



## **ACKNOWLEDGEMENT**

I would like to express special gratitude to my thesis Advisor Dr Yonas this research work could not have been completed without his patience, direction, consult and instruction. I appreciate his lively engagement of my study academic and professional progress, and his experience in Academic writing.

Next, I would greatly in debt to the gatekeepers in the case-study selected studied Entrepreneurs Team members, Administrations, employees and managers who were willing to get any information and data and cooperation in giving response for questionnaire prepared for the study. I wish to express my indebtedness to my respondents for their cooperation and support while completing my work. Without their understanding and support the research could not have been completed.

Furthermore, Special tanks to school of graduate studies dean Mr. Amlaku Melese, for his professional and satirical advice. Finally, I would give thanks to Addis College for getting opportunity in Studying Master's program under Project Management.

## ABSTRACT

*Effective Teamwork and communication have an important role for good management of Organizations that enabled Business success in attaining the goals and objectives the impact that teams have on the performance of the organization is a critical subject as far as team contribution to organizational performance is concerned. The objective of this study was Assessing the practice of Team work and communication, challenges of effective teamwork and communication and impacts of effective Teamwork and communication for Business success .The study used both descriptive and exploratory method. The study used descriptive research design approach. The approach used in this research was a mixed approach using both qualitative and quantitative approach as interviews or questionnaire and census survey was employed to address the research questions and aiming at achieving research objective and data analysis was done using Relative Importance Index and Mean Score and presented by tables or figures. The finding of study was that Effective Teamwork and Communication have proven for Business success for Entrepreneurs. Teamwork effectiveness has been closely related to the performance of the individual employee and competency Skill and Members Trust to Teamwork.*

## Contents

ACKNOWLEDGEMENT .....	
ABSTRACT.....	i
List of Figures .....	v
List of Tables .....	vi
LIST OF ABBREVIATIONS .....	vii
CHAPTER ONE .....	1
INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2 Statement of the Problem .....	3
1.3 Objective of the Research.....	4
1.3.1 General Objective .....	4
1.3.2 Specific Objectives .....	4
1.4 Research Questions .....	4
1.5 Significance of the Study.....	4
1.6 Scope of the study .....	5
1.7 Limitation of the study.....	5
1.8 Organization of the study .....	6
CHAPTER TWO .....	7
2. LITERATURE REVIEW .....	7
2.1 Definition of Basic words and concepts.....	7
2.2 Overview of Teamwork.....	9
2.3 Key Characteristics of Teams .....	10
2.4 Understanding the composition and structure of teams .....	10
2.5 Benefits of Teams and Team Building and Teamwork in Organizations.....	14
2.6 The Importance of teams.....	18
2.7 Importance of Communication.....	19
2.8 Factors Associated with Teamwork .....	19
2.9 Factors Influencing Team Performance and Success.....	21
2.10 Factors Influencing Team Formation .....	22
2.11 Team Effectiveness .....	23
2.11.1 Positive Effectiveness of Team.....	23

2.11.2	Negative Effectiveness of Team .....	26
2.12	Factors in Effective Teamwork.....	28
2.13	Performance of Organization.....	30
2.14	The Impact of Teamwork on Organizational Performance.....	31
2.15	Effects of Communication.....	32
2.16	Ways to effective business communication .....	35
2.17	Managing Project Teams.....	35
2.18	Major challenges in project team management.....	37
2.19	Conceptual Framework.....	38
CHAPTER-THREE.....		39
3.	METHODOLOGY .....	39
3.1	Introduction .....	39
3.2	Study area .....	39
3.3	Research Design .....	39
3.4	Research Approach .....	40
3.5	Target Population.....	41
3.6	Sampling Technique and sample size .....	41
3.6.1	Sampling size.....	41
3.7	Method of Data Collection and Sources of Data .....	41
3.8	Data Analysis and Presentation .....	42
CHAPTER FOUR .....		44
4.	DATA ANALYSIS RESULT PRESENTATION & INTERPRETATION.....	44
4.1	Introduction .....	44
4.2	Response Rate of the Respondents .....	44
4.3	Demographic Characteristics of Respondents .....	44
4.4	Descriptive Analysis on teamwork and communication practice.....	46
4.5	Skills Team and Teamwork need .....	47
4.6	Means of communication in organization during Project work .....	48
4.7	Factors on Effective Teamwork .....	54
4.8	Factors Influencing or Challenges to Teamwork Performance and Success .....	55
4.9	Challenges to Effective Communication .....	58
4.10	The Effect of Teamwork on Business Success and Performance.....	59

4.11 Effective of Communication on Business work.....	62
CHAPTER-FIVE .....	69
5. CONCLUSION AND RECOMMENDATION .....	69
5.1 CONCLUSION .....	69
REFERENCES:.....	75
APPENDIX.....	78

**List of Figures**

Figure 2 conceptual framework.....	38
Figure 3 <i>Research process</i> .....	40
Figure 4 Means of Communication on Business Work in Organizations .....	50
Figure 5 Factors on Effective Teamwork.....	54
Figure 6 Factors Influencing to Teamwork Performance and Success .....	55
Figure 7 Effect of Teamwork .....	61

**List of Tables**

Table 1	Performance improvements due to team-based operations .....	31
Table 2	Response Rate of Respondents.....	44
Table 3	Demographic Characteristics of the Respondents .....	45
Table 4	impact of communication on Teamwork productivity .....	46
Table 5	Types of skills needed for Teamwork .....	47
Table 6	Means of Communication .....	49
Table 7	Analysis to challenges to Effective Communication.....	58
Table 8	Effective of Teamwork.....	60
Table 9	Effectives of Communication .....	62

**LIST OF ABBREVIATIONS**

PMI	Project management institute
HRM	Human Resource management
GDP	Gross domestic product
RBV	Resource Based View
RII	Relative Importance Index
M.S	Mean Score
AA	Addis Ababa

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Team work is the ability to work together towards a common vision. Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with others also can allow individuals to better understand the importance of teamwork and how the organization operate as well as promote the culture of teamwork success. According McQuerrey, L. (2019) , “organizations’ teamwork is the only way anything gets accomplished with quality and efficiency and for economic growth is under control and company’s success is scrutinized by top management to achieve the desired goals and brought benefit in business productivity”.

Organizations in Teamwork of Business, they cannot exist without communication. If there is no communication, employees cannot know what their co-workers are doing, managers cannot receive information inputs and supervisors cannot give instructions. Among these, Silver (1981:384), stated that communication is the uneasy system which ties together all elements of the organization. However, there are interfering factors such as misunderstanding and gap of messages which have the potential to disturb the smooth flow of communication process, affecting goal achievement. Supporting this, Arrey, O.B. (2014); said that many operations have failed because of poor communication, misunderstanding of messages and unclear instructions in organization Teamwork activities . Institutions can smoothly function only if they have effective communication systems. When the communication through the various channels of the organization is smooth and effective; the organization will be usually in respectable health. When the channels are broken down and the flow is inadequate and the organization suffers in many ways. Hence Teamwork without Effective communications in an organizations didn’t bring Business in to success and in another way communicative is effective better in Teamwork members since better tight among workers of organizations.

Institution workers have to know the needs and interests of their organization. The leaders also need to know the interests and wishes of their followers. This can be done with the help of an efficient and effective communication system. In line with this, lack of system can promote an atmosphere of confidentiality and mistrust which hinders the smooth functioning of the institution. Since a climate of open communication improves the chances for high productivity and job satisfaction during teamwork of business (Brady, D. (2018)), stated that communication is vital that managers; in line with heads of institutions, be aware of the importance of communication and take the necessary measures to keep it smooth and effective.

Effective team management, leadership and communication are fundamental for high team performance. The objective of proper team management is to create a favorable environment where the project team members are professionally challenged, fully engaged, and valued for their contributions which lead to a high degree of mutual trust, understanding, better working relationships, increased motivation, and commitment and effective communications has been flow and changed to implement to achieve project objectives (Verma, 1997). ‘Teams fail when leaders fail to shape the right team experience’ (Sidle, 2005:40).

In Addis Ababa, Ethiopia institutions administrative staff members are usually heard complaining that there were some miss understandings between the institute heads and themselves and workers. They would do not get all the necessary information needed to accomplish their Team tasks on time; nor do they have had the chance of sending the necessary feedback, comments and new ideas to be based on social instruction, Zaudneh ( 1987:236 ) stated that lack of smooth and effective communication network is observed in many of our institutions now a days. Hence these showed as there were problem of communication in teamwork in institution and hence impact the expect output .

Hence this study would focus on assessing the practice of team work and communication for the Business Success in the case of selected steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa, Ethiopia.

## 1.2 Statement of the Problem

Team work and Communication play the major role in an organization. Effective Teamwork and communication have an important role for good management of Organizations that enabled Business success in attaining the goals and objectives the impact that teams have on the performance of the organization is a critical subject as far as team contribution to organizational performance is concerned. For sure, teams are organized to carry out certain tasks which are better to be carried out by teams but not individuals. So, measuring team's performance will not be the same as measuring the performance of an individual. One of these factors were challenges of Team work of workers among organization and communication between administrators and workers. Therefore, many practitioners have conducted research in the field of Teamwork as well as communication problems in organizations. Among these researchers Hirpa (1983), Gizaw (1985), Girmay (1992) and Melesew (2001) Were the researchers who in one or the other way, dealt with such studies and point to communication problems in senior secondary schools in Addis Ababa and Ethiopia and in primary schools of Sekota (North Wollo) and Beamlak Tesfaye (2020) the researcher dealt with on the Effect of Teamwork on Organizational Performance in Ethiopian Health care Institutions in the case of Tikur Anbesa Hospital . But to the knowledge of the researcher, no study was conducted on practices and challenges of Teamwork and communication in particularly Enterpreauners of Steel and Furniture's in Addis Ababa, Ethiopia. In general, there are many Teamwork and communication challenges in Enterpreauners of Steel and Furniture's.

Hence, this study believes that the problem of Team work and communication within the structure of Organizations in particularly Entrepreneurs is wide and has contributed as much as possible to aware the importance of team work and communication in steel and furniture entrepreneurs in Yeka Sub city of Addis Ababa city, Ethiopia .

### 1.3 Objective of the Research

Based on the stated problems, this study has been conducted with the following objectives:

#### 1.3.1 General Objective

To assess the impacts of effective Teamwork and communication for Business success in the selected Steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa city, Ethiopia,

#### 1.3.2 Specific Objectives

1. To Identifying and describing the practices of Team work and communication
2. To Identifying and investigate challenges or factors affecting Team work and communication from Business success
3. To assess the effect of effective Teamwork and communication on Business activity in the selected Steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa city, Ethiopia.

### 1.4 Research Questions

1. What were the practices of Team work and communication?
2. What were challenges or factors affecting Team work and communication from Business success? and
3. What were the impacts of effective Teamwork and communication for Business success in the selected Steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa city, Ethiopia?

### 1.5 Significance of the Study

A lot of research work has been carried out on the concept of teamwork and communication separately by many researchers. This research work was not out a rightly deviation from all other works that have been carried out on the concept. In this study, the research has been trying to ascertain how teamwork and Communications have been the fuel for Business success.

This study focuses on the practices and challenges and effects of Teamwork and communication of selected steel and Furniture's entrepreneurs in Yeka Sub city Addis Ababa City

Therefore; this study believes that identifying these problems and trying to suggest some ways of solving the challenges are the step forward to implement Effective teamwork and communication for business success Hence, this study may contribute the following benefits: It raises

awareness of managers and organizations heads about the importance of Teamwork and communication for Success of Business , It would subsequently help managers of organizations or entrepreneurs especially for those Participate on Business of steel and furniture's manufacturing to decide whether to encourage team working more than that of individually or the other wise, to use effective communication with in organization of employees and managers , It will also help them to know if it's good to work as a team or individually, Effective communication for information from one responsible individual to managers helps the company to be more productive, It may help the managers to take timely measures to alleviate the current challenges on the effective teamwork and effective communication in order for business success and It may help other researchers as a stepping stone for further in-depth research in the areas of Teamwork and communication on different related entrepreneurs .

### **1.6 Scope of the study**

The study sought to examine effective Team work and communication for Business success on steel and Furniture's Entrepreneurs in Yeka Sub city of Addis Ababa city . The population was managers, Team leaders, Team members, Administrations and staff of steel and furniture Entrepreneurs in study. The process of studying was investigated by Questionnaires project managers or Administration head as well as using survey to obtain information from team members, workers or staffs and reviewing related literatures and human resources documents. This study was conducted in from February to August in year 2022, and data was gathered during this period.

