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

**The effect of Teamwork on Organizational
Performance in Ethiopian healthcare
Institutions: The Case of Torhiloch comprehensive
Specialized Hospital**

**By
GirmachewTilahun**

**A project Work Submitted to Addis Ababa University, School of Commerce
in Partial Fulfillment of the Requirements for the Degree of Master of
Business Leadership**

AdaneAtara (PhD)

Advisor

Addis Ababa, Ethiopia

June, 2022

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Approved by Board of Examiner

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DECLARATION

I, GirmachewTilahun, hereby declare that the study entitled “*The Effect of teamwork on Organizational performance in Ethiopian Healthcare Institutions: The Case of Torhiloche comprehensive Specialized Hospital*” is my original work and has not been presented in Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of the research advisor AdaneAtara (PhD). All other contributors or sources used for the study have been duly acknowledged.

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_____ **Date**

Confirmation by advisor

AdaneAtara (PhD) _____

Signature

_____ **Date**

STATEMENT OF CERTIFICATION

This is to certify that GirmachewTilahun's project work on the topic entitled "*The Effect of teamwork on Organizational performance in Ethiopian Healthcare Institutions: The Case of Torhilo comprehensive Specialized Hospital*" is his original work and suitable for submission for the award of Master's Degree in business Leadership. The project paper is submitted for examination with my approval as a university advisor.

AdaneAtara (PhD)

(Advisor)

June, 2022

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I thank the Almighty God the provider of knowledge and wisdom for seeing me throughout my studies and for enabling me to undertake my project work successfully, without his grace I wouldn't have made it.

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May Almighty Lord bless them abundantly!

ACRONYMS

TCSH: Torhiloch Comprehensive Specialized Hospital

OD: Organizational Development

HRM: Human resource management

IOA Model: Institutional and Organizational Assessment Model

BSC: Balanced Score Card

ANOVA -Analysis of Variance

SPSS - Statistical Package for Social Sciences

SD -Standard Deviations

SPMS - Strategic Performance Management System

NFPM -Non-Financial Performance Management

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ABSTRACT

The aim of this project work was to see the effect of teamwork on organizational performance of Torhiloch comprehensive specialized hospital. The objective of this project work is to analyze the view point of team members and team Leaders on the effect of teamwork on organizational performance in health care organizations by taking Torhiloch comprehensive specialized hospital as a case organization. The project work adopted descriptive and a cross sectional design with use of both qualitative and quantitative approach with 179 respondents. Descriptive analysis using SPSS was carry through to assess the effect of team work on organization performance. This suggests that when employees are allowed to work in teams with defined roles, specific goals and easy of communication they perform well which is manifested in the overall organizational performance. Conclusions have been deduced that the working approach is at lower level in the study organization. This implies that efficient use of time and resource is not practiced accordingly. As healthcare jobs are basically conducted by teamwork, the hospital requires concentrating on team work and noticing the accomplishment of a fine performing teams so as to accept better team work result. Furthermore, management of Torhiloch comprehensive specialized hospital encourages teamwork, because teamwork has a significant effect on organizational performance.

Key Words: Team, teamwork, performance, organizational performance, TCSH, healthcare, effect, impact

CHAPTER ONE

1.0. INTRODUCTION

1.1. Background of the study

The 21st century has brought many changes since the start of your time humans are motivated to figure together to attain their goals, solve problems, generate more ideas, and develop skills, survival, among other purposes. Teamwork is that the process of working along with people so as to understand a goal or a collection of goals. The external factors that affect teamwork are the political, economic, social and technological while the inner factors of teamwork compose leadership style, diversity (culture, talent and personalities) communication, and cohesiveness among others. Teamwork existed for a comparatively a protracted period of your time, and lots of organizations use the term teamwork in either many ways, like within the health care, within the production, marketing processes, and so on.

The organization as an entire, management team and production team may be termed as a team Ooko, (2015)⁷ (14), 69-77. Teamwork support complementary skills and experiences that, by definition, surpass those of someone on the team. Teams create communications that support actual problem solving and solutions which is incredibly helpful in today's immediate changing organizational environment (Katzenbach and Smith 1993).

Different models and methods are typical measure the team performance. Evaluating and monitoring performance of the team helps to arrange the team performance with organization's strategy. Teamwork as a cooperative or organized effort on the part of a bunch of persons acting together as a team or within the concern of a typical goal. Additionally, thereto it's a process of working along with a bunch of individuals so as to comprehend an objective.

Teamwork is commonly a necessary part of a business, because it is usually needed for coworkers to figure well together. Teamwork implies that people will attempt to work together, using their personal skills and giving carefully considered or helpful feedback, in spite of any personal disagreements between individuals. Ceylan (2009)³(3), 33-39. Organizational performance is defined as a measure of how well a company can use assets from its primary mode of business and fulfill its objectives. Additionally, this word is employed as a measure of a

firm's overall running of its activities over a given period of your time, and might be wont to compare identical firms across the identical industry or to match industries or sectors in aggregation. To enhance the organizational performance the individual must pursue first to enable match well when it come to the group's performance. This implies that the entire group will perform only well if the individual has first prospered at his own level. Members in a very team are expected to possess certain qualities like intelligence, effective communication skills, and problem-solving ability and willing to figure with the opposite staff in getting solved solution. Conti (2009) argued that the company performance could be a consequence of teamwork but not on individual performance.

A self-managing team is staff who work jointly in team and are held in charge of the anticipated tasks. this suggests a self-managing team enjoys significant freedom of deciding over how the work gets worn out the organization. This implies is that, key major decisions about activities are made by those who have direct knowledge about the task to be performed and who are possibly to be the choice makers. The scope of a self-managing team's authority relies on the established goals by the others within the team. Graft(2015). Effective teamwork can yield exceptional results no matter either the manufacturing or service sectors. Hence, good leadership results effective teamwork and the other way around.

Roger (2015) on principles of effective teamwork in modern organizations. This project work will target on to review the recognized intuition of team members and team leaders on the valuable contribution of those team performance variables on the organizational performance.

The project work was performed at one of the first health sector organizations in Ethiopian armed forces, Torhiloch comprehensive Specialized Hospital. The Torhiloch comprehensive Specialized Hospital formerly, referred to as princess Tsehai memorial hospital, the armed force general hospital was renamed after the 1974 revolution. Emperor Ras Tafari Mekonnen I founded the Hospital in memory of his daughter, princes Tsehai Emperor. She died of illness in 1942. It's found on Chad road, 05/08. It is the biggest referral hospital within the armed force with quite 594 beds. It became comprehensive specialized hospital in 2018 GC. by the Federal Ministry of Health. Since then, TCSH is that the main referral and teaching hospital within the armed force hospitals for both preclinical and clinical studies of the many disciplines. There

are many services given to the military and his families from every corner of the country. Many specialized services and thus far medical technological equipment's are available in TCSH as a result of this fact every level three military hospital used it as the referral center. The TCSH has 57 doctors, 112 military nurses and 88 civil nurses' and 76 other healthcare workers highly ambitious to giving healthcare services. 1053 permanent and contract support service staffs are there in TCSH.

Bring in the literature review and thus the team performance model of Katzenbach and Smith 1993, five variables are selected and developed because the dimension to measure the effect of team performance on non-financial organizational performance. The project work includes both team members and team leaders' view of their group's contribution to the organizational performance. The questionnaires were preferred for this study because enables the researcher reach a larger number of respondents within a short time, thus makes it easier to collect relevant data.

The first section in the questionnaire was used to collect data on profile of respondents. The second section in the questionnaire was on teamwork. The third set was on organizational performance. Analyzing the data by using SPSS software. So, examining the contribution of teamwork for the organizational performance of the Torhilo comprehensive Specialized Hospital that helped the Ethiopian health care system what to undertake to the next concerning teamwork. Managers of healthcare organizations plan on to get reasonable level of benefits from the organized teams. But they didn't know how to measure the extent of the team contribution scientifically. So, this project work gives scientific data regarding the effect of teamwork on their organizational performance which may be used for higher knowledge along with their own team experiences and knowledge. The results of this study are used as additional information for TCSH and other army hospitals as knowledge for higher cognitive operation concerning team and teamwork.

1.2. STATEMENT OF THE PROBLEM

Teamwork is defined as "a number of individuals with a lethal combination of skills who stands for a customary purpose, performance goals, and view that they are mutually accountable." (Katzenbach and Smith, 1993) In today's society, there are such lots attention on one's own worth and personal accomplishment at workplace; where by the notion of teamwork seems to be unnoticed by managers and employees, because of this management gives less attention to teamwork as a big tool of performance which has led them to poor performance and productivity within the healthcare organization. Therefore, the study seeks to identify the effect teamwork has on organizational performance.

Team performance element even have an impact on the performance of the healthcare service giving organizations are the foremost reason for this study. A number of variables are there to measure team performance; from Katzenberg and Smith 1993 team performance model: communication, specific purpose and goals, adequate level of skill, sense of mutual accountability and clear working approach are variables used. Knowing the view point of group members on the effect of these determinants on non-financial performance of organizations might help in improving the concentration of team and teamwork in an extremely given organization. Healthcare service doesn't seem to be often done individually, but in exhausted teams or groups.

The healthcare service industry is one of the industries one can easily find out teamwork. A patient isn't treated by a physician only but many parties like nurses, laboratories, radiographers, pharmacists and lots of more other parties participated even to adequately treat one person. The duty done at each level highly affects the complete patient treatment result finally. No performing accordingly in one department is seen failing in whole healthcare system (Health Council of Canada, 2005).

The Canadian Health Council 2015 initiates healthcare institutions in forming an effective and efficient groupwork within its setup for lots of reasons mainly to return duplicate with the many patients' treatment result and improve organizational performance. The council has revealed that institutions having greater teams are associated with quality patient treatment result, decreases dissatisfaction and greater increase in organizational effectiveness (Health Council of Canada.

2005). The present study confirms that teamwork across various team compositions represents a robust process to spice up patient care. All healthcare organizations should recognize these findings and place continuous efforts into maintaining and improving teamwork for the great thing about their patients. (Salas E, Diaz Granados D, Weaver SJ, et al 2008) From the above reviewed literatures and the researcher desire to review the effect of teamwork on the performance of the organization in health sectors.

Many projects work done on the effect of teams on organizational performance are conducted on business and government organizations. The researcher finds some research unfit in Ethiopia on the issue. As there are a few studies on evaluating governmental service-based health care organization's performance against groupwork, this project gives some form of adding up to the already existing few projects work on the issue in Ethiopia.

1.3. BASIC RESEARCH QUESTIONS

Based on Katzenbach and Smith 1993 model of team performance, the subsequent research question was extracted for this project work.

1. To what extent teamwork has improved performance in organizations in effective communication and knowledge flow?
2. To what extent has teamwork improved performance within the organization in complementary skills and knowledge?
3. To what extent has teamwork solve performance gap within the organization in clear purpose and specific goals?
4. To what extent has teamwork improved performance of the organization in creating clear working approach?
5. To what extent has teamwork improved performance within the organization through creating a powerful sense of mutuality and accountability?

1.4. RESEARCH OBJECTIVES

1.4.1. General Objective

The general objective of this project work is to analyze the view point of team members and team Leaders on the effect of teamwork on organizational performance in health care organizations by taking Torhiloch comprehensive specialized hospital as a case organization.

