less than 1 year ☐ 2-3 years ☐ 3-5 years ☐
5-8 years ☐ more than 8 years ☐

Part II: Instruction Dear Respondent Please indicate your degree of agreement/disagreement

with the following question by put a tick mark in the appropriate number. **It is to be noted that the word “team “is considered as the whole employees who are working in any one of Enat bank’s branch and the performance of the organization(Enat bank S.C.) is measured in terms of resource mobilization activities and customer service delivery.**

Where, 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree and 5 =Strongly Agree.

<i>Team Effectiveness</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Skills	1	2	3	4	5

1	Our team members are effective listeners.					
2	Communication in our group is open and honest.					
3	We communicate effectively with other working units.					
4	The manager and the supervisors focus on building team's technical and interpersonal skills.					
5	The manager and the supervisors shares responsibilities with team members.					
6	The manager and the supervisors coach and support each individual team members.					
7	The manager and the supervisors lead by example.					
8	I share my ideas/suggestions whether or not my boss/supervisor agrees with my input.					
9	Team members take initiative to resolve issues between ourselves without involving the manager or supervisors.					
10	Team members help one another deal with problems or resolve issues.					
11	Team problem solving results in effective solutions.					
12	We address and resolve issues quickly.					

Commitment						
13	I recommend the organization to my family and friends.					
14	I value the organization's value.					
15	I understand how I contribute to the organization's goals.					
16	I am glad I chose to work for this organization.					
17	This organization has high work morale.					
18	My organization inspires me to give my best shot at work.					
Accountability						
20	Our teams are strongly committed to a shared mission.					
21	We hold ourselves and our team members accountable for results.					
22	Our Team members are held accountable for the decisions we make.					
23	Work assigned is distributed fairly.					
24	I regularly seek feedback from my manager and supervisors.					
25	I know how my work contributes to the goals of my organization.					
Organizational Performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	We consistently produce strong, measurable results.					
2	Our collaborations with other					

	work units are productive, worthwhile, and yield good results.					
3	As a team, we are continually working to improve service delivery time, market-share , customer responsiveness, or other key performance Indicators (Financial performance and team members satisfaction).					
4	Our team members frequently go beyond what is required and do not hesitate to take initiative.					
5	Our team uses an effective short and long-term strategic planning process.					
6	The team meets its customer requirements.					
7	The team is productive.					
8	Team functioning doesn't interfere with getting my own job done.					
9	We meet the performance requirements of the Job.					
10	We engage in activities that will directly affect our performance evaluation					