### **1.7 Limitation of the study**

The limitation of this study was the study focus only Teamwork and Communication for business success only on Steel and Furniture's Entrepreneurs in Yeka Sub city of Addis Ababa. The study sample sizes were taken only from Selected Steel and furniture Entrepreneurs from Yeka sub city of Addis Ababa. The study used only Questionnaire as data collection tools for primary data source. There was challenge during collecting data: Lack of interest of respondents to fill the questionnaire, respondent's lack of trust research work were not interested to cooperate, lack of information in the study area and lack of finance and time were the serious problems

### **1.8 Organization of the study**

The study has been organized into five sections. Following the introductory part which covers the background, statement of the problem, objectives, significance, scope and limitation of the study was discussed. Chapter two covers review of related literature and explore some of the basic concepts and issues of Teamwork and communication. Chapter three deals with the research design and methodology employed in the study. Presentation of results, analysis and discussion part is treated in chapter four. Finally, chapter five concludes the study with a brief overview of the findings, conclusions and presents relevant recommendations.

## CHAPTER TWO

### 2. LITERATURE REVIEW

This chapter is organized in a way for the reader to grasp the important concepts related with the research by defining the meaning of project team and communication and their importance, discussing the processes and challenges involved in acquiring, developing and managing effective teams and communication, the impacts of teamwork and communication on the success of Business.

#### 2.1 Definition of Basic words and concepts

##### **Team**

A team can be defined as a group of people working toward a common goal. A team can also be defined as a group of individuals who come together or are brought together with the aim to achieve some stated objective(s) within a given time frame. Spencer and Pruss (1992) portrayed teams as effective work groups whose effectiveness rests on the degree of motivation, coordination and purpose and whose synergy produces an energy/creativity which is beyond them

##### **Teamwork**

Teamwork refers to work group with a common purpose for the achievement of goals/tasks (Harris and Harris, 1996). According to Business Dictionary (2020) teamwork is the process of working collaboratively with a group of people in order to achieve a goal. It is often a vital component of a business, as it is often essential for colleagues to work well together, trying their best in any circumstance. Teamwork therefore means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict that may exist between individuals. Teamwork thus is the willingness of a group of people to work together to achieve some stated common aim (<https://the-happy-manager.com/articles/define-teamwork/>).

**Team building**

Team building refers to an effort in which a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members (Chive, Chen, Lu and Lee, 2006). Arrey (2014) define team building as the process of helping a work group become more effective in accomplishing the task and in satisfying the needs of the group member.

**Communication**

Communication is the process in which one person transmitting ideas or information to another. It is two way process in which one party is sender and second is receiver. It is the giving and receiving of feedback between individuals and/or groups for the purpose of exchanging information (Seymoure & Shervington, 2010).

**Business communication**

It is the giving and receiving of feedback between individuals and/or groups for the purpose of exchanging information and altering performance in the workplace. (Seymoure & Shervington, 2010)

**The Project Team**

A project team can be defined as ‘a number of people who work closely together to achieve shared common goals for a project’ (Burke and Barron, 2014:160). Through interaction and collaboration the team makes every effort to develop its creativity, problem solving and decision making skills and increase its performance.

The PMI (2013) defines the Project Team as members of the project team who are directly involved and assigned with roles and responsibilities to complete the project.

**The Team and the Organization**

A team (or a work team) is a group of people with complementary skills who work together to achieve a specific goal (<https://hdl.handle.net/10919/70961>). The team achieved its goal by integrating specialized but complementary skills in engineering and design and by making the

most of its authority to make its own decisions and manage its own operations. (<http://hdl.handle.net/10919/70961>)

## **2.2 Overview of Teamwork**

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008).

Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organization today are moving towards "team based" approach to work, this means that working in teams is the basic method used to get work done in these organizations. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Richard, 1991). McShone (1998) said that teams are replacing individuals as the basic building blocks of organization - French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems. [3]

According to Taylorist model, work was divided into narrow function with short, repetitive work cycles and the work method prescribed in detail but this system fail to offer sufficient scope for a process of upgrading and innovation, which is essential for quick change and adaptation ( Taylorist 2003). In current times there has been growing emphasis in tertiary education that students should develop professional skills as part of their education. Skills such as problem solving, communication, collaboration, interpersonal skills, social skills and time management are actively being targeted by prospective employers as essential requirement for employ ability especially in team environment. Of these, employment authorities consistently mention collaboration and teamwork as being a critical skill, essential in almost all working environments. [3]

### 2.3 Key Characteristics of Teams

As indicated in the study report of (<http://hdl.handle.net/10919/70961>.) ,There are five key characteristics of Team. These team characteristics are :

1. Share accountability for achieving specific common goals
2. Function interdependently
3. Require stability
4. Hold authority and decision-making power and
5. Operate in a social context

### 2.4 Understanding the composition and structure of teams

Organizations can be structured in various ways, and the structure of an organization can determine the modes in which it operates and performs. The team structure is a newer type of organizational structure, often seen as less hierarchical, in which individuals are grouped into teams (Williams, 2000).

There are complex factors affecting team development, management and its overall performance that a project manager must understand. However, for the purpose of this research only a few specific concepts are discussed.

**Heterogeneous Teams:** Heterogeneous teams exist when members are different from each other in terms of qualifications, experience, personality, ethnic or cultural background or other various factors that could affect team performance. In general, it is said that the greater the degree of heterogeneity, the more effective the team will be at solving problems because they will collectively have more information and will brainstorm more effectively. However, it can also be the major source of conflict (Burke and Barron, 2014).

**Cohesive Teams:** Cohesive teams exist when members of the team wants to be members of that team, when their personal goals are well aligned to the team goals, and when there is unity, commitment to one another. If they work in close proximity, if they have similarity in values and attitudes and if they are few, then the team will more likely be cohesive (Adair, 2004). In general, the more cohesive the team, the better it will perform. However, it can lead to the dangers of group think when team members are highly cohesive. In this case, cohesiveness will be more important to the team rather than evaluating decision making process critically and objectively (Verma, 1997). <sup>i</sup>

The higher the team is heterogeneous and cohesive, the more effective it will become. Therefore, multidisciplinary teams must be developed and managed appropriately to get the most out them. However, in order for the team to be effective in achieving the goals of the project and ultimately the goals of the organization, the objectives of the individual and the team must be clearly aligned with those of the project's objective and the organization. If not, there is no reason in developing and motivating the team to commit and exert maximum effort to achieve unless the goals of the individual, team and organization are all aligned (Adair,2004).

**Cross-Functional Teams:** In matrix structured organizations teams are usually formed by combining multiple functional teams. These cross-functional teams are composed of experts from various functional areas like finance, information technology, communication, administration, logistics etc. and work in collaboration towards the project goal. Because these members are considered experts of their individual functional area, they are usually authorized to make decisions alone without often needing to consult the Project Manager. This is one of the key problems with the matrix organization structure, where the project manager coordinates staff individually from different departments (Burke and Barron, 2014).

The disadvantages of using cross functional teams are that more communication links are required to keep the different managers informed and consulted as they are involved in the administration and decision-making process. Some of the team members will have two managers from their functional department and the project manager therefore dual responsibility and authority leads problems over priorities, allocation of resources, divided loyalties, confusion, unclear responsibilities and conflicts (Burke and Barron, 2014). In this arrangement (Matrix structure) the project manager controls the technical decisions, and the functional managers control the administrative decisions. Division of power and responsibility usually leads to an overly complex situation and poor team performance. The lack of project commitment from a high number of tasks negatively affects efficiency (Verma, 1997).

The responsibility is on the project manager to practice an appropriate leadership style towards the functional managers, team members through negotiation and practice more participative, consultative, negotiable style of leadership to secure resources, acquire teams and resources to address the trade-off between who controls the what, when, who and how. The project manager needs to coordinate and integrate specific resources located in the functional departments. To

achieve this, the project manager must have both fully integrated information and control system and the means of addressing the responsibility and authority gap (Kerzner, 2003). The project manager should use team-building techniques to encourage the team members to work together effectively as it is multidisciplinary and as most teams are more comfortable in their own special area; must ensure that there are effective communication channels and effective information flow; must ensure to have mechanisms to resolve interpersonal team conflicts effectively and make it constructive to generate innovative ideas and solve challenging problems (Adair, 2004).

**Virtual teams:** Virtual teams are teams with a shared goal who perform their roles and work to achieve the project's goals in different geographical locations. Project managers and team members use communication technology such as e-mail, audio conferencing, and video conferencing to coordinate communication and activities. Virtual teams are necessary for projects where project sites are located in different regions (PMI, 2013). There are some challenges related to managing virtual teams, there is often misunderstandings, feeling of isolation from team members, difficulties in sharing knowledge and experience between team members, and the availability or cost of internet connection in rural areas. Therefore, planning for effective communication, setting clear expectations, facilitating communications, developing procedures for resolving issues and conflict, participating people in decision making, understanding cultural differences in that area, and sharing credit in successes are some of critical steps a project manager must take to ensure effectiveness in managing virtual project teams (Burke and Barron, 2014).

**Team member's role:** In teams, roles must be clearly defined and assigned. Members will be productive if they understand the significance of their contribution; common goals and values must be established for the team to be committed; and they must be given control over the work they perform, for them to have the feeling of usefulness and respect; and both progress and results must be recognized to create enthusiasm and motivate the team (Verma, 1997).

**Characteristics of effective teams:** According to Adair (2004) and Burke and Barron (2014) successful teams have the following characteristics: They have a small number of people (6–10) to offer a variety of skills; The team have complementary skills in terms of technical/functional expertise; problem solving and decision-making skills and interpersonal skills appropriate for the task; They are committed to a common purpose and performance goals that are documented,

agreed and shared; Roles within the team are clearly defined and provide all that is needed to ensure team success ; members take shared responsibility and accountability to the project goal and to each other. If one member fails, the whole team fails; According to Takuya (2009), there is nothing like one size fits all type of concept at play when handling different types of team structures for specific goals in mind. Deep thought and consideration is required to identify, assemble and also convince the team members to work together on a variety of assignments. According to Takuya there are two major team structures that an organization forms to meet objectives:

**Functional teams:**

Some teams are like a shadow in the background, they are always there but not very visible, yet most essential to run day to day operations of the organization. These teams for most part handle finance, sales and marketing and are deemed to be the functional leg of the entire organization. Such teams usually work under broad guidelines and policies formulated by the top executives of the corporation and it runs more or less smoothly without much fuss and noise [3]

Largely they are left to execute and achieve the grand vision of the organization, until there is need to take stock of the situation. Such scenarios may arise out of market dynamics like competition breathing down the neck, technological shifts, and change in regulatory framework or amendments in the Law of the land. These teams are recruited with due consideration and deliberation and they follow a routine and pattern laid down beforehand by the executives. They are more or less permanent and some team members may even outlast the organization [3] .

**Project teams:**

They are put together to execute certain tasks, reach certain goals or accomplish a vision in a time bound manner. Once the target is achieved, these teams are in most cases disbanded and team members go back to their routine task [3]

## 2.5 Benefits of Teams and Team Building and Teamwork in Organizations

Team offers individuals and organizations several benefits that help them in achieving development and performances. Some of these benefits include :

- ❖ better solution to work problems,
- ❖ improve co-operations, and
- ❖ better production as team members always hold each other accountable and drive each other to focus on efficient work techniques (*Obiekwe, Onyebuchi, Mobolade, Gideon Olakunle & Akinade, Mojisola Esther ,2021* ).
- ❖ focusing on team's goals in workplace,
- ❖ employees create more friendly competition and use the team pressure influence to keep each other motivated to accomplish set targets or objectives.
- ❖ a work team creates positive synergy through harmonized effort ( Judge and Sanghi ,2009)
- ❖ Making individual effort result in a level of performance greater than the sum of the inputs( Judge and Sanghi ,2009) Thus teams enables their individual members to improve upon their skills, ability and knowledge by learning from each other as they are working in a team, and due to that it enable them produce effectively and efficiently as compare to employees who work individually in organizations.
- ❖ An effective way of reducing organizational hierarchy and increase the employee involvement.
- ❖ Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013; Khattak et al, 7013).
- ❖ According to Baridam and Nwibere (2009), teams make better decision than would the average individual. Because of the tendency to make more risky and calculated decisions than individuals, groups and teams can be more creative and innovative in the task accomplishment.
- ❖ Additionally, teams help in maintenance of standards of conduct, and According to Baridam and Nwibere (2009), teams make better decision than would the average individual. Because of the tendency to make more risky and calculated

decisions than individuals, groups and teams can be more creative and innovative in the task accomplishment

- ❖ Teams help in maintenance of standards of conduct, and facilitate contribution to work accomplishment. Teams thus offer individuals top opportunity to tap into the knowledge, skill, experience, and expertise of others who are members of the group who exhibit them or teach others team members as they carry out job task as a team.