1.4.2. Specific Objectives

- To analyze the effect of teamwork on the performance of the organization through effective team communication and data flow.
- To analyze the effect of teamwork on the performance of the organization by complementary skills and knowledge.
- To analyze the effect of teamwork on the performance of the organization by meaningful purpose and specific goals.
- To analyze the effect of teamwork on the performance of the organization by clear working approach.
- To analyze the effect of teamwork on the performance of the organization by a way of mutuality and accountability.

1.5. Significance of the study

To management of Torhiloch Comprehensive Specialized Hospital

The study helps for the management of Torhiloch Comprehensive Specialized Hospital to look at this teamwork within the hospital and its effect on the performance of the organization at the identical time draw a relationship between the 2, and therefore the outcome of this study would be enabling the hospital to implement performance strategies that might give the corporate a competitive edge while delivering his core services. The study findings will help in decisions because it'd bridge the gap in information on how teamwork affect organizational performance and this also help to form decisions about teamwork in organizations.

Government

Since government has the interest in the performance of Torhilooh Comprehensive specialized Hospital, the research findings of this study may inform government when designing programs aimed at improving performance of healthcare organizations like TCSH.

Other Researchers

The study is useful to future researchers and other scholars who want to hold out further research during this area. The study findings also increase the bulk of literature to the institution library which might be used for further reference in guiding other researchers in terms of literature review. Furthermore, the results of the project work would be considered as Katzenbach and Smith 1993 model test of Katzenbach and Smith 1993 model in Ethiopian health care team. The outcome of the project is believed to indicate which variables are the mostly influencing the performance of healthcare organizations. This helps these organizations to specialize in their team to urge the most output of the team and in improving the organizational performance. Finally, the study also facilitates individual researcher to spot gaps within the current research and do research in those areas.

1.6. Scope of the study

The project work was limited to analyzing the point of view of the group members and group leaders to study the impact of teamwork on organizational performance. The project was done only in the major healthcare institution in Ethiopian defense force. Standardized questionnaire was used as first-hand data collection instrument and in order to reach at a conclusion quantitative analysis was manipulated.

1.7. Limitations of the study

Intermediate variables weren't used to evaluate the effect of teamwork on the organizational performance. Point of view of team members and team leaders of the hospital healthcare staffs through standardized questionnaire was implemented to acquire information and reach a conclusion. Second hand data and interview were not used in this project work. From the four known perspective of balanced score card, three non-financial perspective used as a measurement of performance of the organizations.

1.8. Organization of the study

From the Katzenberg and Smith 1993 model communication, adequate level of skill, sense of mutual accountability, clear working approach and specific purpose and goals were selected as teamwork performance indicator. One of the mostly used measurement tool is balanced score card. There are four perspectives under here namely customer perspective, internal process perspective, learning and growth perspectives and financial perspective. From the above listed perspectives for this project work except financial perspective three of the non-financial perspectives are used in the study. Standard questionnaire has been developed in three parts. Demographic profile in part one, teamwork performance indicators in part two and organizational performance in part three. Cross-sectional survey research design was used. Stratified sampling methods were used to select respondents. The validity and reliability of data checked through Cronbach's alpha. Data was then gathered using standard questionnaire as data gathering instrument. Findings are used to reach a conclusion. A recommendation was given supported the conclusions and results of the study. Discussions, Conclusions and suggestions made objectively based on the results and findings of the study.

1.9. Definitions of key Terms

Team: a team may be a small number of individuals with cohesive skills who are loyal to a typical purpose, set of performance goals, and approach that they hold themselves mutually accountable.

Team Work: teamwork may be a grouping of execs whose members work tough on a selected, common goal using their positive synergy, individual mutual accountability and complementary skills

Team Communication: The flow of data within a team

Adequate level of skills: the range and provision of skills and knowledge within a team required to perform tasks.

Working Approach: The methods which may be accustomed accomplish certain tasks.

Meaningful purpose: The why of a team, the rationale for the establishment of a team.

Specific Goals: the sated and agreed final destinations of accomplishing any task.

Mutual Accountability: the sense of team belongingness and level of responsibility of team members instead of being individual centered.

Mutual trust: refers to the obligations owed in an employment relationship among team members. Mutual trust may be considered as a foundation that allows people to figure together, and it's an enabler for social interactions.

Organizational performance: organizational performance is that the organization's ability to realize its goals by using resources in an efficient and effective manner.

Customer perspective: performance objectives that are linked with customers and markets.

Internal Process Perspective: internal operational goals and objectives or what does the organization must have in situ so as to drive performance.

Learning and Growth Perspective: encompasses parameters significant for the expansion and future innovation of organizations.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The chapter contains the review of the literature related to the significant of the topic on team, teamwork, organizational performance and the relationship between teamwork and organizational performance. The chapter begins with the theoretical review and then followed by literature according to the research objectives.

2.1. Theoretical Review

2.1.1. Team

We can call team as a bunch of individuals with different composition of skills and tasks, who work together on a standard project, service, or goal, with a meshing of functions and mutual support.

A team becomes quite just a group of individuals when a robust sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members. Tasks are accomplished at a faster pace when it's done by a team instead of a personal. A personal will certainly take longer to perform if he's single handedly accountable for everything.

When employees work together, they begin helping one another and responsibilities are shared and thus it reduces the work load and work pressure. On one team, every individual must know every other individual so as to create trust, and that they have to maintain comprehensive awareness in the least times so as to keep up common purpose easy with a gaggle of twenty-five, doable with a gaggle of fifty, tricky above 100 and definitely impossible across a task force of seven thousand. But on a team of teams, every individual doesn't should have a relationship with every other individual; instead, the relationships between the constituent teams have to resemble those between individuals on a given team.

(Team of Teams: New Rules of Engagement for a posh World by General Stanley, McChrystal, 2015)Several well-known phenomena explain why teams perform well. First, if they combine skill and experience together definitely exceed those of someone on the group. This broader mixture of skills and know-how enables teams to retort to multifaceted challenges like

innovation, quality, and customer service. Second, in jointly developing clear goals and approaches, group form communication channel that back up actual problem-solving ability and bring the ability of independent decision-making ability. Teams are flexible and aware of changing events and demands. As a result, teams can adjust their approach to new information and challenges with greater speed, accuracy, and effectiveness than can individuals caught within the web of larger organizational connections. Third, teams provide different assumptions that enhance the economic and administrative aspects of labor.

Real teams don't develop until the people in them putting your all into to beat barriers that substitute the way of collective performance. By surmounting such obstacles together, people on teams build trust and confidence in each other's capabilities. They also reinforce each other's intentions to pursue their team purpose above and beyond individual or functional agendas. (Katzenbach and Smith 1993).

Katzenbach and smith They studied 50 different teams in more than 30 companies, from Motorola and Hewlett-Packard to Operation Desert Storm and the Girl Scouts, and produced their book entitled the wisdom of team in 1993 From observing the successes and, even as importantly, the failures of those teams they built a model and a series of principles on the way to run a high-performance team, what they deemed a 'real team', instead of a poorly performing 'pseudo team'. According to Katzenbach and Smith a true team has got to have three team basics, which are driven by elements and behaviors:

1. Accountability – for a little number of individuals where there's accountability on a mutual team basis and for every individual.
 2. Commitment – this can be driven by a meaningful and agreed purpose for the team, a typical approach with specific goals to realize the aim.
 3. Skills – the team needs members to have all the technical and functional skills for the task in hand and develop problem-solving abilities alongside effective interpersonal communication.
- These basics and their behaviors will help a team achieve its performance results moreover as gain personal growth. They'll also create what Katzenbach and Smith term 'collective work products. These are where two or more members work on a task together, like a survey or experiment.

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

1. communication

As far as communication concerned teams should communicate clearly and regularly. Team members ought to have open and adaptive discussions. Small sized teams communicate in a better way as result information flows without changing its original form. Communication in healthcare provider organization is an important task because failure in communication might cost them life. Poor communication within a team result in failure to attain the team goal (Schaefer et al. 1994).The American Association of Critical Care Nurses (2005) further supports this, reporting that 60% of errors in medication are caused by mistakes in interpersonal communication within the healthcare team.

2. Adequate levels of complementary skills

The main purpose of having a team is to perform duties in a team by contributing different types of knowledge and skills of the team member. Members of the team personally or in group should acquire the required knowledge and skills by themselves or through the support of another member of the team. Teams should contain problem solvers, technical skills and interpersonal abilities or learn them (Katzenbach and Smith 1993).

3. Truly meaningful purpose and Specific Goals

High performing teams spend a lot of time working out a common purpose and it should be written down in a 'vision' or 'business case' and referred to frequently. Teams should develop SMART (specific, measurable, achievable, realistic, time constrained) goals aligned to the purpose. The best teams invest an incredible amount of your time and energy exploring, shaping and agreeing on a purpose that belongs to them both collectively and individually (Katzenbach and Smith 1993). Effective teams have meaningful purpose, measurable and specific goals.

4. Clear working approach

The task to achieve the goals must be understood easily by all and adaptable for improvements. How the group is intended to approach the assigned task to be performed rests on the working approach. Working approach needs to integrate different types of skills and knowledge to perform a specific work. All members of the team should contribute to the team product equivalent amount of work. Task to be performed depends on the working approach.

5. Sense of mutual accountability

The team is expected to feel a sense of individual and collective accountability for the work purpose and the goals, approach and work-products that form they're part of it. Individuals within a team should be clear on individual and joint responsibilities so that progress can be measured against specific goals. Mutual accountability can't be coerced any longer than people are often made to trust each other, but when a team shares a standard purpose, goals, and approach, mutual accountability grows as a natural counterpart (Katzenbach and Smith 1993). Accountability arises from and reinforces the time, energy, and action invested in determining what the team is trying to accomplish and the way best to induce it done (Katzenbach and Smith 1993).

2.1.2. Teamwork

Team work is that the collective effort of every and each team member to attain their assigned goal. The team members must be committed towards their team still as their organization to avoid conflicts. Nothing productive comes out of unnecessary conflict and successively diverts the concentration and focus of the team members. Every member should adopt an adjusting and a versatile attitude. One should consider his team members as a component of his nuclear family all working together towards a typical goal. The team members must be captivated with one another for the simplest to return out.

Basketball team working together to line up the proper shot, every team member contains a specific role to play in accomplishing tasks on the work. Although it's going to seem as if one player scored the basket, that basket was made possible by many people's planning at the rear, coordination, and cooperation to induce that player the ball. Employers want to rent folks that not only know the way to figure well with others, but who understand that not every player

on the team can or are the one who gets the ball. If everyone within the workplace works together accordingly to accomplish goals, everyone achieves more. There are ample benefits of teamwork that are defined by a number of the foremost promising theorists during this field. These benefits include teamwork because the smartest strategy of growth (Krotz, 2003) In healthcare, teamwork is "a dynamic process involving two or more healthcare professionals with complementary background and skills, sharing common health goals and exercising concerted physical and mental effort in assessing, planning, or evaluating patient care". As results of changing trend within the past century, the societal diffusion and application of teamwork has shown a pointy increase since the late 1970s.

During a business setting, accounting techniques is also accustomed provide financial measures of the advantages of teamwork which are useful for justifying the concept. Whereas Health-care policy-makers increasingly support teamwork as a way of assuring quality and safety within the delivery of services; a committee of the Institute of drugs recommended in 2000 that patient-safety programs "establish interdisciplinary team training programs for providers that incorporate proven methods of team training, like simulation."