Team building is essential to any organization that desire to get the best from her workforce. Despites the challenges faced b teams in organizations, several benefits accruing from team building abound. Some of the very many benefits which team building offers include:

**i. Development of trust among employees:**

- ☞ Team building helps to develop trust among coworkers. Trust is most essential when teamwork is needed to achieve set goals and objectives. Any organization where the employees do not trust each other is sitting on keg of gun powder, as trust among employees is critically vital if any organization must survive.
- ☞ Mutual trust fostered by team building activities can allow employees to depend more on one another and be more productive and efficient.
- ☞ In other words, team building helps to build trust which is critical in business development and organizational commitment.

**ii. Improvement of collaboration/effective communication among employees:**

Since employees works together to achieve some specified goals, a strong bong usually develop among them creating interdependence and a sense of team spirit, making them to accept each other and willingly collaborate with each other. And as employees work as a team, it helps them learn how to communicate with one another, as well as in sharing of quality ideas and suggestion that help them develop as individuals and as a team.

Team building helps in increasing organizational productivity and also helps in motivating employees to improve their overall performance in their work. It helps employees to socialize with one another and to be psychologically prepared to work together to achieve the set goals

of the organization (Omuya et al, 2011). Jade (2012) summarize the benefits of team building as follows: (i) improvement of the employees morale and leadership skills, (ii) helps target all barriers that hinder creativity (iii) helps analyze goals and objectives, (iv) enhancement of organizational productivity, (v) identification of team strengths and the weakness, and (vi) helps improve members ability to solve problem. Additionally, team building helps to ease conflicts by allowing employees to bond with one another and become more accustomed to each other's personalities and in development of effective open communication by employees. It also increase collaboration among employees, and improve productivity Ivancerich et al (1997).

Team building thus is considered very essential in every existing team in order to bring out the best in every member for a team's continuous growth, effective adaptation to environment, open communication among members and cohesiveness among the members. The need for effective teams in organization cannot be over emphasized. Teams contribute to better outcomes for business organizations due to improved performances of employees (Applebaaum and Batt, 1994) and responsiveness and flexibility (Friedman and Casner-lotto, 2002), increase levels of job satisfaction (Kirkman and Shapiro, 1997), team cohesion, (Adiar, 1986) as well as enhanced organizational learning (Katzenbach and Smith, 1993), and productivity (Glassop, 2002). Furthermore, team building also enhances team effectiveness (Shuffler et al, 2002), and could also improve team's suffering from process issues, such as lack of clarification in roles. According to Kriek (2007), organizations utilizes a variety of types of teambuilding to facilitate interventions for a variety of purposes, including improving interpersonal relationships, increasing motivation, aligning with change programs, increasing productivity, finding direction and resolving conflict. Zaltman and Duncan (2017) notes that team building help organizations in achievement of their objectives such as customer satisfaction, good reputation, competitiveness, market share, profitability, and mission success, he however contend that it can also frustrate the growth and change process of the organization by rejecting and resisting changes that do not conform to the groups' norms and culture.

Fapohunda (2013) identified five major objectives of team building as; (i) enforcement of good communication among team members and individual, (ii) increased productivity and

creativity, (iii) achievement of better operation policies and procedures, (iv) clear work objectives and a climate of cooperation and collaboration, and (v) enhancement of higher levels of trust and support.

Teamwork is essential in an organization in that it is only when the skills and strengths of individual team members are joined with shared goals, and a focus on collective performance, will the benefits of a team at work begin to manifest (<https://the-happymanager.com/articles/define-teamwork/>). Teamwork also generate such benefits such as trust in colleagues to deliver what they promise, willingness to help when needed, co-operation and blending of others' strength, open communication, effective conflict resolution, and unity of direction (<https://the-happy-manager.com/articles/define-teamwork/>). According to McQuerrey (2019), teamwork helps organization members to work well together, and improves productivity, morale and the overall quality of the organization's product or service. It also helps to resolve conflict between staffers, and can make a huge contribution to organizational productivity and effectiveness. It is in this light that Froebel and Marchington (2005) posits that team members enhance their skills, knowledge and abilities while working in teams.

In all, working in teams is likely to empower individuals to the extent that teams enable members to participate in decision making in a work unit that is productive, supportive and collaborative. According to Alan (2003), teamwork refers to a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills. Thus, teams work together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity). Becker and Huselid (1998) contend that teamwork has a direct impact on employee skills and motivation, which are subsequently translated into improved employee/organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez et al., 2005).

## 2.6 The Importance of teams

The most imperative resource to a project is its team. Enterpreneurs require specific expertise at each specific stage in the project schedule. For the success of any Business, the skills, experience, and capabilities of the people who support the project is most significant. To complete the project on time the workload needs to be delegated and shared amongst the project team (Lutchman, 2011).

Teams are formed to bring together a set of balancing skills and capacities so that the project will have all the available competencies required to complete the task. The scope of work often necessitates a range of complementary skills, which one person cannot have, whereas a team of experts could have all the required skills. Teams are able to apply their different complementary skills with collaboration and brainstorming sessions to create a number of possible solutions and alternatives (Adair, 2004).

If faced with a number of possible alternatives, study has proven that teams often make better decisions than decisions made individually. This advantage is also related with the fact that the team jointly having a different set of skills and experiences can make better decisions. The best decisions are collective decisions. The logic behind this is once a project team has made a joint decision, members will be committed to carry out the course of action accordingly by joint peer pressure (Kerzner, 2003).

Teams improve motivation because teamwork is stimulating, and creates more energy than working alone (Sidle, 2005). The support and help provided to each other when facing problems produce endurance, reduces frustration. In addition, team rules or norms have positive effect on members to have appropriate behavior which all lead to collaboration and productivity (Burke and Barron, 2014). People make projects succeed or fail since they make the plans, the decisions, and also monitor and control the progress. Project management practice is team based. Project managers have to operate both as members and as leaders. The tools used for time, cost and quality management and control can only be effective if the project team operates properly (Mohammed and Abi 2015; Newton, 2015).

## 2.7 Importance of Communication

Communication is the practice or processes that acquaintances individuals, groups and organizations. It enables inputs to the organization from the environment and outputs from the organization to the environment. It populates a central place in organizations due to the structure, comprehensiveness, and scope of organization is almost exclusively determined by communication techniques. Tasks cannot be accomplished, objectives cannot be met and discussion cannot be implemented without adequate communication (Linenburg and Ornstein, 1991:185). Emphasizing the significance and role of communication, Silver (1987:381) also stated that without structured communication, organization would be little more than collection of people, resources and money unable to achieve goals.

In addition to this, communication is an imperative device for effective manager of any organization. It is managerial skill of an essential foundation for effective leadership since it encompasses the management functions of planning, organizing and controlling; no manager can do well without being a good communicator. Managers can be judged by their ability of communicating effectively (Whetten and Cameron, 1995:246). Hence, managers of any organizations spent 70 to 80 percent of their time in communicating. In the institutional environment, communication is an important means of coordinating the activities of institute heads, supervisors and trainers (Lunenbug and Ornstein, 1991:185). (2)

## 2.8 Factors Associated with Teamwork

The many challenges that your organization faces, the more critical it becomes that teamwork is effective. The key elements to successful teamwork are trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively. The whole process of organizational teamwork must begin with a company leadership team that creates a business strategy and a focus on the critical goals of the enterprise.

Next there is the process of communicating the vision, values and mission of the organization to a team, or teams that will be responsible for planning and executing the mission and building trust in the teams and within the teams to carry out their assigned responsibilities. Marketing plans, as well as other operational plans, will succeed only with team-based planning and execution.

According to Patrick Lencioni in “The Five Dysfunctions of a Team”, senior executives, middle management and assigned team leaders, must foster and expect that team member activities include the following factors:

**✚ Trust among team members**

**Building trust takes time.**

If trust is lacking it must be the responsibility of the team leader to focus first on building trust, i.e. getting team members to open up (among the team) and expose their weaknesses and fears to each other. In some cases, a team building exercise can be utilized.

In certain business cases, due to time pressures, the leader may have to take responsibility for building trust or change the team to achieve the necessary level of trust for team success. Until everyone is willing to trust the other members of the team, progress towards team success will be limited.

**✚ Prepare to engage in debate around ideas.**

Disagreements can lead to conflict, but conflict can be good. If ideas are not presented and debated, the team will miss opportunities to find the best solutions to problems. Respect for the thoughts and ideas of the other team members will be developed through healthy debate.

**✚ Learn to commit to decisions and plans of action.**

Team results will only come about as a result of team commitment to team decisions; this includes agreeing on the specifics of action plans. If some team members are not consistent with their commitments, the team will not succeed.

**✚ Hold one another accountable against their plans.**

Team members must be prepared to check among themselves to assure progress and overcome obstacles to progress. Adhoc meetings may be necessary to coordinate actions between departments or groups to assure progress.

**✚ Focus on achieving collective results.**

The vision and/or mission of the team must be accepted by all the team members and critical goals viewed as the collective responsibility of the team. If a return to profitability is a critical goal of an executive team, priorities and time commitments must be pulled from elsewhere. Focusing on results that in any way does not support the critical goal(s) of the team will lead to team failure.

## **2.9 Factors Influencing Team Performance and Success**

Different factors account for successful team performance in organizations. According to Robbins, Judge and Sanghi (2009), the four factors that are most significantly related to team performance are presence of adequate resources, effective leadership, a climate of trust, and a performance evaluation and reward system that reflects team contributions. Mink, Mink and Owen (1987) identifies connectedness and trust as key factors essential in productive and healthy teamwork development. Exforsys (2010) noted that for a successful team building, important considerations to make includes: selection of team members or participants, clear and well-defined team goals, complementary skills set, reliability of team leader, and team training. La Fasto (2001) identifies five dynamics that are fundamental to a team such as: team membership, team relationship and their ability to give and receive feedback, problem solving ability which depends on the level of focus and clarity of the goals of the team, team leadership and organizational environment which relates to how the climate and culture of the organization is conducive to team behaviour. Katzenbach and Smith (1993) have identified some requirement for building successful teams as: (i) small number of members, (ii) adequate levels of complementary skills, (iii) truly meaningful purpose, (iv) specific goal(s), (v) established clear approach to the team's work, (vi) a sense of mutual accountability, (vii) defined appropriate leadership structure. Among these factors, successful and effective teams have members who believe in the team's capabilities and are committed to a common goal and purpose which the teams want to achieve. In addition, the quality of team leadership, communication and rewards attached to the work contribute to the success of any team. On their own, Robbins et al (2009) identifies adequate resources, climate of trust, performance evaluation and reward system, as well as leadership and structure as factors that determine success of teams.

In addition to the factors noted above, other critical factors which could influence team success are, support of top management, individual member's willingness to support, and succeed with

the team, employee perception of team as avenue to goal congruence, clearly defined organizational goals and objectives, and clearly defined expectations from the team. Other factors include; proper planning and understanding and tasks to be perform, level of teambased family culture prevalent in an organization, and the quality of the team leader. However, teambuilding in organizations can face varieties of problems among which includes resistance to change, lack of trust, management poor preparation toward team building, and poor leadership and coordination.

### **2.10 Factors Influencing Team Formation**

Different reasons abound why organizations strive to incorporate team building as an organizational development strategy. According to Brown (1992) teams are built so as to set team goals priorities, analyze group work methods and examine interpersonal relationships within groups. Fapohunda (2013) identifies several factors that may be indicative of the need for team building. These include: (i) negative reactions to the manager, (ii) decrease productivity (iii) apathy and lack of involvement (iv) complaints about quality of service (v) lack of initiation, imagination, innovation (vi) conflicts or hostility among staff members (vii) routine actions taken for solving complex problems (viii) ineffective staff meetings, low participation and minimally effective decision (ix) misunderstood decisions (x) complaints of discrimination or favouritism (xi) missed signals and unclear relationships.

A careful examination of the points above can lead to identification of some points as major factors influencing formation of teams in organizations. These are: (i) nature of work to be done (ii) personal skills of would be team member, (iii) management primary goals, (iv) management willingness to accept and make use of team, and (v) prevailing societal and organizational culture. An organization therefore, must conduct team building in order to develop and enhance open and positive communication among members, brings about familiarization due to involvement in team activities, develop team productivity, as well as create room for effective cooperation and collaboration with each other.

## 2.11 Team Effectiveness

There is no question that today's emphasis on teams is more than just a management fad. Research in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. However, teams can be done right or they can be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. If we're going to do them, we need to do them right[3].

This paper is a summarization of my own experiences, both good and bad with teams over the years and current results from the literature on organizational development about what it takes to make a successful team (Fogg, 1994).

Teams as part of everyone's life and as part of organizational building is often view as a group (a collection of people) who interact to achieve a common goal but an effective, well-functioning team is much more than this (Murray 2000). It has been found that it dramatically affects organizational performance. Some managers have credited teams with helping them to achieve incredible results[3].

Participants in an effective team care about the group's well-being skillfully combined individual talents with a positive team spirit to achieve results regardless of whether the program effort is that of an individual or several individuals. Developing team skills have been seen as important because of the tremendous explosion in the use of teams in work organization over the last decade [3]

### 2.11.1 Positive Effectiveness of Team

#### **Employees Performance**

Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999). One research study concludes that to teach individuals on how to work in teams is not an easy task because to teach individuals to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship

between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee teaching (Washer, 2006). According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable [3].

### **Boost to Productivity**

According to Nicholas Bate(2006), by boosting productivity, we mean boosting your output at work so that you can respond to tough, difficult competitive situations or so that you can handle more challenges at home; when teenagers diversify their interest and need more of your time and support for instance. Importantly boosting your productivity shows you how to do this without detriment to the overall balance of your life. Essentially, it is about getting more out of the same time or the same out of less time [3].

Leading researchers in the field of work organization; Katzenbach and smith (1993) are convinced that people working in team function more efficiently, are less prone to stress, and such individuals make greater effort in their work. Such individuals are less prone to stress because tasks or problems of the organization is broken down thereby reducing the workload on

an individual. When the workload is reduced, it encourages employees to broaden their skills and knowledge and this leads to higher performance and productivity [3].

### **Good Decision-making and Implementation**

Teamwork has been used by companies to implement strategic decision that are taken in response to a range of business challenges and pressures (EWON, 1998). A company's attitude to the introduction of team is important in the process of implementation in decision making in that an effective team brings out ideal strategy of an organization hence enhancing its performance.

High performance teams have both a clear understanding of the goal and objectives to achieve and the belief that the goals and objective embody a worthwhile or important result. For these reasons team objective and responsibilities are defined and these assist in a quick decision implementation.

### **Team Trust**

Trust among the team members comes when member of the teams develop the confidence in each other competence. One research study concluded that trust among the team members develop the unique skills and coordination of individuals (Erdem, Ferda, Ozen and Janset, 2003).

According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. Organization should transform the trustworthy behavior for measurement into performance appraisal system to promote the organizational values (Erdem et al., 2003). According to Manz and Neck (2002) high performance teams within the organization exist when there is cooperation and unity exists between members. Reducing mistakes, quality out puts, increased in productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated (Mickan& Rodger, 2000). Cooperation of the team members can only be created when the trust comes to be most important value of the team culture. Trust provides an atmosphere for the team

members where members can discuss their mistakes, accept criticism and freely express their feelings so this leads to more synergy (Edmondson, 1999).

### **Recognition & Rewards**

According to Rabey (2003) recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team.

Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them. According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment. Anderson & West (2002) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere. According to Herzberg (1987) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (1968) reported that extrinsic rewards are the main factor to provide employee movement in positive manner.

#### **2.11.2 Negative Effectiveness of Team**

Along with the existence of positive and constructive team roles, negative and destructive agendas can emerge that undermine the ability of individual teams to function and perform adequately. Negative and destructive roles emerge for a variety of reasons, including personal agendas, resistance to change, immaturity, and lack of motivation and/or team leadership and management. One of a leader's major roles is to observe individual team members and watch for destructive and negative behaviors. When problems surface, they need to encourage the team to collectively recognize and handle them within the team environment. If this fails, it is up to

leaders to take specific action with the offending individual(s). Leaders need to be watchful for the following negative roles and behaviors within their individual teams:

### **I. Aggressor**

The aggressor criticizes everything said within the team environment, and is in effect an active naysayer. He or she has the ability to block the introduction of new ideas and concepts by minimizing and deflating the status of other team members and creating a sense of intimidation. If this behavior and role is not checked it will tend to decrease the team's overall motivation and subsequent member involvement.

### **II. Blocker**

The blocker is a dominant personality who automatically rejects the views and perspectives of others out of hand. This individual blocks the team's ability to brainstorm and discuss the merits of new concepts and ideas raised. Like the aggressor, this individual can be highly detrimental to the team effort as he or she intimidates individual members, limits their participation and decreases overall team motivation and involvement.

### **III. Withdrawer**

The withdrawer holds back his or her personal participation and refuses to become active within the team environment. This individual focuses the team on his or her immature behavior and attempts to resolve the conflict and unrest it creates, which effectively limits the team's ability to make progress on problems and assigned projects.

### **IV. Recognition Seeker**

The recognition seeker looks for personal attention and in so doing monopolizes the discussion by continually asserting his or her personal ideas, suggestions and viewpoints. The recognition seeker is also attempting to win the team over to his or her ideas and opinions. Unfortunately, this behavior minimizes other individual team members input, which hampers overall team participation, involvement and motivation.

### **V. Topic Jumper**

A topic jumper is unable to explore any specific topic in depth. He or she displays a short attention span and continually interrupts group discussions by attempting to change the subject. These continual interruptions diminish overall productivity by keeping team meetings off-focus.

## **VI. Dominator**

The dominator displays threatening and bullying behavior within the team setting. This individual uses intimidating and minimizing behavior in an attempt to take over the team and control all discussions. The dominator will typically “hijack” the team by coercing it to pursue his or her personal agenda.

## **VII. Devil’s Advocate**

While the devil’s advocate in the sense of introducing different viewpoints into the team discussion is a positive team function, it can become a negative role when used to block team progress or consensus. In this regard, the devil’s advocate is simply a naysayer that refuses to allow the team to move forward.

### **2.12 Factors in Effective Teamwork**

Teams are most effective when the following factors are met:

- ✚ Members depend on each other.
- ✚ When team members rely on each other to get the job done, team productivity and efficiency tend to be high. Members trust one another.
- ✚ Members work better together than individually. When team members perform better as a group than alone, collective performance exceeds individual performance.
- ✚ Members become boosters. When each member is encouraged by other team members to do his or her best, collective results improve.
- ✚ Team members enjoy being on the team.
- ✚ Leadership rotates. Some of these factors may seem intuitive. Because such issues are rarely clear-cut, we need to examine the issue of group effectiveness from another perspective—one that considers the effects of factors that aren’t quite so straightforward.

### **Factors that Erode Performance of teamwork**

The three obstacles to success in introducing teams into an organization:

- ❖ **Unwillingness to cooperate.** Failure to cooperate can occur when members don't or won't commit to a common goal or set of activities. What if, for example, half the members of a product-development team want to create a brand-new product and half want to improve an existing product? The entire team may get stuck on this point of contention for weeks or even months. Lack of cooperation between teams can also be problematic to an organization.
- ❖ **Lack of managerial support.** Every team requires organizational resources to achieve its goals, and if management isn't willing to commit the needed resources— say, funding or key personnel—a team will probably fall short of those goals.
- ❖ **Failure of managers to delegate authority.** Team leaders are often chosen from the ranks of successful supervisors—first-line managers give instructions on a day-to-day basis and expect to have them carried out. This approach to workplace activities may not work very well in leading a team—a position in which success depends on building a consensus and letting people make their own decisions

### **Successful Team**

- ✚ Commitment to team success and shared goals - the team was highly focused on delivering a quality product, and not pre-occupied by personal issues that might have interrupted this objective. They facilitated and nurtured positive, cooperative-working relationships based upon the focus of developing a quality final product that would impress their client tutor, peers and end users. The whole team was strongly motivated to out-perform other teams and shared a strong common goal of wanting to develop a product that would support their chances of gaining employment at the end of the course. This was evident in almost all of their responses;
- ✚ Interdependence – the team members felt that they had a responsibility towards the other members of the team and that the success of the project was based upon each team member's contribution. Team members were always happy to help peers when they were

experiencing difficulties. The team would proactively brainstorm problems individuals team members were having and offer assistance if needed;

- ✚ Interpersonal skills – the team recognized that team members had different personalities and experienced problems at different stages. They showed consideration for each other, respected and supported others in difficult times.
- ✚ Open communication and positive feedback – the team recognized that it was a “healthy thing” to discuss problems or difficult issues and try to offer constructive help/criticism in trying to resolve these. They strongly valued open dialogue that enabled team members to express their concerns in a non-defensive manner. They were open and truthful about all aspects of the project;
- ✚ Appropriate team composition – this team was proactive in selecting their team members well in advance for this unit. They had carefully considered the skills needed for each team member, and also the type of personality for each team member. These were carefully discussed and considered by two team members four months before the unit commenced;
- ✚ Commitment to team processes, leadership & accountability - team members were all aware of the importance of everyone’s role within the team and the process used by the team to plan and track the timing and quality of required tasks. The project manager was well respected by the team, and always consulted the team before making any major decisions. Also, the team had a number of quality assurance procedures which helped monitor activities as well as individual team members’ accountabilities;

### 2.13 Performance of Organization

performance indicators have been investigated in organizations is defined in terms of **operational outcomes** and **financial outcomes**. The former would include productivity (e.g. the number of hours to assemble a car), the quality of the product or service, innovation and customer satisfaction; the latter, value-added per employee and return on capital employed. To complicate matters, many of these indicators can be recorded at different levels within an organization. Productivity, for example, can be measured at department, workplace or company level.

### 2.14 The Impact of Teamwork on Organizational Performance

Research shows that companies build and support teams because of their effect on overall workplace performance, both organizational and individual. If we examine the impact of team-based operations according to a wide range of relevant criteria, we find that overall organizational performance generally improves.

Table 2.1 lists several areas in which we can analyze workplace performance and indicates the percentage of companies that have reported improvements in each area. (<http://hdl.handle.net/10919/70961>)

**Table 1 Performance improvements due to team-based operations**

Area of Performance	Firms Reporting Improvement
Product and service quality	70%
Customer service	67%
Worker satisfaction	66%
Quality of work life	63%
Productivity	61%
Competitiveness	50%
Profitability	45%
Absenteeism/turnover	23%

*Source: Adapted from Edward E. Lawler, S. A. Mohman, and G. E. Ledford (1992). Creating High Performance Organizations: Practices and Results of Employee Involvement and Total Quality in Fortune 1000 Companies. San Francisco: Wiley.*

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most

work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008). [3].

Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organization today are moving towards “team based” approach to work, this means that working in teams is the basic method used to get work done in these organizations. [3].

### **2.15 Effects of Communication**

Communications skills help you to understand others—not just their words, but also their tone of voice, their nonverbal gestures, or the format of their written documents provide you with clues about who they are and what their values and priorities may be. Active listening and reading are also part of being a successful communicator. We need to begin the process of improving our speaking and writing with the frame of mind that it will require effort, persistence, and self-correction. Our success in communicating is a skill that applies to almost every field of work, and it makes a difference in our relationships with others. We want to be prepared to communicate well when given the opportunity. Each time we do a good job, our success will bring more success.

- ❖ Effective Communication are preferred by Business and Industry Oral and written communication proficiencies are consistently required by business. Which will helpful in Exchanging information, preparing plans & policies and for increasing employee’s efficiency Communication skills are accommodating to achieve goal successfully. And can take better decision for business
- ❖ Effective Communication Represents boss and staff members If business deal with other organization then effective communication represent organization, employee and employer of organization. Business wants to make a good first impression on others; they all want it convey a positive image, as it reflects on them. Professionalism and attention to detail will reflect positively on set up for success. In both oral and written situations, it will benefit from having the ability to communicate clearly. These are skills which will use for the rest of life. Positive improvements in these skills will have a positive impact on business relationships, prospects for employment, and ability to make a difference in

the world. How effective communication work for business (Role & functions of communication)

❖ Effective communication do good work

Effective business communication helps get the job done well, on time and on budget. The boss or team member who can communicate objectives, policies and step-wise responsibilities in a brief and logical manner contributes more to a company's success than one who does not. These communicators are highly valued in today's complex and competitive business world, and are often earmark promotion and increased responsibility.

❖ Helpful in innovation

When employees are comfortable in frankly communicating new thoughts, assistance and innovation will be at an all-time high. In addition, if staff is unable to express their ideas due to imperfect communication skills, it is likely that the idea will not be implemented to its full potential.

❖ Ensure Intelligibility

Organizations remain more transparent with regularly communicating with external and internal parties. This is important in building trust in your brand, in your services and also internally when it comes to the trust that employees have in higher management & organization will grow. [2].

❖ Contribute to development of the company

A lack of effective communication can lead to the fall down of any organization. – Without appropriate marketing security and communication internally and externally, most organizations will struggle to survive. Communication can also lead to productivity and helps to avoid unnecessary delays in the implementation of policies. [2].

❖ Managing employee by positive feedback

When managers are effective communicators, they are more able to inform staff sufficiently of their everyday jobs and what is expected from them. Good communication skills also helps managers to provide constructive feedback to their staff, build better relationships, and understand personal goals that staff may wish to work towards.

❖ Improve work ethics

Good communication within a team also tends to enhance employee morale. If open communication within a workplace is encouraged, a more consistent and effective team will emerge. Employees feel that they are well informed of the company's direction and plan they will feel more secure within their role. Regular internal communication can also lead to an improved work ethic if staff are reminded of achievements and feel that they are working towards a common goal.