In health care, a scientific concept analysis in 2008 concluded teamwork to be "a dynamic process involving two or more healthcare professionals with complementary backgrounds and skills, sharing common health goals and exercising concerted physical and mental effort in assessing, planning, or evaluating patient care." Elsewhere teamwork is defined as "those behaviors that facilitate effective team member interaction", with "team" defined as "a group of two or more individuals who perform some work-related tasks, interact with each other dynamically, have a shared past, have a foreseeable shared future, and share a typical fate". Another definition for teamwork proposed in 2008 is "the interdependent components of performance required to effectively coordinate the performance of multiple individuals"; intrinsically, teamwork is "nested within" the broader concept of team performance, which also includes individual-level task work.

2.1.3. Performance

Performance is known as achievement of the organization in relation with its set goals. It includes outcomes achieved, or accomplished through contribution of people or teams to the organization's strategic goals. The term performance encompasses economic further as behavioral outcomes. If we are to contemplate the linguistic sort of the word, the Oxford English dictionary takes performance to be as how well or badly you are doing something or how well or badly something works, it's also defined because the act or process of performing a task, an action, etc. while the verb perform means to figure or function well or badly.

Through the literature, scholars continuously insist that no standardized or uniform definition of performance exists, and that they argue on how it's a multidimensional concept. Still Tatjana Samsonowa (2012) argues that everyone the various definitions she had to review, within the performance measurement literature, have one common characteristic; all of them are associated with two terms: effectiveness and efficiency; effectiveness as an indicator of the degree of a goal attainment, and efficiency as an indicator of the resources that were consumed to achieve the amount of feat. In her work (2012), she uses the term "performance" because the level/degree of goal achievement of an organization/department instead of people.

Krause (2005): Performance refers to the degree of the achievement of objectives or the possibly possible accomplishment regarding the important characteristics of a corporation for the relevant stakeholders. Performance is therefore principally specified through a multidimensional set of criteria. The source of the performance is that the actions of players within the business processes. Performance can be taken as the measurement of effectiveness and efficiency of the organization as well as the workers Neely et al. (2000). Efficiency deals about how the organization is economical in resource utilization whereas effectiveness measures whether the requirement of stakeholders are attained.

2.1.4. Teamwork and Organizational Performance

Performance could be a tool that may be accustomed measure the amount of accomplishment or policy groups and individuals. Performance may be a translation of performance that's often interpreted as "appearance, demonstration or achievement" (Keban, 2004: 191). It also agrees with Mangkunegara (2008: 67) that the term performance comes from the word job performance or actual performance that's the performance or achievement to be achieved.

Murphy (1990: 74) states that performance may be a set of behaviors relevant to the goals of the organization or organizational unit of the workplace. While the meaning of organizational performance is as an outline of the extent of accomplishment of the implementation of an organization's tasks in an attempt to appreciate the goals, goals, mission and vision of the organization (Bastian, 2001: 329).

Then another definition of organizational performance proposed by Pasolong (2007: 176) is that the work achieved by employees or group of employees within a corporation, in accordance with the authority and responsibility of every in an attempt to attain the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics. "Thus, may be said organizational performance could be a picture of the work of the organization in achieving goals that in fact are influenced by resources owned by the organization." The concept of organizational performance relies upon the concept that a corporation is that the voluntary association of productive assets, including human, physical, and capital resources, for the aim of achieving a shared purpose (Alchian&Demsetz, 1972; Barney, 2001; Jensen &Meckling, 1976; Simon, 1976). Those providing the assets will only commit them to the organization goodbye as they're satisfied with the worth; they receive in exchange, relative to alternative uses of the assets.

As a consequence, the essence of performance is that the creation of import. see you later because the value created by the employment of the contributed assets is up to or greater than the worth expected by those contributing the assets, the assets will still be made available to the organization and therefore the organization will still exist. Therefore, value creation, as defined by the resource provider, is that the essential overall performance criteria for any

organization. How that value is formed is that the essence of most empirical research in management. Upadhaya and Blount (2014) defined organizational performance because the actual productivity of a corporation evaluated against its forecasted goals and objectives. Organizational performance is that the measure of internal performance results normally linked with more efficient or effective processes and other external measures like corporate social responsibility that relate to considerations that are broader than economic valuation. (Richard et al, 2009). Therefore, in this study, organizational performance is considered as the results achieved by the organization.

2.1.5 Performance Measurement

Although the sector of performance measurement has evolved over a protracted period of your time to regulate to changes within the performance measurement needs of the business, it's attracted great interest within the last twenty years (Taticchi et al., 2010). Performance measurement has its roots in accounting since the center Ages, when traders used it to settle transactions. After the commercial revolution, till late twentieth century, financial measures of performance were used. Changes within the global economy made businesses realize that so as to achieve success within the highly competitive markets; that they had to concentrate on strategy. Consequently, a shift focused passed off, changing the orientation from production to strategy.

Organizations needed performance measurement system that was balanced and was derived from strategy. Performance measurement has been defined from different perspectives by different researchers. Neely et al. (1995) defined it as “the process of quantifying the efficiency and effectiveness of an action.” Otley (1999) defined it as a data system that helps managers performing their job and managing the behavior of the organization. Gates (1999) defined it because the procedure to implement strategy in a company by translating business strategy into deliverable results. Bititci et al. (1997) defined it as a system and a reporting process through which the workers are given feedback on the result of their actions.

Bourne et al. (2003) defined it as a group of multi-dimensional performance measures used for planning and managing the business. Maisel (2001) defined it as a system that permits a company to manage its performance and ensures that each one the functions and activities are in

line with the strategy to realize the business results and make shareholder's value. There's a scarcity of agreement on one definition of performance measurement (Franco Santos et al., 2007). Although researchers couldn't agree on one definition of performance measurement, there's ample literature which underscores the characteristics of performance measurement and performance measurement system.

Bourne et al. (2003) explained that "performance measurement" means the subsequent when mentioned in literature and practice: 1) a collection of multi-dimensional performance measures (financial/non-financial and internal/external) that quantify the performance that has been achieved and helps in forecasting the performance which goes to be achieved within the future.

Franco-Santos et al. (2007) reviewed and analyzed the performance measurement definitions from seventeen different studies so as to work out the key characteristics of performance measurement.

The authors found consensus on two features of performance measurement system: 1) performance measures which may be defined as "a metric accustomed quantify the efficiency and/or effectiveness of action" (Neely et al., 1995), are necessary requirement for a performance measurement system. However, there's no consensus on the character and style of the measures; 2) performance measurement system is implemented to attain certain organizational goals and objectives, primarily strategic in nature.

In recent times, strategic performance measurement systems are emphasized during which measures are linked to strategy; however, performance measurement system might exist during which measures achieve operational goals and not linked to the strategy. More than defining what performance, the performance measurement dimensions are crucial for an organization's success. Measurement is that the "careful, deliberate, observation of the real world to explain objects and events in terms of the attributes composing a variable" (Babbie, 1998, p. 116).

As a result, it's problematic that overall organization performance has been measured in research studies by dozens of variables that are generally not strongly correlated over time.

2.1.6 Organizational Performance Measurement

Performance measurement in organizations continues to be largely focused on financial data for the needs of coordination and control (Atkinson & McCrindell, 1997; Atkinson et al., 1997). Several researches investigated the effectiveness of balancing financial and non-financial measures on performance evaluation systems (Bremser & Barsky, 2004; Hudson et al., 2001; Kanji & Sa', 2002; Kerssens-van et al., 1999; Savioz & Blum, 2002). Making the connection among performance, strategy and organizational purpose could be a challenging task.

Taking into consideration the complexity of the phenomenon, many are in favor of using multiple perspectives and multiple measures of organizational performance (e.g., Barney, 2010; Chakravarthy, 1986; Venkatraman & Ramanujam, 1986; Bentes et al., 2012). The performance measurement and evaluation systems appeared in profusion within the late 1980s and through the 1990s. Many of those systems and models are designed to supply organizations with the means to implement their processes and improve their performance (Ghalayini et al. 1997; Neely et al., 2000; Kaplan and Norton, 2002; Pun and White, 2005). As evidence, Lingle and Schliemann (1999, cited by neely, 2004) stated that organizations using the Measurement and Evaluation Systems of Organizational Performance (MESOP) because the basis for its management, show better results than people who don't do so. However, there are some obstacles that contribute to the complexity in designing a performance measurement system (Tangen, 2004) unclear terminology; - high number of existing measures to select; countless factors that affect productivity and also the decision on what measures to use; - high number of requirements that a performance system must meet.

2.1.7. Organizational Performance Measurement Methods

The following sections briefly examine different organizational performance measurement methods.

1. THE TRIPLE BOTTOM LINE APPROACH

Triple bottom line approach was developed by Elkington in his 1997 book *Cannibals with forks: the triple bottom line of 21st century business*; however, Elkington coined the term in 1994. According to Jackson et al., triple bottom line is a societal and ecological agreement between the community and businesses. In presenting information about the company's impact on issues impacting sustainability, there will be both positive and negative items that emerge. Fauzi et al., (2010) examined that corporate performance is not only limited to financial aspect, but also environmental and social ones. The comprehension of two additional components in measurement and evaluation of corporate performance can be better known by the fact that responsibility of an organization is not only generating economic welfare (i.e., profit) but also responsibility towards the society (i.e., people) and the environment (i.e., planet). However, these components are often called the "three P's" of the triple bottom line approach. According to Elkington's triple bottom line approach, the organizational performance is divided into three parameters i.e., economic prosperity (e.g., profit), environmental quality (e.g., planet) and social justice/equity (e.g., people).

2. BALANCE SCORE CARD (BSC) APPROACH.

Malmi (2001), "In 1992, Robert S. Kaplan of Harvard School of Business and his associate David Norton developed the Balance Score Card (BSC) approach. Balance Score Card (BSC) was initially described as a performance measurement system containing both financial and nonfinancial measures" (p.208). Traditionally, organizations used to measure their performance on the basis of short-term financial measures: however, the Balance Score Card (BSC) approach extends the measurement of performance to customer, internal processes, learning and growth needs of their people (Chavan, 2009).

Organizational performance entirely could be estimated in many ways, with financial and non-financial indicators. There are various approaches to organizational performance measurement which include different stakeholder's perspectives. The Balanced Scorecard (BSC) is a

performance management tool for measuring whether small-scale operational activities of a company are aligned with its large-scale objectives in terms of vision and strategy and includes four perspectives: financial, customer, internal process and innovation and learning perspective (Chen & Mohamed, 2008; Rasula et al., 2012).

Purbey et al., (2007) suggested that balance score card approach links different components of business performance measurement to organizational strategy and integrates four important perspectives. However, the Balance Score Card (BSC) has been criticized for ignoring the stakeholder's interests such as competitors, regulators and suppliers (Metawie and Gilman, 2005; Neely et al., 1995; Atkinson, 1997). Balance score card (BSC) approach is based on four perspectives:

- i. Financial perspective
- ii. Internal business process perspective
- iii. Innovation and learning perspective and
- iv. Customer perspective

i. Financial perspective: - According to Kaplan & Norton, financial performance measures define the long-term objectives of the business unit. While most businesses will emphasize profitability objectives. Businesses with many products in the early stage of their life cycle can stress rapid growth objectives and mature businesses may emphasize maximizing cash flow.

ii. Internal business process perspective: - This perspective focuses on internal processes which will have the greatest impact on customer satisfaction and on achieving organizations financial objectives (Abran&Buglione, 2002).

iii. Innovation and learning perspective: - According to Balanced Score Card Institute, "This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people- the only repository of knowledge- are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode".

iv. Customer perspective: - This perspective includes results of customer surveys, customer profitability and sales from repeat customers (Lipe&Salterio, 2000). Kaplan & Norton (2001)

defined the customer perspective as the strategy for creating value and differentiation from the perspective of the customer.