❖ Builds and maintain productive relationship

Effective Communication is the key to build and maintain relationships by positive encounters with others. Without effective skills, it will be difficult to properly construct and promote productive relationships. (2)

❖ Helpful in employee satisfaction

It will certainly bring mutual understanding between management and workers, if there is free and fair flow of information in the organization. Such understanding enhances the satisfaction of employees. [2]

❖ Eliminate Controversies

Effective communication allows smooth flow of information among various parties involved in the negotiation or transaction. As a result, conflicts, controversies and disagreements can be resolved easily.

❖ Increase Loyalty

Effective communication helps the managers to be aware of the performance of their subordinates. In such a situation, the subordinates try to show their good performance. Later on, if management praises their performance, it will enhance employees' loyalty. [2].

❖ Publicity of goods and services

In the modern age, business is becoming highly competitive. Almost every competing manufacturer produces products of common consumption. However, all of them cannot sell equally well. The organization that can communicate better, can also sell better.(2)

❖ Helpful in making plans and policies

Communication helps in preparing organizational policies and plan. Realistic plans and policies require sufficient and relevant information. The managers gather required information from reliable sources through communication.

- ❖ Increase employee efficiency

With the help of communication, organizational objectives, plans, policies, rules, directives and other complex matters explain to the employees that broaden their knowledge and thus help them to be efficient. Communication also helps in increasing the efficiency of employees [2].

- ❖ Helpful in achieving goals

Effective communication helps the employees at all levels to be aware and considerate it ensures timely completion of jobs and easy accomplishment of goals.

- ❖ Helpful in solving problems

The managers can be informed of various routine and non-time problems of the organization with the help of various communication channels, and accordingly they take the necessary actions of steps to solve the problems. [2].

## **2.16 Ways to effective business communication**

Many methods of communication are in business settings-whether those businesses are large or small. Understanding the availability and benefits, and drawbacks of the various options can help businesspeople choose the communication tools most likely to resonate with their audiences. Today communication can occur in a variety of ways -- in person, through print documents, through broadcast messages or, increasingly, online.

## **2.17 Managing Project Teams**

Managing Project Team is the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance' (PMI, 2013:279).

Managing Performance: Project managers must set goals and definite target dates of milestones to help achieve a smooth rate of progress. Key personnel who are responsible for key functions must be assigned on a full-time basis to avoid potential priority conflicts and ensure they commit to their functions, goals and due dates. In order to increase team productivity, project managers must be the one to do the performance appraisals of team members for the duration of the project not functional managers (Verma, 1997).

If teams face an obstacle and become stuck and unable to make progress, performance will fail and might be accompanied by confusion, discouragement and conflict. Teams must have clearly established measures of performance that drives the team and clearly indicate how their effectiveness can be assessed (Burke and Barron, 2014).

According to Pinto, et al. (1998) accountability is effective when the performance assessment is effective. Accountability systems only work when the team has control over the results. When holding the project team accountable for its performance, the Project manager must take into consideration the accuracy of the performance assessment. If high accountability is enforced, using an invalid measure of the team's performance, this will lead to high levels of stress. As a result, the quality of work will be compromised, and the team's motivation to successfully complete the project will significantly suffer. Performance assessment must be relevant, precise and free of bias.

**Providing feedback:** Feedback on the progress made is important. It helps to increase motivation because if people feel that they are progressing forward, they tend to put on more effort and feedback on lack of progress is also important because it helps to inform the team to concentrate on what yet needs to be done (Adair, 2004).

**Managing Changes:** All projects, particularly large and complex projects, involve unanticipated changes. Changes can be requested by stakeholders involved with the project and may be requested verbally; however, they should be recorded in written form and entered into the change management system (PMI, 2013).

Project managers face the challenge of managing projects characterized by high levels of uncertainty, rapid changes and cross-cultural teams. They must seize change as an opportunity by optimizing team members' performance through building cohesive teams through effective communication, teamwork, leadership, which are all tools for inspiring high performance. Good planning and effective teamwork help in dealing with the uncertainty of project changes and resistance to change (Verma, 1997).

**Managing multi-disciplinary team:** Project teams tend to suffer from the inclination of members to identify with their own area of expertise rather than with the projects goal. For example a team member might request a very expensive material however the finance manager will consider the

available budget and might reject the request. If each member works on its own particular area, then there will be communication breakdown among support staffs and specialists. Therefore, there is an absolute need for team-building activities if teams need to perform collaboratively. Teams need to be aligned with the organization's vision, requirements and the project's objective (Burke and Barron, 2014).

### **2.18 Major challenges in project team management**

**Capacity and credibility of the project manager:** The Project Manager lacks technical, administrative, and managerial and leadership skills required to implement the project and lead the project team. The Project Manager lacks support from senior management to have full authority for resources required to acquire and develop his/her team. The Project Manager lacks credibility (Kerzner, 2003).

**Organization structure:** The organization's structure negatively affects project team management process. The organization implements several projects and assigns team members resulting in conflicting priorities, dual responsibilities, competition for resources, divided loyalties, confusion, unclear responsibilities and conflicts (Burke and Barron, 2014).

**Acquiring project team:** According to Burke and Barron (2014), in a matrix structure, the Project manager does not have direct control over everyone they would like to have involved in the project. They may need to negotiate with others who are in a position to provide the right number of individuals with the appropriate level of knowledge skills and experience. Failure to obtain the necessary human resources can increase the risk of project success in terms of schedule, budget and quality

**Composition of the team:** Team members do not have balancing skills, balancing roles and the required competencies to complete the project. When the team is very large and highly heterogeneous conflict will result. When the team is small in size and highly cohesive, it will result in groupthink and decisions are not reached based on objectivity and critical thinking (Adair, 2004).

**Developing project team:** when the project's duration is short, it is very challenging to build a cohesive and effective team, according to the team development stages. Conflicting outlooks, priorities, and interests, role conflicts, dynamic project environments, competition over team

leadership, lack of team definition and structure, lack of team member commitment, lack of senior management support, are some of the factors that are barriers to effective team development (Kerzner, 2003).

Managing Project Teams: managing virtual teams is costly and requires more communication effort. Managing multi-disciplinary team is challenging as members often identify with their own area of expertise rather than with the projects goal. Participatory problem solving and decision making is time consuming and may lead to inefficiencies. When there is lack of integrated and unified system of communication, coordination and control to manage teams, it is challenging to manage the team’s performance effectively. It presents challenges when there is no effective accountability system for team members to produce strong and measurable results and when there is a constant state of change in the project scope and objectives. In addition, the expectation from the Sponsor can be unrealistic to the extent that the team is discouraged (Burke and Barron, 2014).

**2.19 Conceptual Framework**

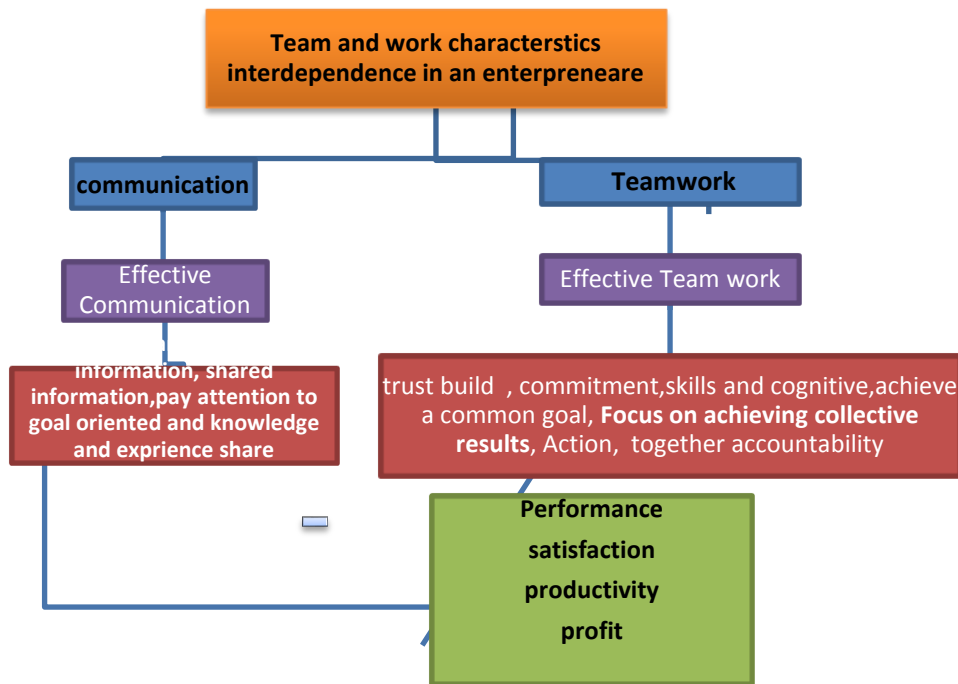


Figure 1 conceptual framework

## CHAPTER-THREE

### 3. METHODOLOGY

#### 3.1 Introduction

The basic objective of this research was exploratory; it aimed to answer fundamental questions that what was the practice of Team work and communication for the business success, the challenges or factors affecting Teamwork and communication that were barriers for business success and how effective Teamwork and communication would be implemented for business success in selected Steel and furniture Entrepreneurs in Yeka Sub city of Addis Ababa, Ethiopia.

#### 3.2 Study area

The study was conducted in Yeka sub city of Addis Ababa on Selected steel and furniture Entrepreneurs

#### 3.3 Research Design

The study used both descriptive and exploratory method. The study used descriptive because it tried to assess the Teamwork and communication for Business Success and used exploratory to check the associations between the Team work and communication in an Entrepreneurs and the Business success.

This research is a descriptive type which enables the researcher to determine The effects of Team Work and communication for business success in the case study of selected steel and furniture's Enterpreauners in Yeka Sub city of Addis Ababa ,Ethiopia for an in-depth understanding and attempt to elicit further information in that area by providing meaningful data. This research design will be selected and considered appropriate for the researcher to gather as much information to understand the main issue under investigation and describe it to the reader (Sekaran and Bougie, 2009). The major purpose of descriptive research is to describe the state of affairs as it currently exists from an individual and organizational perspective for the title of the study. The main characteristic of this descriptive study method is that the researcher has no control over the variables; he or she can only report what has happened or what is happening. In most cases the information gained by descriptive study can be useful to evaluate certain practices and considering corrective steps for the future.

### 3.4 Research Approach

The approach used in this research was a mixed approach using both qualitative and quantitative approach as interviews or questionnaire and census survey was employed to address the research questions and aiming at achieving research objective.

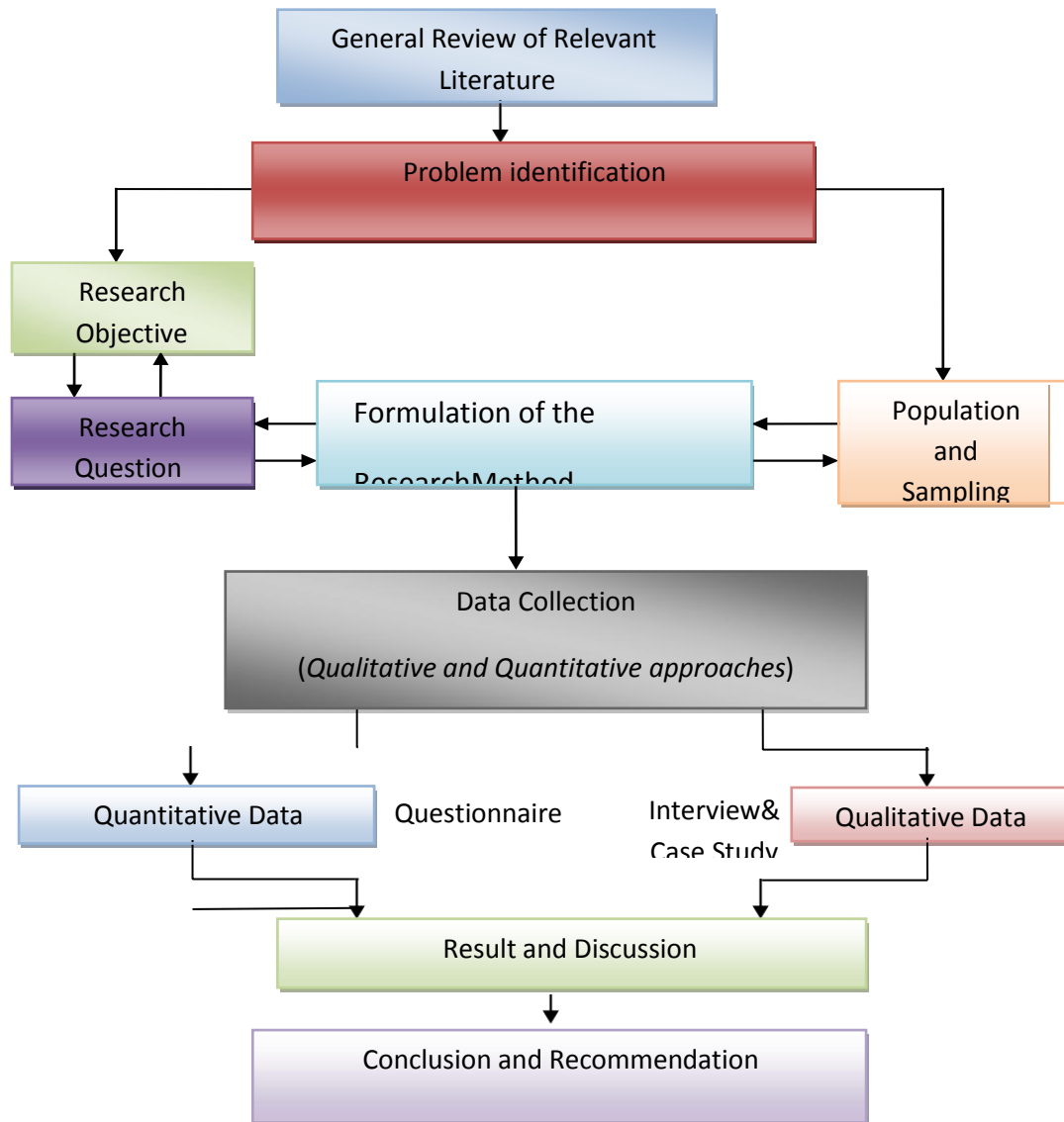


Figure 2 *Research process*

### 3.5 Target Population

The target population of the study is members of selected steel and Furniture enterpreauners from Yeka sub city to find out what the effects of Team Work and communication for business success . 60 populations from staff, managers and team members are taken from selected Entrepreneurs.

### 3.6 Sampling Technique and sample size

The study used non-probability convenience sampling method where by samples were selected from the target population on the basis of their accessibility to the researcher. The selection process will be held after explaining to managers about: their rights to participate in the study, procedures, benefits and purpose of the study to allow for questionnaires or interview .

#### 3.6.1 Sampling size

The sample size determination is based on Taro Yamane Method; The Taro Yamane method was formulated by Tara Yamane in 1967 to determine the sample size from a given population with the formula:  $n = \frac{N}{1 + N(e)^2}$  Where: n - Signifies the sample size ,N - Signifies the population under study, e - Signifies the margin error = (0.05)

Hence using 60 populations we will use 50 sample sizes for our study. This sample sizes were the respondents who were randomly taken from managers, administrations or staffs, from teamwork members or leaders.

### 3.7 Method of Data Collection and Sources of Data

The data collection instrument for this study is questionnaire and /or Interview . Data was collected through interviews and questionnaires. Before preparing the questions for the interview and the survey, preliminary interview will be conducted through general unstructured interview questions. The purpose of using unstructured interview questions was to bring some major issues to determine what factors need further in-depth investigation and in order to completely understand the process and issues (Sekaran and Bougie, 2009).

The questionnaire had the respondents' information section, Practice of Team work and communication for the success of Business sections, Challenge or factors that affect Teamwork and communication to not contribute for Business success and to investigate the impacts of Team

work and communication for business success sections for the selected steel and Furniture Entrepreneurs.

The Interview questions for Managers or team leader will be prepared for the participants to explain issues in detail so as to get an in depth information. Questionnaires are administered and collected through contact on survey at study location and data that will be gathered are from selected Respondents from the company and also for respondents are expected to coordinate to take their time and answer the questions of questionnaire.

Both data collection methods are used as interviewing has the advantage of flexibility and questionnaires have the advantage of obtaining data more efficiently in terms of time (Kothari, 2004).

The study Data would be collected from primary and secondary sources. Primary data source is collected from the study participants through interview and questionnaires. Secondary data are obtained by reviewing different documents, Business Strategic plans, literatures to supplement the information gained from the interview and responses from questionnaires.

### **3.8 Data Analysis and Presentation**

Descriptive analysis procedure will be used. The data obtained from the Questionnaire were organized, and summarized in order to find patterns and answer the research questions. According to the study by Kothari (2004) and Berg (2001) processes involved in data collecting include; editing, coding or categorizing of collected data to identify patterns of relationship that exist among data groups, or differences with the data collected from literature and presented in narratives.

Descriptive statistical method is used to summarize the data obtained from survey and will be analyzed by calculating the frequency of the responses, the average/mean and percentages using RII value (Relative importance Index) or M.S (Mean square or weighted mean) and the result is presented in tables.

**Relative Importance Index (RII):-**Kometa et al. used the Relative Importance Index method to determine the relative importance of the effects of Team work and communication for business success. Analysis of data consists of calculating the Relative Importance Index (RII) and

Ranking of factors based on the Relative Importance Index (RII) using Excel computer software and the following formula has been used. It was expressed as  $RII = \frac{1n_1+2n_2+3n_3+4n_4+5n_5}{A*N}$  in which RII = Relative Importance Index ( $0 \leq RII \leq 1$ ),  $n_1, n_2, n_3, n_4$  and  $n_5$  = Number of respondents answer each factor or 1, 2, 3, 4, 5 = weight given for each factor (ranging from 1 to 5), A = highest weight (i.e. 5), N = total number of respondents. The RII value had a range from 0 to 1, higher the value of RII, And Mean Square =  $M.S = \frac{1n_1+2n_2+3n_3+4n_4+5n_5}{N}$

. The RII was used to rank (R) the different study Variables of the study. These rankings made it possible to cross-compare the relative importance of the Study objective elements as perceived by the groups of respondents. The study objective elements were could be challenges to effective Teamwork and communication and impacts of teamwork and communication.

## CHAPTER FOUR

### 4. DATA ANALYSIS RESULT PRESENTATION & INTERPRETATION

#### 4.1 Introduction

This chapter describes the analysis and interpretation of the collected data about the assessment of Effective Teamwork and Communication for the Business Success on Selected Steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa, Ethiopia.

The chapter is consisting of different topics such as: response rate, demographic characteristics of respondents, Teamwork and communication in Selected Entrepreneurs in Yeka Sub city of Addis Ababa, Skills Required for Effective for Teamwork, Challenge or factors on Effective Teamwork and communication that Hinder for Business Success and Impacts of Effective Teamwork and communication for Business Success.

#### 4.2 Response Rate of the Respondents

Out of 60 questionnaires distributed to the Selected Steel and Furniture Entrepreneurs from Yeka Sub city of Addis Ababa 50 of questionnaires were collected and the response rate was 83%, of which 10 questionnaires were not properly filled and not returned and hence not considered for final analysis

**Table 2 Response Rate of Respondents**

Questionnaire Distributed	Questionnaire Returned and used for Analysis	%age of Returned Questionnaire
60	50	83

Source ; Own survey 2022

#### 4.3 Demographic Characteristics of Respondents

The first part of the questionnaire was demographic information giving the general profile of respondents. In this study Respondents educational level, Respondents experience at Selected Entrepreneur, Respondents Roles in Teamwork and Respondents Statistics in Selected Steel and Furniture Entrepreneurs. The results obtained from the structured questionnaires are presented on the table 3.

Table 3 Demographic Characteristics of the Respondents

General Profile			
Item		Frequency (Number of Respondents from Total Analysis number )	%age
Educational Background	Below Diploma	12	24
	Diploma	32	64
	Degree	4	8
	Masters	2	4
	PHD	0	0
	Total	50	100
Experience	Less than 5 years	4	8
	6-10 years	36	72
	10-15 years	10	20
	Above 16 years	0	0
	Total	50	100
Roles of Respondents	Team members	38	76
	Team leaders	6	12
	Administrators or Managers	6	12
	Total	50	100

Source : Own survey 2022

Out of the total 50 respondents, the respondents educational background as shown in table.....above shows 24 % below diploma, 64 % and 12 % are degree holders. Most of Respondents work experience in the studied organizations was between 6 to 10 years which account 72% of respondents. And the roles of Respondents were 76 % of respondents were team members , 12 % Team leaders ,12 % were administrator or managers to entrepreneurs .

#### 4.4 Descriptive Analysis on teamwork and communication practice

In business work Communication among team members in teamwork affects the Teamwork productivity. Table 4.3 below is the table that analyses result from the respondents' response of impacts of communication on teamwork productivity. As shown below the result of analysis were more than 4 Mean score which implied that Lack of proper communication, lack of employee empowerment and Barrier in communications are basic and this analysis result that revealed that communication can affect the team productivity if not effective and not properly implemented.

**Table 4 impact of communication on Teamwork productivity**

Communication and teamwork productivity	RII	M.S
Lack of proper communication affect teamwork	0.824	4.12
Lack of employee's empowerment on communication impact on teamwork in your organization	0.84	4.2
Barriers in communication affect teamwork in Organization.	0.828	4.14

The respondents were asked on the impact of communication on the team productivity and Give response on the perception from a five point likert scale was used where 5=very highly significant, 4=highly significant, 3=Significant, 2= insignificant and 1=highly insignificant / Never. Using as the respondents response the collected data were analyzed by RII and M.S value and gave rank As shown in table 4.3 above based on the Highest value to least .Hence with this, lack of employee's empowerment on communication impact on teamwork in your organization with RII =0.84 is the 1<sup>st</sup> significant that affect the teamwork productivity for Business work of Selected studied steel and furniture Entrepreneurs in the Yeka Sub city of Addis Ababa, and the barriers in communication affect teamwork in Organization with RII= 0.828 and lack of proper communication affect teamwork in your region with RII=0.824 Respectively were the 2<sup>nd</sup> and 3<sup>rd</sup> highly significant that affect the Teamwork productivity of Business work of Entrepreneurs. Therefore these result indicated on business work communication is one of basic

that affect the teamwork business work productivity. If there were communication problem in team work finally the end productivity from teamwork would be less.

#### 4.5 Skills Team and Teamwork need

Teams need skills for teamwork effective for Business work. As shown in table 4.4 shown below the necessity of Technical, decision making and problem skill and Interpersonal skills were analyzed of the respondents response for each skill from the analysis respondents.

**Table 5 Types of skills needed for Teamwork**

Type of Skill	Total Respondents React	Total Participants	% of respondents who agree
Technical skills	48	50	96%
Decision-making and problem-solving skills	47	50	94%
Interpersonal skills	42	50	84%
Average	46	50	92%

A team of teamwork performs well because its members possess some level of talent. Members' talents must also be managed in a collective effort to achieve a common goal. A team of Teamwork can succeed only if its members provide the skills that need managing. In particular, every team requires some mixture of three sets of skills: Technical Skills, Decision-making and problem-solving skills and Interpersonal skills.

#### **Technical skills**

Analysis result shown in table 4.4 above is 96% of respondents agree that this skill was practiced and the organization team members own this skill for the effectiveness teamwork .Because teams must perform certain tasks, they need people with the skills to perform them.

#### **Decision-making and problem-solving skills**

Because every task is subject to problems, and because handling every problem means deciding on the best solution, it's good to have members who are skilled in identifying problems, evaluating alternative solutions, and deciding on the best options. Based on the response of

respondents analysis result in Table 4.4 above 94% of respondents agree decision making and problem solving skill is important on the process of teamwork of Business work in studied Entrepreneurs .

### **Interpersonal skills**

Because teams need direction and motivation and depend on communication, every group benefits from members who know how to listen, provide feedback, and resolve conflict. Some members must also be good at communicating the team's goals and needs to outsiders.


The key is ultimately to have the right mix of these skills. Remember, too, that no team needs to possess all these skills—never mind the right balance of them—from day one. In many cases, a team gains certain skills only when members volunteer for certain tasks and perfect their skills in the process of performing them. For the same reason, effective teamwork develops over time as team members learn how to handle various team-based tasks. In a sense, teamwork is always work in progress. This skill is significant as other two indicated above in table 4.4 with 84 % of respondents agree as one of important skill in Making teamwork effective in Business work .