3. Business process reengineering: - the basic rethinking and radical redesign of the business processes to realize dramatic improvements in critical, contemporary measures of performance, like cost, quality, service and speed.

4. ISO 9000: - describes fundamentals of quality management systems and specifies the terminology for quality management systems.

5. Knowledge management (KM):- may be a process that deals with the event, storage, retrieval, and dissemination of data and expertise within a company to support and improve its business performance.

6. Management by Objectives (MBO):- could be a strategic approach to reinforce the performance of a corporation. It's a process where the goals of the organization are defined and conveyed by the management to the members of the organization with the intention to attain each objective.

7. TQM: - is summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the standard discipline into the culture and activities of the organization.

2.1.8 Balanced Score card for Governmental organizations

Performance measurement systems in healthcare organizations can be either based on financial or nonfinancial performance. Financial statements analysis, standard costing and budget analysis are the examples of financial performance measurement. Managers of the healthcare organizations can also implement nonfinancial approaches of the performance measurement such as measuring the service quality, productivity, efficiency and effectiveness, and customer satisfaction. As a contemporary approach in performance measurement and management, the balanced scorecard (BSC) provides a comprehensive set of financial and nonfinancial performance measures for the organizations to be strategy focused. Reliance only on financial

performance measures may not show future competitive advantage as financial indicators are outcome measures (Chia et al., 2009)

The BSC is not merely a collection of financial and non-financial measurements. The BSC should be the translation of the business unit's strategy into a linked set of measures that define both the long-term strategic purposes, as well as the mechanisms for achieving those purposes (Kaplan and Norton, 2000). In the nature of implementing strategies, the organization may have some barriers. There are four barriers to strategy implementation that exist for most companies: a vision barrier, a people barrier, a resource barrier, and a management barrier. The managers can remove these barriers by implementing the BSC (Niven, 2002).

2.3. Review of Empirical Studies

Researches which are conducted before on team, teamwork, performance and organizational performance are thoroughly discussed to support the conceptual framework of the project work.

2.3.1. Empirical review on Team Work

A common finding within the research literature that a team consists of two or more people, who have a predefined role, work interdependently, are flexible, and share a standard objective or goal (Baker, Day, & Salas, 2006). This team may well be within a military organization serving a country's objective within the battle field, or it could be within a health care facility serving the common wellbeing of patients, in disregard of the served organization, yet the attributes remain the identical. Literature constantly draws that the out most vital aspect of a team is its focus toward a standard objective with clearly defined roles and responsibility (Baker, Day, & Salas, 2006; Sanyal & Hisam, 2018; Harris & Harris, 1996; Scarnati, 2001).

Harris & Harris (1996) designate that a team must have a standard goal which enables team members to develop efficient and cooperative relationships to attain the superior team goals. Successful teamwork lies upon harmonizing member's efforts to form an environment to nurture the willingness to proactively contribute to deliver successfully the agreed goal. Team members must have the power to adopt a cooperative working environment to attain goals collaboratively and interdependently (Sanyal & Hisam, 2018). Cohen and Bailey 1997 have found, those organizations (both business and nonprofit organizations) adopted teamwork structures have produced significant results in achieving organizational goals. This suggests that early adopting

team structures for duties which should be done by teams are connected positively with organizational performance.

2.3.2. Empirical review on organizational performance

Researchers didn't reach in an agreement up on the issue of organizational performance and its measurement in an organization such as corporate, government and not for profit organization. Since, there is no one way of defining and evaluating organizations, researchers have tried to find many varieties of models and theories to define and evaluate organizational performance since the concept have forth come. The organizational performance experts agreed that firms should be evaluated supported by their organizational goals, effectiveness and efficiency.

2.3.3. Empirical review on teamwork effect on organizational performance

The impact of teams on organizational performance has been a subject of the many researches done by academics and practitioners for the previous years (Joanne, 2015). The most likely reason for this attentiveness is that the belief that teams can affect the performance of organizations. The work of a team is deliberated by some researchers to be particularly important in achieving organizational goals and in evoking performance among subordinates. Some reasons indicate that there should be a relationship between teamwork and performance. Scholars and practitioners suggest that effective teams can facilitate the advance of performance when organizations face new challenges.

Understanding the impact of teamwork on performance is vital because teamwork is observed by some researchers united of the key driving forces for fostering a firm's performance (Joanne, 2015). Strategic human resource management theories, as an example propose that properly designed human resource system, which includes groupwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioral change that result in improved organizational performance (Becker et al. 1997; Dyer and Reeves 1995). Teamwork may be a joint action by a gaggle of individuals, within which all and sundry subordinates his or her individual interests and opinions to the unity and efficiency of the group." This doesn't mean that the individual isn't any longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments (Robbins, 2014). The foremost effective teamwork is produced when all the individuals involved

harmonize their contributions and work towards a typical goal aiming at improving the performance of the given organization. Teamwork has become a very important part of the working culture and plenty of businesses now study teamwork skills when evaluating an individual for employment. Most companies realize that teamwork is vital because either the merchandise is sufficiently complex that it requires a team with multiple skills to supply, and/or a higher product will result when a team approach is taken. Therefore, it's important that students learn to function in an exceedingly team environment in order that they'll have teamwork skill after they enter the workforce. Also, research tells us that employee learn best from tasks that involve doing tasks and involve social interactions (Shaghghi, 2014).

When teamwork and performance are directly examined the outcome indicates that teamwork has a positive impact on organizational performance. The research also examined four teamwork effectiveness measurement variables: attitudinal, behavioral, operational and financial and also its result indicates that teamwork has significant impact up on organizational performance (Anne Delarue, Geert Van Hootegem, et al 2008).

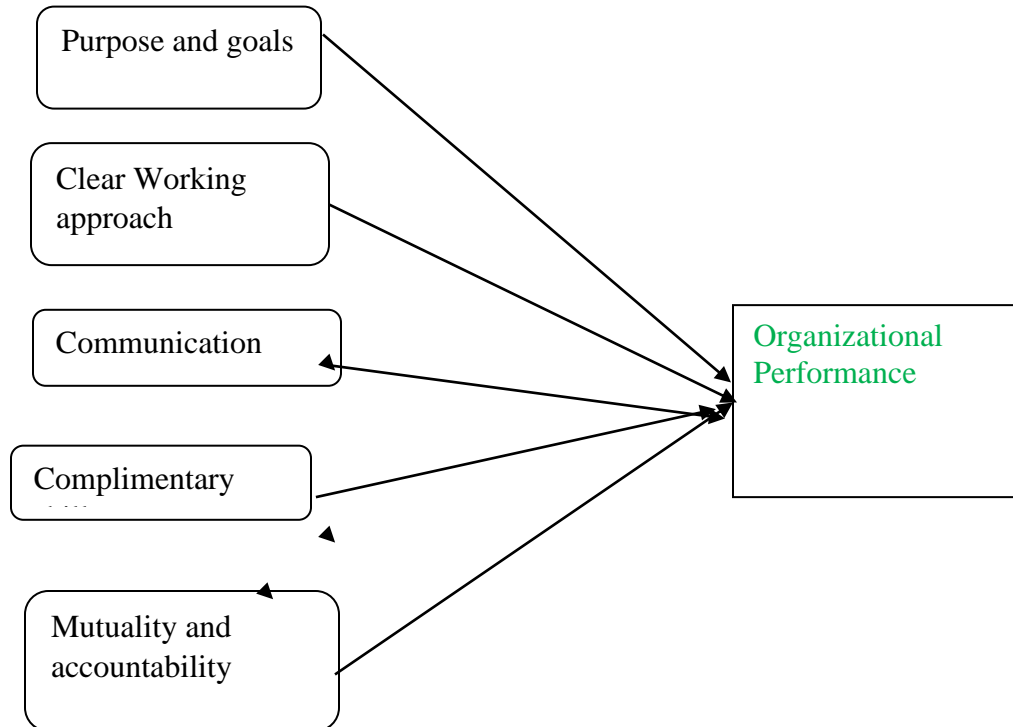
2.4. Conceptual Framework of the Study

The conceptual framework of this study is intended as follows. Supported the team performance model of Katzenberg and Smith, the subsequent prepositions are made and can be studied during this cross-sectional study.

1. Teamwork is positively linked to organizational performance. The very general assumption that may guide this study is that teamwork will have positive effects on organizational performance.
2. Any positive link between team working and performance may be explained by the effect of 5 team basics on teamwork and so to organizational performance.

Figure 2.1: Conceptual model of the project work

Teamwork



CHAPTER THREE

METHODOLOGY

3.0. Introduction

The chapter shows the methodology used to collect and analyze data on teamwork and organizational performance. It also includes; Research design, study population, study area, sampling methods, sample size and instruments of data collection, data processing, sources of data, data analysis and ethical consideration.

3.1. Research design

The study used a causal research design. Research design permitted the study of a population at one specific time and involved different individual groups within the population to be studied, thus cross sectional (Pen warden, 2014). The study also used survey design; this was because it's appropriate for collecting data from an outsized sample of respondents. This study was causal in nature with both qualitative and quantitative research approaches were used to get perception of variables. Quantitative approaches were adopted to enable the researcher to induce and analyze information regarding respondents' opinions about the effect of teamwork on organization performance of Torhiloch comprehensive specialized hospital. In order to collect necessary data regarding the connection among teamwork (independent variable) and organizational performance (dependent variable) quantitative research approach was used.

3.2. Types and sources of data

All the specified data was collected from the first source whom was the healthcare professionals of Torhiloch comprehensive Specialized Hospital staff members. The first-hand data was gathered through standard questionnaire from the staff yet working in TCSH.

3.3. Study population

Torhiloch comprehensive Specialized Hospital is the first Ethiopian military health institution in the country to start healthcare service and train healthcare professionals since 1974 GC. TCSH (Torhiloch comprehensive Specialized Hospital) has over 57 doctors (military and civilian MD to sub-specialists), 210 nurses (civil and military) and 72 other health professionals devoted to providing health care services. Different departments, faculties and residents under specialty

training in the defense health science College School of Medicine provide intern students for patient care service in the hospital. The hospital also has 1053 permanent and contract administrative staff to support the hospitals core activities. The research study population was the health care professional of TCSH namely physicians, nurses, pharmacists, radiographers (x-ray and us) and medical laboratory professionals.

3.4. Sampling Frame

As explained earlier, the target population of this study was healthcare professionals of TCSH. Through incorporating all healthcare professionals in the study population would make the result scientifically sound and free from bias. There are many sub specializations of almost in each department and also the researcher used stratified sampling method to select departments in first step and in the second step used non-probability sampling procedure to select respondents from each department. Non-healthcare workers at TCSH aren't included during this study because the main target of the study is on healthcare professionals only. Medical interns and fresh residents of the hospital aren't included within the study because medical interns don't seem to be yet graduated whether or not they're the backbone of the hospital medical work. Strata of target populations according to their department and field of study are used to distribute questionnaire to respondents.

3.5. Sample size

Slovene's formula will be used to compute the sample size;

$$n = \frac{N}{1+N(\alpha)^2}, \text{ Where;}$$

n = the required sample size;

N = the known population size;

α = the level of significance (0.05).

$$n = 339/1+339(0.05)^2$$

$$n = 339/1.8475$$

$$n = 183$$

Therefore, the researcher used confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not. 5% margin of error which is the amount of error from difference in the responses the researcher can tolerate when drawing a conclusion from the data. Hence, 183 are accepted as a representative sample size of the target population. Questionnaires were distributed to 183 employees of Torhiloch comprehensive specialized hospital. Stratified non proportional sampling was used to select respondents from each department. The below table shows non proportionate sampling, how the representative sample size (183 employee) was distributed across the five strata.