In general in average 92% of respondents agree on these three skills that were necessary for the teamwork effectiveness for Business work in selected Steel and Furniture Entrepreneurs in Yeka Sub city Addis Ababa, Ethiopia

### **4.6 Means of communication in organization during Project work**

Many methods of communication are in business settings-whether those businesses are large or small. Understanding the availability and benefits, and drawbacks of the various options can help business people choose the communication tools most likely to resonate with their audiences. Today communication can occur in a variety of ways -- in person, through print documents, through broadcast messages or, increasingly, online and furthermore methods of communication are in general:

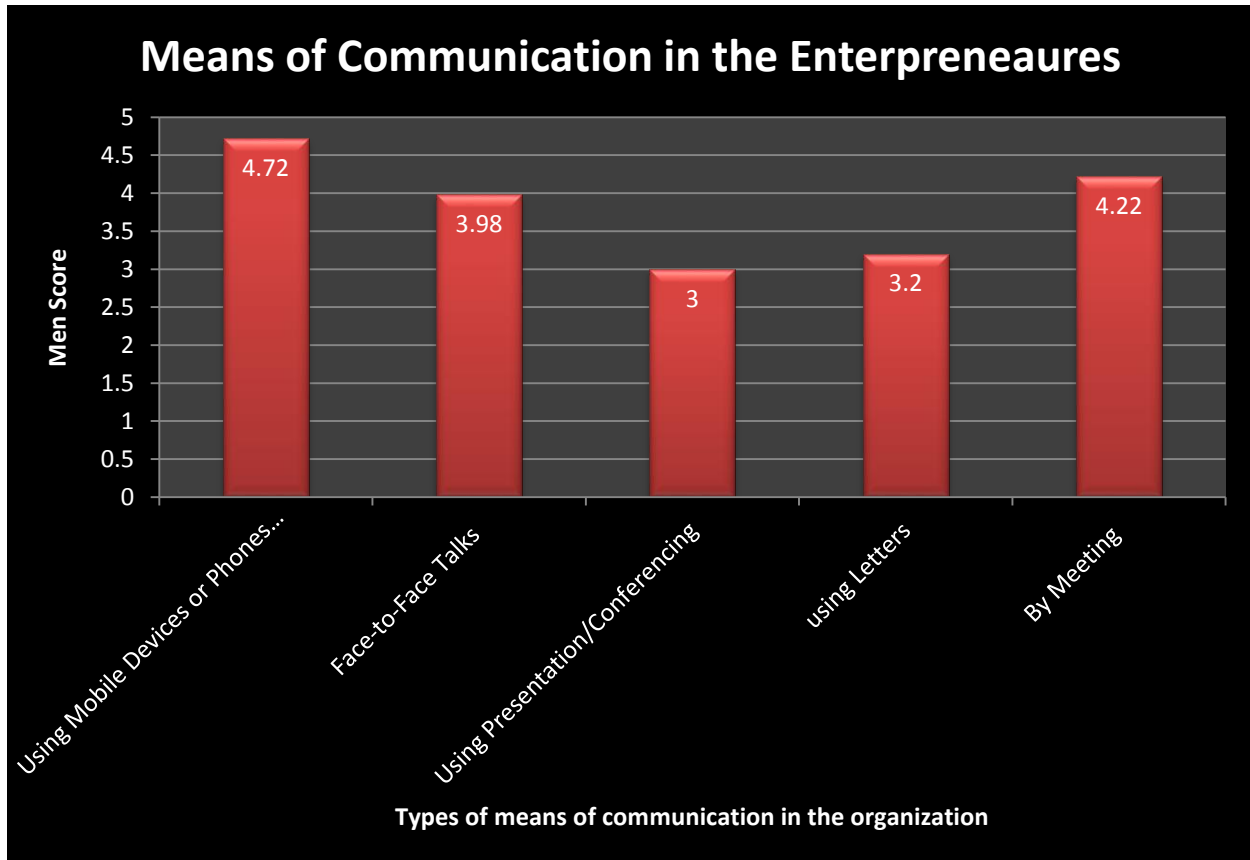
- ✚ Videos, Telephones/ phones and word conferencing
- ✚ Mobile devices/ Telephone
- ✚ Printers and copies
- ✚ Presentation

 Using letters

The following Table 4.5 and Figure 4.2 was the Analysis result of respondents Response as their experience using 5=very highly significant, 4=highly significant, 3=Significant, 2= insignificant and 1=highly insignificant in their organization on Significance of means of communications on Teamwork.

**Table 6 Means of Communication**

Means Of Communication	Mean
Using Mobile Devices or Phones /Telephone	4.72
Face-to-Face Talks	3.98
Using Presentation/Conferencing	3
using Letters	3.2
By Meeting	4.22
Grand Mean	3.824
Standard Deviation	0.203



**Figure 3 Means of Communication on Business Work in Organizations**

As shown Above the Analysis indicated in Table 4.5 and Figure 4.1 result showed as respondents response , The entrepreneurs were using different means of communication on their Effective Teamwork .Using Mobile Devices or Phones /Telephone was the most significant with Mean score of 4.72 and the 1<sup>st</sup> Rank, the 2<sup>nd</sup> was using Meeting with mean score of 4.22. in 3<sup>rd</sup> position was Face-to –face Talks among team members of organizations with Mean Score 3.98, Using Letters was in 4<sup>th</sup> position communication methods with mean score of 3.2 and Using Presentation/Conferencing as the last significant means of communication in Teamwork with Mean score 3. The Analysis Result of means of communications grand mean 3.824 and standard deviations 0.203 of Mean score which showed these means of communications have the significant means of communications for Business Success in Teamwork in Selected Steel and Furniture’s Entrepreneures in the Yeka sub city of Addis Ababa, Ethiopia. Hence the Analysis Result Revealed that means of communications among members of Team or organization is one of the major for Business success on the Teamwork and Using Mobile Devices or Phones

/Telephone, Face-to-Face Talks, Presentation/Conferencing, using Letters and Meeting are the significant means of communication in teamwork practiced in Entrepreneurs .

- ✚ Company interact
- ✚ One-to-one talks
- ✚ Meetings

### **Video, Telephone, and web conferencing**

When it comes to building strong relationships with remote partners, phone and videoconferencing capabilities allow businesses to do so easily, and without spending a fortune. One advantage of cloud technology is the videoconferencing ability, meaning connections are reliable anywhere in the world, allowing businesses, customers, and employees to communicate more effectively and affordably.

### **Mobile Device**

Today's communications tools are less about talking and more about communicating in ways that don't disturb the flow of the business day. For instance, the sales call has given way to the sales email and the office announcement now requires no more than a mention via social media. Telephone calls are attractive a remains of the past.

### **Presentation**

A presentation is a means of communication that can be adapted to various speaking situations, such as talking to a group, addressing a meeting or briefing a team. A presentation can also be used as a broad term that encompasses other 'speaking engagements' such as making a speech at a wedding, or getting a point across in a video conference. To be effective, step-by-step preparation and the method and means of presenting the information should be carefully considered. A presentation requires you to get a message across to the listeners and will often contain a 'persuasive' element. It may, for example, be a talk about the positive work of your organization, what you could offer an employer, or why you should receive additional funding for a project

### **Internet & social internet**

An intranet is a private hub that can be accessed by any authorized users within a business organization - it is mainly used for internal communication and collaboration. Intranets have taken big leaps forward during the last 6 years and now often include features to allow teams and individual users to collaborate and communicate with people (internal and external), send, receive and edit documents as well as intuitive features to easily navigate the user interface and connected environments. Intranets can connect with external data sources like Google, Google+, Wikipedia, plus your own business systems etc. to provide additional real time data and enhanced knowledge across the workforce. Business intranets have also become the standard in managing data including policies, guidelines, procedures, protocols, corporate documents, branding, logos and other resources.

### **One-To-One**

While technology is rampant, face-to-face communication remains a key method for communicating in business environments, Face-to-face meetings build stronger, more meaningful business relationships while allowing better social opportunities to bond with clients and coworkers. It is also easier to read body language and facial expressions and interpret nonverbal communication signals. Respondents overwhelmingly agreed face-to-face communication is best for persuasion, leadership, engagement, inspiration, decision-making, accountability, candor, focus and reaching a consensus.

### **Blogs and Prodcast**

An internal blog is also a good option. This is not something your customers and competitors will be able to access. The internal blog is a place where employees can share ideas and experiences fast and in an informal fashion. It broadcasting and highlighting an employee's knowledge about a certain topic or area of the organization & creating a searchable and permanent archive of KB articles, knowledge and expertise. All the KB articles uploaded and published on an internal blog will stay there unless deleted manual it promotes open discussion and collaboration among the workforce. There are instances where some employees will be more likely to speak up in a virtual environment than face-to-face & connects employees across departments. It keeps the staff up-to-date on important information and company updates.

Podcasts are generally presented as audio files available to stream or download. In the past, people mainly tune in to podcasts on their desktop computer or laptops, but they are slowly becoming more popular on mobile devices.

### **Emails**

Email is an increasingly common method of communication in many organizations and is used even when people may sit in offices or cubicles next to each other. Email can be used to communicate quickly with one or thousands of individuals in a variety of locations and offers flexibility, convenience and low-cost. Internal emails can function as an effective communication for sharing basic information, such as new cafeteria prices, paper use guidelines or security precautions, for example. Sending simple messages to an entire workforce with just the click of a mouse is fast, easy, convenient and can save the company money. If saved, the email can function as proof of a message sent or received, and is easily accessible to remind the recipient of pertinent information. Many businesses use email as part of its marketing efforts to share information with prospects, customers, and vendors.

### **Meetings**

Effective business communication is essential during meetings, since meetings offer the opportunity for employees from different facets of the company to gather together to reinforce strategies, brainstorm ideas, celebrate successes and dissect missteps. Whether meetings are face-to-face, teleconferenced, or by video conference, relevant parties have the chance to exchange information that leads to company stability and growth. When mismanaged, business meetings can waste valuable company time. Understanding the key elements of effective business communication maximizes the effectiveness of workplace meetings. Successful meetings--those with a stated agenda, specific starting and ending time, skilled facilitation and minutes to indicate who will be responsible for what after the meeting--are important elements that can guarantee communication success.

#### 4.7 Factors on Effective Teamwork

Using a five point likert scale 5=very highly significant, 4=Highly significant, 3=Significant, 2= insignificant and 1=highly insignificant based on perception of respondents analysis result on factors impact teamwork and communication in organization is shown in figure 4.3 shown below

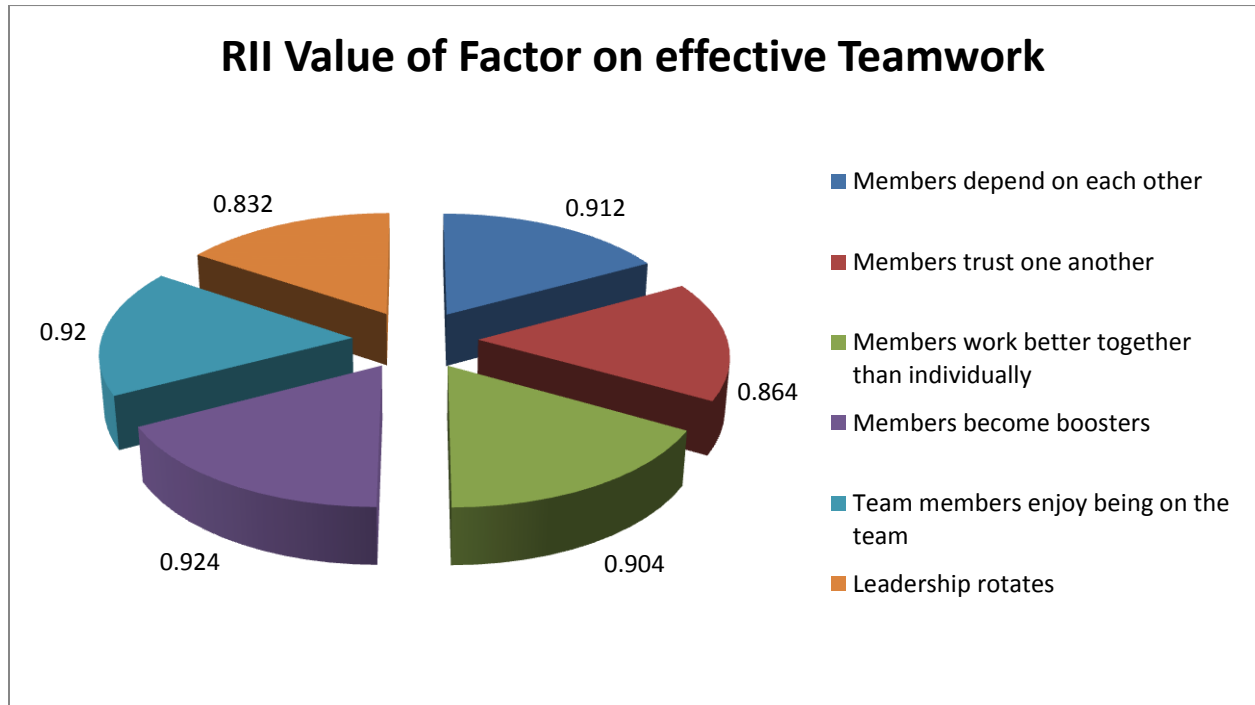


Figure 4 Factors on Effective Teamwork

5=very highly significant, 4=Highly significant, 3=Significant, 2= insignificant and 1=highly insignificant