Table 3.1 Population Distribution

Population distribution	Population	Sample size (183)
Radiology	23	15
Pharmacy	31	17
Nurse	210	101
Physician	57	40
Laboratory	18	10

Source: Own Survey, 2022

3.6. Research instruments

3.6.1. Questionnaire

The questionnaire was designed and supervised by the researcher to gain pertinent data from the study population on the views and experience on teamwork and organization performance. The questionnaires were favored for this study because it enables the researcher reach a larger number of respondents within a limited period of time, thus makes it easier to collect pertinent data. The first section was used to collect data on profile of respondents. The second section in the questionnaire was on teamwork. The third section was on organizational performance. All the questions were in Likert Scaled on five points starting from SD= Strongly Disagree, D = Disagree, A = Agree, NS = Not sure and SA = Strongly Agree. The questionnaires consist close-ended questions to collect quantifiable data pertinent for precise research variables. It was

favoured because it was easy to be managed by the educated staff of TCSH and saved time; enable respondents to keep in line with study objectives.

3.7. Data Collection Procedure

Following the submission of research proposal to the advisor, approval was secured and stationery materials were prepared to collect data. The questionnaire method of data collection was used because of being cheap and that the method collects responses with minimum errors and high level of confidentiality. In due time, a pilot questionnaire was given for 5 respondents from each department and appropriate wording and minor errors on questionnaire was corrected. The final questionnaire was distributed accordingly based on the classified groups. The questionnaires were collected after 4 days by going door by door. It takes 2 days to finish distributing the questionnaires.

3.8. Data Content

Primary data was collected from healthcare professionals working in Torhilooh comprehensive specialized hospital using structured questionnaire. The first instrument for data collection during this research was structured questionnaire having three parts. The most a part of the questionnaire was part 2 and part 3 which measures the teamwork performance and organizational performance respectively. Thus, teamwork was measured using the measurement dimension modified from the Katzenbach and Smith 1993. The team performance model has six team basic parts and therefore the researcher minimized in to 5 parts, namely communication, adequate skill, meaningful purpose and specific goals, working approach and mutual accountability employing a 5 - point Likert scale, on which label given for respondent to indicate their level of agreement for every item among the scales and so the typical score on each characteristic was used during data analysis and interpretation. Additionally, organizational performance was measured by using non-financial performance measurement questionnaire. This part contains 15 questions that measure the organizations level of non-financial performance in three perspectives which are customer perspective, internal process perspective and innovation and learning perspective in step with the BSC by Norton and Kaplan (1992).

3.9. Validity and reliability of the instrument

3.9.1. Validity

Questionnaires were communicated with colleagues to explore the extent to which a way of information collection measures what's intended to live and measures it accordingly. Data collections instruments were communicated with colleagues and lecturers to form certain that a legitimate research study is reached without consent. Using content validity index the questionnaire was found to be valid 0.85. This index was obtained by dividing the valid or agreed number of questions given by experts within the questionnaire (34) by the full number of questions within the questionnaire (39). The index obtained is above 0.7 to be the minimum validity index.

3.9.2 Reliability

According to Robert (2005) reliability would imply stability or dependability of an instrument or procedure to gain information in such a way that carries consistency. To secure reliability of research, the data collection tools were pretested before going for data collection and helped to modify questions which were not answering the research questions.

Table 3.2 Result of reliability analysis for the questionnaire

Reliability Statistics	
Part II: Team work performance determinants at TCSH	
Cronbach's Alpha	N of Items
0.951	25
Part III: Organizational Performance of TCSH	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.915	14

Source: Own survey 2022

3.10. Data analysis

The data collected was edited for accuracy, completeness and to seek out out how well the answered questionnaires are and this was wiped out line with the questionnaires. Data are going to be coded. Coding is that the process of converting data into numeric format assigning numbers to similar questions from which answers got unique looks to create the work easier. During this case SPSS (Statistical Package for Social Scientists) was wont to analyze the coded data. Presentation of knowledge involved use of tables Frequency and percentages were used on demographic characteristics of respondents. The info was analyzed using descriptive and inferential statistics helpful to spot and describe how the independent variables (teamwork) affect dependent variables (non-financial performance) and lastly to present some recommendation supported the findings from the analysis. Major findings were interpreted supported the result from the analysis. Means, variance and matrix were used on responses of the questionnaire to see the extent to which respondents agreed or disagreed with the questionnaire items.

Table 3.3 comparison bases of mean of score of five-point Likert scale instrument

Mean score	Description
<3.39	Low
3.40-3.79	Moderate
>3.80	High

Source: zaidatol& Bagheri (2009)

3.11. Ethical considerations

The researcher respected human dignity by practicing utmost confidentiality about the identity and other particulars of the respondents during the study. The letter of introduction was obtained from university seeking permission to conduct the study after being directed by the supervisor to do so as well as from the management of Torhiloch comprehensive specialized hospital. This letter was presented to the respondents for their consent for the study to be conducted. The researcher acknowledged source of information used during the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS & INTERPRETATION

4.0. Introduction

The chapter covers data presentation, analysis and interpretation of data collected with the view of answering the research questions. Data analysis and interpretation was based on the research objectives. Below are the data presentations and analysis;

4.1. Response Rate of the Respondents

Out of 183 questionnaires distributed to the healthcare professionals in TCSH, 179 of questionnaires were collected and the response rate was 97%, of which 4 questionnaires were not properly filled and not considered for final analysis.

Table 4.1 Response Rate of Respondents

Target population	Total questionnaire distributed	Questionnaire returned	Not properly filled	Response rate
339	183	179	4	97%

Source: own survey 2022

4.2. Demographic characteristics of the Respondents

In this study, the section was revealing the background characteristic of respondents and profile of respondents based on their gender, level of education, age and years of experience.

Table 4.2 Demographic characteristics of the respondents

General profile			
		Frequency	Percent (%)
Age	21-30	112	62.6
	31-40	40	22.3
	41-50	25	14
	51-60	2	1.1
	Total	179	100
Gender	Male	99	55.3
	Female	80	44.7
	Total	179	100
Education background	Diploma	15	8.4
	Degree	134	74.9
	Postgraduate	30	16.7
	Total	179	100
Department	Physician	34	19
	Pharmacy	30	16.8
	Nurse	83	46.4
	Laboratory	14	7.8
	Radiology	18	10.1
	Total	179	100
Experience at TCSH	<5 years	105	58.7
	5-10 years	54	30.2
	11-15 years	6	3.4
	>15 years	14	7.8
	Total	179	100
Role at team	Team member	139	77.7
	Team leader	40	22.3
	Total	179	100

Source: own survey 2022

Table 4.2 results tell us that the bulk of the respondents during this sample were male with (55.3%) as compared to female respondents (44.7%), hence implying a gender gap since majority of employees in Torhiloch comprehensive specialized hospital are male. With reference to educational qualification; the study further showed that degree holders (74.9%) dominated the study, these were followed by postgraduate and above (16.7%) and these were followed by diploma holders (8.4%). Results in table 4.2 indicated that majority of respondents during this sample ranged between 21-30 years old (62.60%), this also implied that majority of respondents during this sample were in their adulthood, these were followed by those 31-40 years old constituting (22.30%), 14% were between 41-50 years and just one.1% were 51 years and above. With regard to the number of years spent at work or experience, leads to table 4.2 indicated that majority of employees in Torhiloch comprehensive specialized hospital had worked for below 5 years were (58.7%), 30.2% had worked for 5-10 years and only 7.8% had worked for 15 and above years, hence implying that the workers in Torhiloch comprehensive specialized hospital have enough working experience. Regarding to the department or profession of the respondents, 34(19%) of the respondents are physicians while 30(16.8%) are pharmacists. 83(46.4%) of the respondents are nurses and 14 (7.8%) are laboratory professionals while 18 (10.1%) are radiography professionals. The researcher has tried to incorporate all healthcare professionals within the study and also the data above confirmed the professional distribution of the respondents.

4.3. Descriptive Analysis on teamwork

To study the teamwork at Torhiloch comprehensive specialized hospital, healthcare professionals were asked to convey their level of agreement with relation to the five team basics per Katzenbach and Smith 1993 model of team performance. The five team parameters utilized in the questionnaire were organized under five points of Likert scale and responses were analyzed with descriptive statistics of mean and variance. A 5-point Likert scale was used to rate the varied indicators whereby 1 point was accorded to 'Strongly disagree', 2 points as 'Disagree', 3-point as 'Neutral', 4-point as 'Agree', and 5-point as 'Strongly Agree'. The analysis results are presented in subsequent tables each deal with one dimension of team work on Torhiloch comprehensive Specialized Hospital. in line with Zaidatol and Bagheri (2009), the mean score below 3.39 is taken into account as low, the mean score from 3.40 up to

3.79 is taken into account as moderate and mean score above 3.8 is taken into account as high. During this section, statistical distribution and therefore the percentage of respondents for every dimension team add TCSH using the Katzenbach and Smith team basic components; communication, adequate level of skills, meaningful purpose and specific goal, working approach and mutual accountability.

4.3.1. Practice of Communication at TCSH

This section deals about the communication dimension of the teamwork determinants of Torhiloch comprehensive Specialized Hospital. The communication part of team work is determined by the five questions stated in the questionnaire as stated in the following table.

Table 4.3: the Communication team work parameter at TCSH

Description	N	MEAN	ST.DEV
In TCSH, a team member can easily and frequently communicate within team	179	3.85	.45
Discussions within the team are open.	179	3.77	.55
Feedbacks are communicated easily.	179	3.60	.55
The messages communicated during any type of team discussions are relevant and reliable.	179	3.80	1.30
The presence of easy communication and flow of ideas leads to team performance.	179	3.90	.89
Valid N (list wise)			
Communication		3.78	0.748

Source: Own Survey, 2022

Communication mutually a part of team work dimension at TCSH scored mean ranges from the littlest 3.60 (Feedbacks are communicated easily) to the most important 3.90 (The presence of easy communication and flow of ideas ends up in team performance). The communication within teamwork in TCSH is found to be a standard practice with a mean score of M=3.78 which may be a moderate level of agreement. In general, the communication within the teams is then evaluated to own been practiced to the extent M=3.56 and this result shows that the practice of

TCSH is moderate in line with the frame work suggested by Zaidatol and Bagheri (2009). The quality deviation of communication a part of teamwork measurement is 0.748 which is low as depicted above on table 4.3, this shows most of individual responses are near the typical mean. This analysis of the gathered data shows that there's alittle gap in communication between teams which can lead to lowering organizational performance. Other studies have also showed that the poor communication between healthcare professionals in performing their duties has led to lots of unwanted results like patient complications and even death (Health Council of Canada 2005).

4.3.2. Practice of adequate level of skills at TCSH

The presence of adequate level of skills in enhancing team work performance leading to organizational performance is discussed in this sub chapter. The parameter is studied by using the five questions listed on the questionnaire and results are discussed in the following table 4.4.

Table 4.4: the adequate level of skills parameter at TCSH

Description	N	MEAN	ST.DEV
All three categories of skills (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at TCSH	179	3.80	.45
Members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills.	179	3.80	.45
The presence of adequate level of skills within our team helps team to perform better.	179	3.80	.45
Trainings given for team skill and knowledge development are effective and resources used are adequately.	179	2.60	1.34
Team knowledge and skill sharing are relevant to the actual jobs and projects.	179	2.80	1.30
Valid N (list wise)			
adequate level of skills		3.36	.798

Source: Own Survey, 2022

The presence of adequate level of skills as another dimension of team work determinant has scored from the tiniest mean 2.60 (Trainings given for team skill and knowledge development are effective and resources used are adequately.) either actually or potentially represented across the membership within the team at TCSH) to the very best norm 3.80 (All three categories of skills (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at TCSH, Members, individually and collectively, are willing to spend the time to assist themselves et al. to find out and develop skills and also the presence of adequate level of skills within our team helps team to perform better.) The presence of adequate level of skills within teams of TCSH is found to be a typical phenomenon with mean of $M=3.36$. In step with Zaidatol and Bagheri (2009), the presence of adequate level of skills within teams of TCSH is found to be low because the average is a smaller amount than 3.39. This raises a matter of presence of adequate skills within medical teams of TCSH which must be investigated more. The quality deviation of adequate level of skills measurement is 0.798 which is low as depicted above on table 4.4 which shows most responses are near mean.

4.3.3. Practice of meaningful purpose and specific goal at TCSH

Meaningful purpose and specific goal components of teamwork determinants are studied during this chapter. The presence of meaningful purpose and specific goals are discussed using the five questions listed within the questionnaire and results are discussed within the following table 4.5. The presence of meaningful purpose and specific goals with the teams of TCSH as a part of team work determinant has scored a mean of the littlest $M=2.00$ (the team goals within TCSH are flexible) and of the very best $M=3.80$ (All members understand and articulate purpose of the team within the same way and mention it in communications with other staffs, The team purpose and goal within TCSH is in line with the greater organizational purpose and team purpose and goals are clear, simple and measurable.

If not measurable, a minimum of their achievements is determined). The meaningful purpose and specific goals within teamwork in TCSH is found to be a typical practice with a mean score of $M=3.52$ which could be a moderate agreement. In general, the presence of meaningful purpose and specific purpose with teams of TCSH is evaluated to own been practiced to the amount $M=3.52$ and this result shows that the practice of teams to own meaningful purpose and

specific goals of TCSH is moderate in line with the frame work suggested by Zaidatol and Bagheri (2009). The quality deviation of meaningful purpose and specific goals a part of teamwork measurement is 0.638 which is low as depicted above on table 4.5, this shows most of individual responses are near the mean.

Table 4.5: The Purpose and Goals Parameter at TCSH

Description	N	MEAN	ST.DEV
The team purpose and goal within TCSH is in line with the greater organizational purpose.	179	3.80	.45
All members understand and articulate purpose of the team in the same way and mention it in communications with other staffs.	179	3.80	.45
Team purpose and goals are clear, simple and measurable. If not measurable, at least their achievement can be determined.	179	3.80	.45
The team goals within TCSH are flexible.	179	2.00	1.00
The team goals given for the team to achieve are real and achievable.	179	4.20	.84
Valid N (list wise)			
Purpose and Goals Parameter		3.52	0.638

Source: Own Survey, 2022

4.3.4. Practice of Clear Working Approach at TCSH

The working approach by teams of TCSH as one determinant of teamwork performance is discussed in this chapter. Five questions are listed in the questionnaire to study the working approach dimension of teamwork and results are discussed in table 4.6 below.

Table 4.6: Working Approach Parameter at TCSH

Description	N	MEAN	ST.DEV
The working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.	179	3.80	.45
The working approaches require all members to contribute equivalent amounts of real work.	179	2.40	.55
The approaches team uses in TCSH provide for open interaction, fact-based problem solving, and results-based evaluation.	179	2.40	.55
The team working approaches used in TCSH are efficient with regard to time and resources used.	179	1.20	.45
Adequate attention is given for innovation and problem solving in the team working approach.	179	3.20	.45
Valid N (list wise)			
Working Approach Parameter		2.60	0.490

Source: Own Survey, 2022

The presence of clear working approach as another dimension of team work determinant has scored from the smallest mean $M=1.20$ (The team working approaches used in TCSH are efficient with regard to time and resources used.) to the highest mean value $M=3.80$ (The working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.). The working approach within teams of TCSH is found to be a common phenomenon with mean of $M=2.60$. According to Zaidatol and Bagheri (2009), the practice of teams of TCSH to have clear working approach is found to be low because the mean value is less than 3.39. The standard deviation of working approach parameter 0.490 which is low as depicted above on table 4.6 which shows most of individual responses are close to the mean.

4.3.5 Practice of Mutual Accountability at TCSH

The sense of mutual accountability jointly dimension of team work performance is discussed during this chapter using the five measuring questions listed on the questionnaire in Likert scale from 1 to five. The results of study on sense of mutual accountability within teams of TCSH healthcare professionals are discussed in table 4.7 below. The presence of sense of mutual accountability within the teams of TCSH as a part of team work determinant has scored a mean of the tiniest M=2.40 (Self-reflection on any risen ideas within team is taken to boost the mutual accountability.) and of the best M=4.20 (Every team member, individually and jointly, is in command of the team's purpose, goals, approach, and work-products).

Table 4.7: The Sense of Mutual Accountability at TCSH

Description	N	MEAN	ST.DEV
Every team member, individually and jointly, is accountable for the team's purpose, goals, approach, and work-products.	179	4.20	.45
Members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned.	179	3.20	.45
There is a sense that "only the team can fail “within almost allteam members.	179	3.20	.45
Self-reflection on any risen ideas within team is taken to improve the mutual accountability.	179	2.40	1.14
There is regular monitoring and evaluation within teams to ensure where the team is and how team is doing.	179	2.80	.45
Valid N (list wise)			
Sense of mutual accountability		3.16	0.588

Source: Own Survey, 2022

The sense of mutual accountability within teamwork in TCSH is found to be a common practice with a mean score of M=3.16 which is a low agreement. In general, the practice of mutual sense

of accountability within the teams of TCSH is evaluated to have been practiced to the level $M=3.16$ and this result shows that the practice of teams to have sense of mutual accountability in TCSH is low according to the frame work suggested by Zaidatol and Bagheri (2009). The standard deviation of sense of mutual accountability of teamwork measurement is 0.583 which is low as depicted above on table 4.7, this shows most of individual responses are close to the average /mean. Having a strong team spirit is one of the criteria mentioned by many scholars for teams to be effective. There must be a mutual trust and accountability within teams for teams to develop team spirit which helps teams to accomplish tasks all together with high degree of trust and understanding (Katzenbach and Smith 1993).

4.4. Descriptive Analysis on Organizational Performance

The second objective examined the measures of organizational performance in Torhiloch comprehensive specialized hospital and the dependent variable was organizational performance, this was measured using three BSC constructs and these are; Customer perspective (with four questions), internal process perspective (with five items), learning and growth perspective (with five items). Each of these questions was based on a five-point Likert scale and respondents were asked to rate the organizational performance by indicating the extent to which they agree or disagree with each question. Their responses were analyzed using means and SD as indicated in tables 4.8 below;

Table 4.8: Measures of organizational performance

Description	N	MEAN	ST.DEV
Patients coming to get the service of the hospital are satisfied.	179	3.75	.50
In relative to other similar government hospitals, patients choose TCSH for its service.	179	2.75	.96
TCSH has a reputable image and recognition before its customers.	179	2.75	.96
Patients are probably to choose TCSH for their next medical or surgical treatment.	179	2.75	.50
Patients are served within the standard time limit given by the hospital.	179	4.00	.00

There are variety of services and procedures given for patients at TCSH.	179	3.00	.00
There is a standard of procedure for every department and are set to ensure jobs are done according to the standard procedure.	179	3.00	.00
Safety procedures are strictly followed by the hospital and monitored regularly.	179	2.00	.71
There is a system to follow up patients after treatment and patients are happy about it.	179	3.40	.55
I am improving productivity, quality, and customer satisfaction via the services I provide to the hospital.	179	4.00	.00
The staff turnover in TCSH is low so that employees are staying longer.	179	4.40	.89
My staffs are competent enough and contribute for the success of the hospital.	179	3.80	.45
My service and contributions to the hospital is recognized and appreciated.	179	2.20	1.30
There is adequate room for growth and development in TCSH	179	3.20	1.30
Organizational performance		3.21	0.580

Source: Own Survey, 2022

The average agreement to these statements ranges from the smallest mean $M=2.00$ (Safety procedures are strictly followed by the hospital and monitored regularly.) to the largest mean 4.40 (The staff turnover in TCSH is low so that employees are staying longer.). This result of analysis indicates that team work has some moderate amount of rating on organizational performance. Overall, the Non-financial performance level of TCSH as perceived by the sampled employees is computed to the level $M=3.21$, which is a low level of performance. This implies that teamwork affects the performance slightly to the level $M=3.21$. The standard deviation of organizational performance measurement is 0.580 which is low as depicted above on table 4.8 which shows most of individual responses for this dimension are close to the average mean.

4.5. Correlation Analysis

The goal of this project work is to assess the effect of teamwork on organizational performance of Torhilo comprehensive specialized hospital. To evaluate this relationship, a Pearson Product Movement Correlation Coefficient is conducted with the result shown in the table below. As per Saunder (2009), a correlation coefficient analysis enables to measure the strength of the linear relationship between variables. This coefficient is represented by 'r' and can take only the value from -1 to +1. The magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1 + 1) can be explained by using Pearson correlation coefficients. Correlations are perhaps the most basic and useful measure of association between two or more variables (Marczyk, DeMatteo and Festinger, 2005).

Table 4.9: correlation matrix

		organization performance	communication	complementary skill	sense of mutual accountability	clear working approach	meaningful purpose and specific goals
organization performance	Pearson Correlation	1	.408**	.463**	.648**	.638**	.670**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	179	179	179	179	179	179
Communication	Pearson Correlation	.408**	1	.588**	.541**	.460**	.586**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	179	179	179	179	179	179
complementary skill	Pearson Correlation	.463**	.588**	1	.627**	.561**	.615**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	179	179	179	179	179	179
sense of mutual accountability	Pearson Correlation	.648**	.541**	.627**	1	.788**	.742**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	179	179	179	179	179	179
clear working approach	Pearson Correlation	.638**	.460**	.561**	.788**	1	.775**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	179	179	179	179	179	179

meaningful purpose and specific goals	Pearson Correlation	.670**	.586**	.615**	.742**	.775**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	179	179	179	179	179	179

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

Source: own survey 2022

Pearson correlation is +1 in the case of a perfect (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of linear dependency between variable. To determine the relationship between the five teamwork determinants of TCSH using non-financial organizational performance measures dimensions. Pearson correlation was computed.

The correlation coefficient(r) is a measure of the strength of straight-line or linear relationship between two variables. If the p-value is less than 0.05, then there is a statistically significant relationship between the variables. Correlation coefficient(r) strength of the correlation is as follows. From 0.01 up to 0.09 is negligible association; from 0.1 to 0.29 is low association. From 0.30 to 0.49 is moderate association. From 0.50 to 0.69 is substantial association and if 0.70 and above, it is a very strong association between the study variables.

As of the above correlation matrix table 4.9, the result of the correlation coefficient, r revealed that there is a moderate association between organizational performance and two of the five teamwork determinants namely adequate level of skills and clear communication. Meaningful purpose and specific goals parameter are the parameter with substantial association with organizational performance indicated (r=0.670, p=0), followed by the sense of mutual accountability parameter with r=0.648, p=0 and clear working approach with an r=0.638, p=0.

To sum up, all teamwork measuring parameters had significant positive correlation with non-financial performance of Torhiloch comprehensive specialized hospital. This means that when there is an increase on those teamwork parameters results an increase in organizational performance.

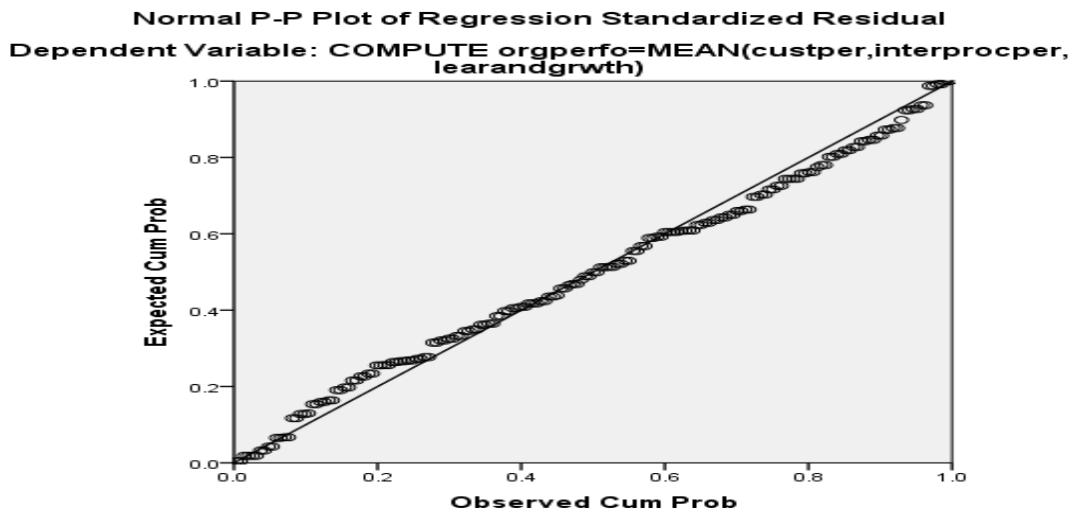
4.6. Multiple Regression Analysis for the Effect of teamwork on performance.

The data was checked using Normality test and Multi Co linearity Statistics before multiple regression analysis was performed. This study has used multiple correlation analysis to look at the relationships between the study variables; the variable organizational performance of TCSH and teamwork parameters. As commented by George et al, 2003, multiple regressions are the foremost common and widely used to analyze the link between one continuous dependent variable and multiple continuous or categorical independent variables. The coefficient of regression which is represented by R^2 measures the proportion of a dependent variable that may be explained by the independent variables. The following table presents the results of multiple regression analysis. Here the squared multiple correlation coefficients (R^2) which tells the extent of variance within the dependent variable (Non-financial Performance of TCSH) that's explained by the model summary below.

4.6.1. Normality Test

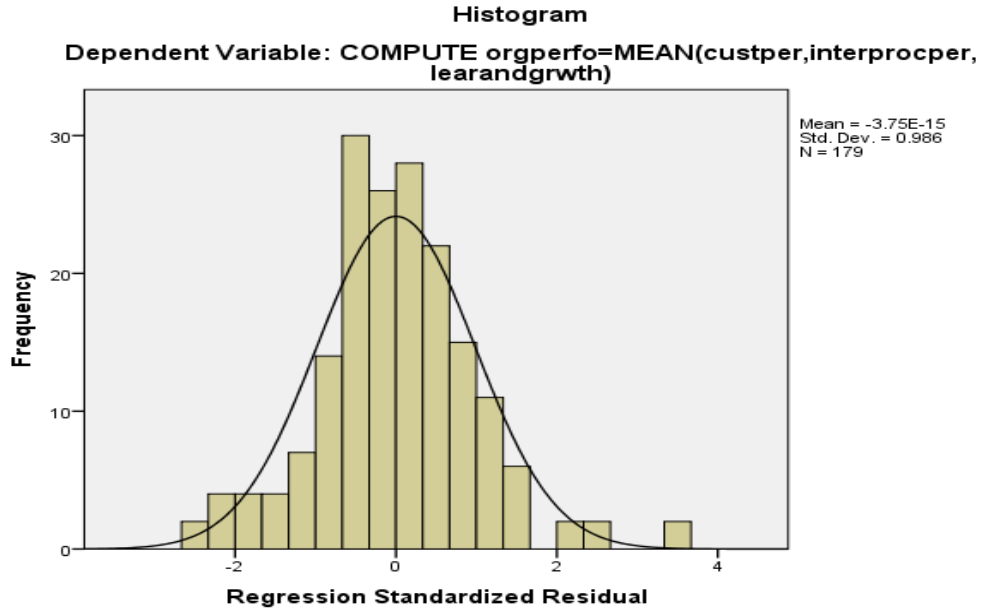
The Normality test is employed to determine whether the observations are clustered around the straight line or not. Normality plot graph, histogram graph and scatter plot graphs were generated for the normality test. In the Normality plot graph shown below, it absolutely was observed that majority of the observations cluster around the straight line which signifies that the distribution is normal and it can be accustomed to perform the multiple regression analysis. The histogram graph below has a bell-shaped structure; therefore, the information is approximately normally distributed. The scatter plot shows the distribution is approximately normal since majority of the plots are scattered around a straight line if we draw a straight line.

Figure 4.1: Normality P-P Plot Graph



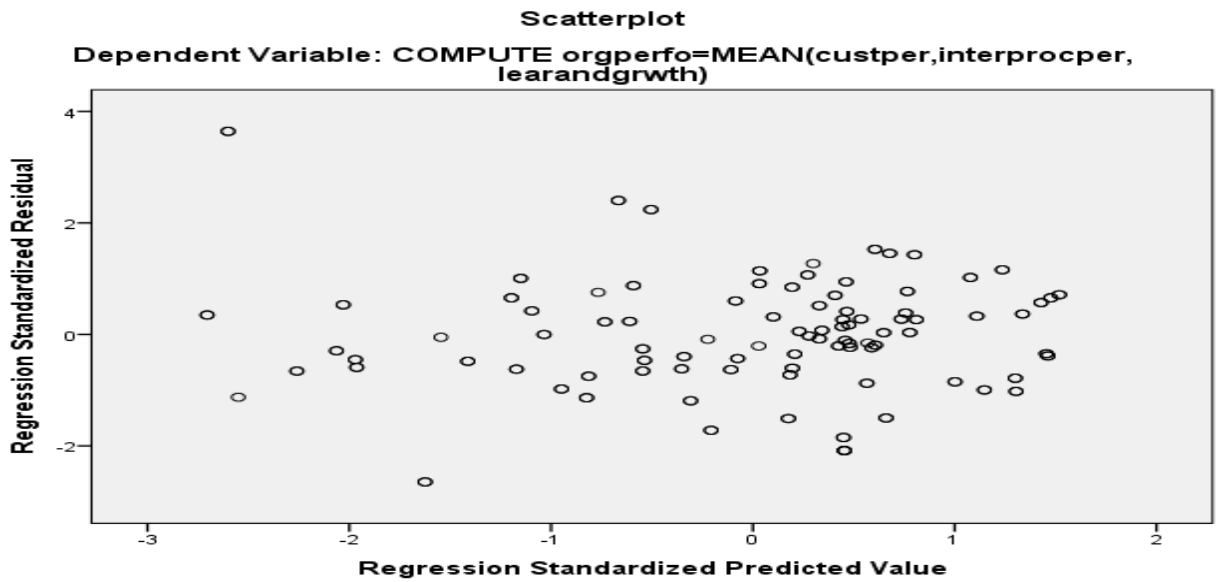
Source: own survey 2022

Figure 4.2: Histogram Graph



Source: Own Survey 2022

Figure 4.3: Scatter Plot Graph



Source: own survey 2022

4.6.2. Multi Collinearity Statistics

According to Pallant (2005), tolerance is an indicator of what quantity of the variability of the specified variable quantity isn't explained by another variable within the model and if its value is a smaller amount than 0.1, it indicates that the multiple correlations with other variables is high, implying possibility of multicollinearity. On the opposite hand if VIF value is above 10, it signals chance of multicollinearity. From the multicollinearity statistics table shown below, none of the values of the tolerance are but 0.1 and none of the values of the VIF are greater than 10. Therefore, there's no multicollinearity among all the five parameters used for the study. This reveals that the collected data may be a good raw for multivariate analysis.

Table 4.10 Multi Collinearity Statistics table

Variables	Collinearity Statistics	
	Tolerance	VIF
Communication	.562	1.780
Complementary skills	.500	1.998
meaningful purpose and specific goals	.307	3.257
clear working approach	.294	3.397
sense of mutual accountability	.305	3.281

a. Dependent Variable: orgperfo (custper,interprocper,learandgrwth)

Source: Own Survey 2022

4.7. Model Summary

The coefficient of determination, i.e., adjusted R Square, is computed to be 0.493=49.3%. That implies 49.3% of the variation of organizational performance of TCSH can be predicted by the independent variables namely communication, adequate level of skills, meaningful purpose and specific goals, working approach and sense of mutual accountability. The other 50.7% of organizational performance of TCSH can be explained by other variables.

Table 4.11. Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.712 ^a	.507	.493	.50497	1.510

a. Predictors: (Constant), sense of mutual accountability, communication, complementary skills, meaningful purpose and specific goals, clear working approach

b. Dependent Variable: organizational performance

Source: SPSS Regression results output, 2022

4.8. ANOVA Test

The F-ratio in the ANOVA table shows that the independent variables significantly predict the dependent variable. The F value, $F= 35.617$, at $p=0 .000$, implies that the regression model is a good fit of the data. The ANOVA table 4.11 Shows that accepting at least one of the teamwork determinants of TCSH (Sense of mutual accountability, Communication, Adequate levels of complementary skills, Meaningful purpose and Specific goals, Clear working approach) had a prediction on organizational performance measures, since the p-value for F-Statistics (0.000) less than the significance level 0.05.

Table 4.12 Table of ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.411	5	9.082	35.617	.000 ^b
	Residual	44.114	173	.255		
	Total	89.524	178			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), sense of mutual accountability, communication, complementary skills, meaningful purpose and specific goals, clear working approach.

Source: SPSS Regression results output, 2022.

4.9. Multiple Regression Analysis

Multiple regression analysis is used to find out whether there was statistically significant relation between organizational performance and the five components of team work or not. Multiple regressions are used to develop a formula which shows the relationship between the dependent variable and the independent variables. The standardized beta coefficient tells us the unique contribution of each factor to the model. A high beta value and a small p value (0.05) indicate the predictor variable has little or no significant contribution to the model George et al (2003).

Table 4.13 Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	1.377	.216		6.382	.000
Communication	-.017	.062	-.019	-.270	.788
Complementary skills	-.005	.067	-.006	-.078	.938
meaningful purpose and specific goals	.296	.078	.364	3.777	.000
clear working approach	.121	.077	.154	1.564	.120
sense of mutual accountability	.251	.089	.272	2.809	.006

a. Dependent Variable: Organizational Performance b. Predictors: (Constant): Sense of mutual accountability, Communication, Adequate levels of complementary skills, Meaningful purpose and specific goals, Clear working approach

b. Source: PSS Regression results output, 2022

Multiple regression model was used to study the relationship between the study variables. Based on the coefficient table 4.7,

The following model is used using the five Xs (the five team work determinants) and Y as organizational performance.

$$Y = 1.377 - 0.019X_1 - 0.006X_2 + 0.364X_3 + 0.154X_4 - 0.272X_5$$

Y=Organizational Performance

X1=Communication

X2= Adequate levels of complementary skills

X3= Meaningful purpose and Specific goals

X4= Clear working approach

X5= Sense of mutual accountability

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The chapter presents a discussion, conclusion and recommendations of findings in line with the objectives of the study. Discussions, conclusions and recommendations are made based on the key research findings and results.

The objective of this study was to assess and identify the effect of teamwork on the organizational performance of Ethiopian health institutions taking Torhilo comprehensive specialized hospital as case organizations. Therefore; the researcher has summarized the findings, and has given conclusions and recommendation based on the data collected and analyzed.

5.2. Summary of Findings

- 179 responses which are represented by 97% response rate were valid for analysis.
- Respondents were from 21 to 60 years of age and were composed of female staff which constitutes 44.7 % and the rest 55.30 % are male staff.
- The majority of respondents 134(74.9%) were first degree holders and respondents from all healthcare professionals were included. 105(58.70%) of the respondents are below 5 years of working experience in TCSH, and the remaining were more than 5 years of experience.
- From the communication team work dimension, communication is measured using five components placed in a Likert scale in the questionnaire and then evaluated to have been practiced to the level $M=3.78$ and this result shows that there is a moderate level of association.
- Out of the total 179 healthcare professionals, the majority 139(77.7%) are team members while the rest 40(22.30%) are team leaders at TCSH.
- From the adequate level of skills, it is measured using five components placed in a Likert scale in the questionnaire and then evaluated to have been practiced to the level $M=3.36$ and this result shows that there is a low degree of association.

- From the meaningful purpose and specific goals, it is evaluated to have been practiced to the level $M=3.52$ and this result shows that there is a moderate level of association.
- From the clear working approach, it is evaluated to have been practiced to the level $M=3.16$ and this result shows that there is a low degree of association.
- From the sense of mutual accountability, it is evaluated to have been practiced to the level $M=3.16$ and this result shows that there is a low degree of association.
- The non-financial organizational performance level of TCSH is computed to the level $M=3.21$, which is a low level of performance.
- Multiple Regression Analysis (Model summary) was conducted to further assess the effect of teamwork on organizational performance of TCSH. According to the regression result, the coefficient of determination, i.e., R Square, is computed to be $0.493=49.3\%$. That implies 49.3% of the variation of performance can be predicted by the independent variables.
- The F-ratio in the ANOVA table shows that the independent variables significantly predict the dependent variable, $F = 35.617$, $P=0.000$ (i.e., the regression model is a good fit of the data at $p < 0.01$). A high beta value and a small p value (< 0.05) indicate the predictor variable has made a significance statistical contribution to the model since the p-value for F-Statistics (0.000) is less than the significance level 0.05.
- Coefficients also indicates that the three teamwork parameters, meaningful purpose and specific goals and sense of mutual accountability has a positive and significant relationship with organizational performance under non-financial performance measures with p value of 0.000 and 0.006 respectively. But communication, working approach and adequate level of skills had no significant effect on organizational performance of TCSH with their p value 0.788, 0.120 and 0.938 respectively which is greater than 0.05.

5.3. Conclusion

The conclusions drawn from the findings of this study are in regard to the team work components and their effect on performance of the organizations. Supported the finds, this study concludes that teamwork includes a positive relationship with organizational performance. As the results of this study, the practice of clear working approach is at lower level within the study organization. This suggests that clear working approaches in TCSH aren't best practiced. There's no equivalent amount of real work. Also, the result indicates that there's inefficient use of your time and resources. The adequately absence of clear working approach led to own a negative relationship with organizational performance. The results of this study reveal that the presence of adequate level of skills within teams is practiced at a lower level but in a very better degree than the clear working approach. this means that the presence of necessary categories of skills between team members is lower. The practice of team and team members, individually or collectively, to assist one another to be told and develop skills is at a lower level. As per the result mentioned above, the effectiveness and usage of resources of coaching, skill sharing and development programs are lower. The practice of respondents to grasp and articulate the aim of the team is at moderate level as per the results of the study shows. As per the respondents, team purpose and goals are moderately clear, simple, measurable and versatile. The results indicate also that the practice of constructing team goals achievable and measurable is moderate. The practice to own sense of mutual accountability is low level in teams of the case organization, TCSH which indicates that each team member, individually or jointly, is at low level in charge of team's purpose, goals, approach, and work-products. The absence of a greater sense of mutual accountability within

members of team negatively affects team performance. The result also reveals those teams' members are less clear on what they're individually accountable for and what they're jointly answerable for as far as team work is anxious. It may be concluded from the study result that regular monitoring and evaluation to make sure where the team is and to where it's heading is at its low level.

5.4. Recommendations

Organizational performance and Team work are among the key factors in determining the success and effectiveness of a corporation because it is proved by the results of the study. Its simple easy to seek out out that effectiveness of a corporation is directly or indirectly related with performance of the organization either done individually, in groups or teams. Seeing organizations in improving team work and performance soon be effective in achieving their organizational goals is common since old days. Team work and performance areas of any organizations are the main focus of managers because both are related with achieving organizational strategy.

5.4.1. Recommendations to TCSH

The following recommendations are made supported the summary of findings and conclusion Torhiloch hospital should look and examine the teamwork level of its employees so on get what it's planned to urge from each team. After examining where the extent of the teamwork is, taking appropriate measures supported where teams are is recommended; strengthening the strong points of the teams and dealing on the weak points of teams. As healthcare jobs are mainly performed by teamwork, the hospital has to specialize in team work and recognize the achievements of excellent performing teams soon get better team work outcome.

The researcher strongly recommends the hospital to figure on clear working approach, sense of mutual accountability and knowledge and skill sharing between its health care professionals in accomplishing teamwork because the study reveals that those above-mentioned teamwork performance determinants aren't practiced well but at a lower level and it's negatively affected the organizational performance. With relation to meaningful purpose and specific goals mutually dimension of team work determinant, the practice is found to be moderate at its

moderate level. TCSH should take this practice to the best level by increasing team members' participation and belongingness to the team's purpose and specific goals. Additionally, to it the management of the hospital should promote shared values within the organization through allowing employees to possess their expressions and examine listened to, this permits the organization to develop an honest communication culture. Since communication had a big effect on organizational performance.

5.4.2. Recommendations for further studies

This research was done based on Katzenbach and smith 1993 model of teamwork performance, but further research can be done on this organization by using another model.

Study on the effect of team work on the financial performance can be done as this research is limited to the non-financial performance of the organization.

As we have seen on the reviewed literature, there are a lot of organizational performance measurement parameters other than balanced score cards (BSC). So, this study can be done by other performance parameters.

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Addis Ababa University

School of Commerce Department of Business Leadership

Questionnaire to be filled by medical staff of Torhiloch hospital.

Dear Respondent: I am a Master of Business post graduate student at Addis Ababa University, School of commerce. This questionnaire is designed to collect relevant information for the research carried out on the topic “The effects of Team work on Organizational Performance in health care provider Organizations: The Case of Torhiloch hospital”. The study is conducted for academic purpose that is for partial fulfillment of the requirements of the Master of Business Leadership. The researcher assures you as your responses will be kept confidential.

The soundness and validity of findings highly depend on your honest and thoughtful responses. Therefore, I kindly request you to fill the questionnaire carefully and return at your earliest convenience. I thank you in advance for all the kind support and considerable time you spent filling the questionnaire. In case you needed more clarification on any of the questions, please fill free to contact the researcher at mobile 0962429723 or girmishtilahun@gmail.com

Part 1: General Profile (Please put (√) mark in the box that best describes you)

- a. Age 21 to 30 31 to 40 41 to 50 51-60
- b. Gender Male Female
- c. Educational Background Diploma first degree postgraduate and above
- d. Department Physician pharmacy Laboratory Radiography
- e. Experience at TCSH < 5 years 5 to 10 years 11 to 15 years > 15 years
- f. Your role at the Team Team member Team Leader

Part II: Team work performance determinants at Torhiloch hospital

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

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

Team work determinants

Communication	1	2	3	4	5
In Torhiloch hospital, a team member can easily and frequently communicate within team.					
Discussions within the team are open and interactive.					
Feedbacks are communicated easily within team.					
The messages communicated during any type of team discussions are relevant and reliable.					
The presence of easy communication and flow of ideas leads to team performance.					
Adequate levels of complementary skills					
All three categories of skills (technical, interpersonal and conflict resolution skills) either actually or potentially represented across the membership within the team at Torhiloch hospital.					
Members, individually and collectively, are willing to spend the time to help themselves and others to learn and develop skills.					
The presence of adequate level of skills within our team helps to our team to perform better.					
Trainings given for team skill and knowledge development are effective and resources used are adequate.					
Team knowledge and skill sharing are relevant to the actual jobs and projects.					
Meaningful purpose and Specific goals					
The team purpose and goal within Torhiloch hospital is in line with the greater					

organizational purpose.					
All members understand and articulate purpose of the team in the same way and mention it in communications with other staffs.					
Team purpose and goals are clear, simple, and measurable. If not measurable, at least their achievement can be determined					
The team goals within Torhiloch hospital are flexible.					
The team goals given for the team to achieve are real and achievable.					
Clear working approach					
The working approach is concrete, clear, and really understood and agreed to by everybody and result in achievement of the objectives.					
The working approaches require all members to contribute equivalent amounts of real work.					
The approaches team uses in Torhiloch hospital provide for open interaction, fact-based problem solving, and results-based evaluation.					
The team working approaches used in Torhiloch hospital are efficient with regard to time and resources used.					
Adequate attention is given for innovation and problem solving in the team working approach.					
Sense of mutual accountability					
Every team member, individually and jointly, is accountable for the team's purpose, goals, approach, and work-products.					
Members are clear on what they are individually responsible for and what they are jointly responsible for as far as team work is concerned.					
There is a sense that "only the team can fail" within almost every member.					
Self-reflection on any risen ideas within team is taken to improve the mutual accountability.					
There is regular monitoring and evaluation within teams to ensure where the team is and how team is doing.					

Part III: Organizational Performance of Torhiloch hospital

Kindly indicate 1 to 5 to what extent the teamwork determinants affect the organizational performance of Torhiloch hospital.

1 = To a very little extent

2 = To a little extent

3 = To some extent

4 = To a considerable extent

5 = To a very great extent

Organizational performance of Torhiloch hospital

Customer Perspective	1	2	3	4	5
Patients coming to get the service of the hospital are satisfied.					
In relative to other similar government hospitals, patients choose Torhiloch hospital for its service.					
Torhiloch hospital has a reputable image and recognition before its customers.					
Patients are probably to choose Torhiloch hospital for their next medical or surgical treatment.					
The Internal Process perspective					
Patients are served within the standard time limit given by the hospital.					
There are variety of services and procedures given for patients at Torhiloch hospital.					
There is a standard of procedure for every department and measures are set to ensure jobs are done according to the standard procedure.					
Safety procedures are strictly followed by the hospital and monitored regularly.					

There is a system to follow up patients after treatment and patients are happy about it.					
The Learning and Growth perspective					
I am improving productivity, quality, and customer satisfaction via the services I provide in the hospital.					
The staff turnover in Torhilooh hospital is low so that employees are staying longer.					
My staffs are competent enough and contribute for the success of the hospital.					
My service and contributions to the hospital is recognized and appreciated.					
There is adequate room for growth and development in Torhilooh hospital.					