Figure 4.2 above Revealed that the analysis output from the respondents response on the requirements or factors for Teamwork being Effective and the result was represent in Pie-chart in which the data analysis was in RII value .Hence as analysis result from the highest value to least RII value Respectively are Members become boosters (RII = 0.924) ,Team members enjoy being on the team ( RII=0.92) , Members depend on each other (RII=0.912) , Members work better together than individually (RII=0.904) ,Members trust one another (RII=0.864 ) and

Leadership rotates (RII=0.832) are the Significant elements or factors on Effective Teamwork for Business work for Business work in the Selected Entrepreneurs

#### 4.8 Factors Influencing or Challenges to Teamwork Performance and Success

Factors influencing or Challenges to Teamwork Performance and Success in selected study entrepreneurs was identified and their analysis result was shown below in table 4.6

The analysis was using a five point likert scale was used where 5=very highly significant, 4=Highly significant, 3=Significant, 2= insignificant and 1=highly insignificant and using these scale of linkert on respondents Response the analysis by RII value and represented in table

Figure 5 Factors Influencing to Teamwork Performance and Success

Item	RII	Rank
Presence of adequate resources (Working materials, number of employee in team work, Area of work etc. )	0.90 8	1
Effective leadership,	0.90 4	2
Team members' problem solving and quick decision-making skills in order to be effective.	0.9	3
Lack of team members motivations	0.9	3
Selection of team members or participants,	0.89 6	5
Team leadership and organizational environment which relates to how the climate and Culture of the organization is conducive to team behavior	0.89 2	6
Complementary skills set	0.89 2	6
Team training	0.88 8	8
Team and members Trust and Performance	0.88 4	9

Organization capacity and interest to manage teamwork and to make ready all necessary	0.88	9
Equipment (like PPE) and machines and other working equipment and working environment	4	
Team relationship and their ability to give and receive feedback,	0.88	11
A performance evaluation and reward system that reflects team contributions	0.87	12
styles of leadership	0.87	13
	2	
Trust among team members develop the unique skills and coordination of individuals	0.86	14
	8	
Problem solving of Team members abilities which depends on the level of focus and clarity of the goals of the team,	0.86	14
	8	
Reliability of team leader	0.86	14
	8	
Interest of Team members to fully accept each other's strengths and weakness.	0.86	17
	4	
Team members commitment on team work	0.86	17
	4	
Criteria for Reward and recognition for Team members	0.86	19
The Practice of Managers plan on preparing an appropriate reward system for the team Members and encourage effective participation in the team.	0.85	20
	6	
Clear and well-defined team goals,	0.84	21
Team membership size	0.83	22
	6	
A climate of trust	0.83	22
	6	
Team's people communication, feedback, conflict resolution and other	0.83	24

interpersonal skills.	2	
Team member's expectation from Management recognition or reward for job well done.	0.82	25
Ensuring technological compatibility	0.82	26
	4	

As indicated in table 4.6 the analysis result on the level of significance on Factors Influencing or Challenges to teamwork Performance and Success based on the perception of Respondents as level of scale in questionnaires(1 to5) shown in Appendix. Hence with this result based on the RII result from the highest to smallest value of RII ; The 1<sup>st</sup> rank factor or challenge to teamwork was Presence of adequate resources (RII=0.908) , Effective leadership (RII=0.904) 2<sup>nd</sup> Significant challenge to teamwork, the 3<sup>rd</sup> significant factor to teamwork was team members' problem solving and quick decision-making skills in order to be effective and Lack of team members motivations (RII=0.9) ,Selection of team members or participants (RII=0.896) was 4<sup>th</sup> , Team leadership and organizational environment which relates to how the climate and Culture of the organization is conducive to team behavior and Complementary skills set (RII =0.892) was the fifth , Team training (RII=0.888) was sixth , Team and members Trust and Performance (RII=0.884) seventh, Organization capacity and interest to manage teamwork and to make ready all necessary Equipment (like PPE) and machines and other working equipment and working environment (RII= 0.884) 8<sup>th</sup> rank , Team relationship and their ability to give and receive feedback (RII=0.88) 9<sup>th</sup> rank , A performance evaluation and reward system that reflects team contributions ( RII= 0.876 ) 10<sup>th</sup> rank , Styles of leadership (RII= 0.872) 11<sup>th</sup> rank , Trust among team members develop the unique skills and coordination of individuals and Problem solving of Team members abilities which depends on the level of focus and clarity of the goals of the team and reliability of team leader (RII=0.868) were the 12<sup>th</sup> Rank , Interest of Team members to fully accept each other's strengths and weakness Team members commitment on team work (RII=0.864) was 13<sup>th</sup> Rank . Criteria for reward and recognition for team members (RII=0.86) 14<sup>th</sup> rank and the last significant challenges to Teamwork for Business success with their RII value respectively were the Practice of Managers plan on preparing an appropriate reward system for the team members and encourage effective participation in the team (RII= 0.856) , Clear and well-defined team goals (RII= 0.84) ,Team membership size (RII= 0.836),

A climate of trust (RII=0.836) , Team's people communication, feedback, conflict resolution and other interpersonal skills (RII=0.832 ), Team member's expectation from Management recognition or reward for job well done (RII=0.828) , Ensuring technological compatibility (RII=0.824) .

Hence the study indicated the analysis result with RII above 0.800 or Mean Score Above 4 implied highly Significant factors that affect Teamwork for Business being in Success were identified.

#### 4.9 Challenges to Effective Communication

The analysis on challenges to effective communication was done based on the response of respondents using A five point likert scale 5=very highly significant, 4=Highly significant, 3=Significant , 2= insignificant and 1=highly insignificant by identifying 17 factors as shown in table 4.7 below

**Table 7 Analysis to challenges to Effective Communication**

S.N	Item	RII	Rank
1	Poor understanding	0.928	1
2	Lack of proper Management Systems (including Human Resources)	0.924	2
3	Lack of communication skill.	0.92	3
4	Lag of message (lag of information to team member)	0.916	4
5	Lack of proper Integrated Management Information Systems (IMIS)	0.912	5
6	poor listening	0.908	6
7	Value judgment/premature evaluation	0.904	7
8	Information overload	0.9	8
9	perceptual difference	0.9	8
10	Lack of training for the employees	0.896	10
11	Lack of. Integrity	0.892	11
12	Time limitation /pressure	0.888	12
13	Unfavorable Organizational Culture	0.884	13

14	barriers due to status and positions	0.876	14
15	barriers due to organizational structure	0.872	15
16	Lack of proper Procurement Systems	0.868	16
17	Lack of Implementation Strategy	0.848	17

The number or value of RII in table indicates in table 4.7 showed those factors are highly significant and very highly significant factors that affect the effectiveness of Communication in Business work. As shown in table 4.7 the analysis Result from the perception of respondents Challenges to Effective Communication were identified and the analysis was by RII and Ranked from the Highest to Smallest as level of their challenges . Hence Poor understanding with RII 0.928 was the 1<sup>st</sup> Rank significantly challenged ,Lack of proper Management Systems (including Human Resources) with RII 0.924 the 2<sup>nd</sup> Rank, Lack of communication skill (RII= 0.92) the 3<sup>rd</sup> rank, Lag of message (RII= 0.916) the 4<sup>th</sup> ,Lack of proper Integrated Management Information Systems (IMIS) with RII 0.912 was the 5<sup>th</sup> rank ,Poor listening (RII=0.908 ) the 6<sup>th</sup> , Value judgment/premature evaluation (RII =0.904 ) the 7<sup>th</sup>, Information overload (RII=0.9) the 8<sup>th</sup> rank , Perceptual difference (RII= 0.9) was the 8<sup>th</sup> ,Lack of training for the employee (RII= 0.896 ) the 10<sup>th</sup> , Lack of. Integrity with RII 0.892 the 11<sup>th</sup> , Time limitation /pressure (RII=0.888 ) the 12<sup>th</sup> , Unfavorable Organizational Culture (RII= 0.884) the 13<sup>th</sup> , Barriers due to status and positions with RII 0.876 ranked 14<sup>th</sup> , Barriers due to organizational structure with RII 0.872 the 15<sup>th</sup> rank, Lack of proper Procurement Systems (RII=0.868) the 16<sup>th</sup> and Lack of Implementation Strategy with RII 0.848 was the 17<sup>th</sup> and the last significant challenges to effective communication.

In general the study investigated 17 challenges to effective communication with minimum 0.848 RII value which is Equivalent to M.S=4.24 which is above 4. This Analysis Result shown in table 4.8 above indicated the listed factors or challenges to Effective communication for Teamwork for Business success was the highly significant challenges to selected Entrepreneurs Effective Teamwork of Business work.

#### **4.10 The Effect of Teamwork on Business Success and Performance**

11 effects of teamwork were identified and the analysis from the response of respondents using a five point likert scale 5=very highly significant, 4=Highly significant, 3=Significant , 2=

insignificant and 1=highly insignificant was done and result is shown in table 4.8 and figure 4.4 below .

**Table 8 Effective of Teamwork**

<b>EFFECT Of Teamwork</b>	<b>M.S</b>	<b>Rank</b>
Team work achieve participation, confidence and skills development on employee	4.8	1
Working with team increase efficiency of an employee	4.75	2
Quality of product and productivity	4.74	3
Profitability	4.72	4
Competitiveness	4.71	5
Trust exists among members	4.7	6
Improve employee performance due to Teamwork	4.69	7
Quality of work life	4.68	8
Customer Service quality	4.6	9
Worker satisfaction	4.5	10
Absenteeism /turnover	4.3	11

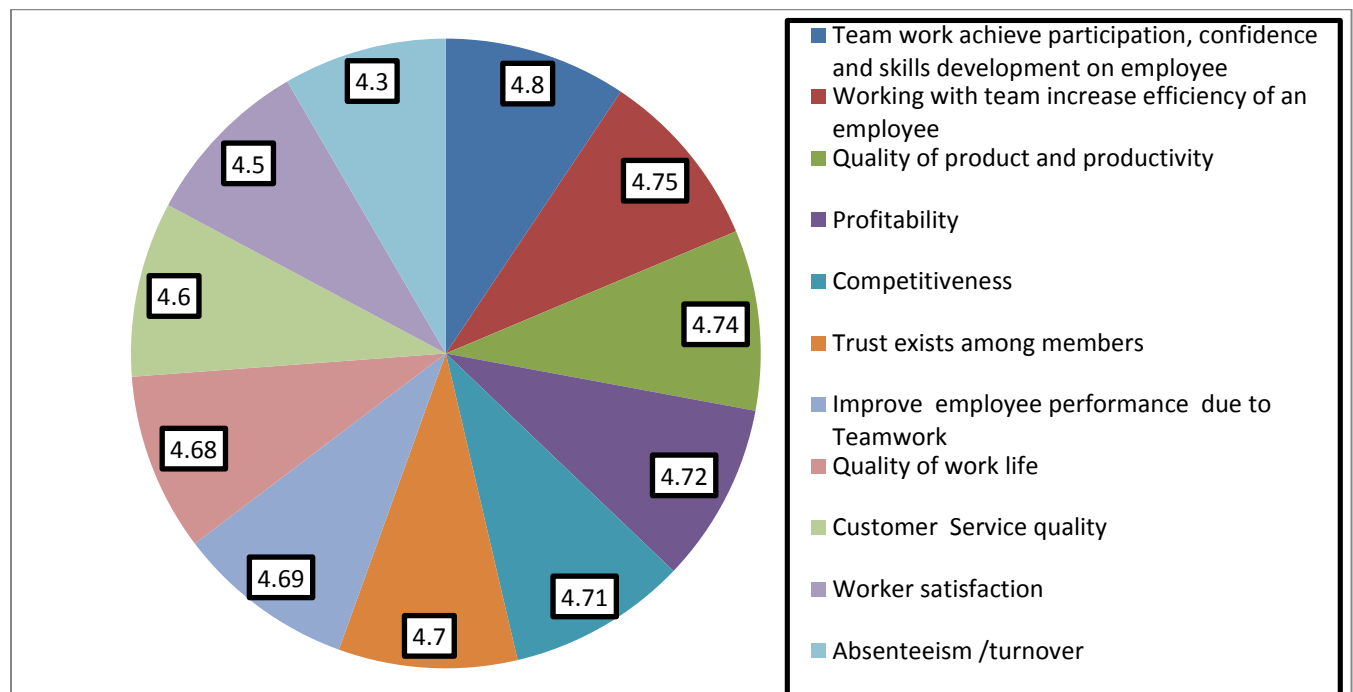


Figure 6 Effect of Teamwork

The respondents were asked on the effect of Teamwork on team work achieve participation, confidence and skills development on employee the respondents agree on this effect and shown the result by a mean of 4.8 and it's the most significant. As indicated in table above the other most significant 10 effective teamwork impacts on Entrepreneurs with their mean score identified in study respectively were Working with team increase efficiency of an employee(M.S=4.75), Quality of product and productivity (M.S=4.74) Profitability(M.S=4.72) Competitiveness (M.S=4.71 )Trust exists among members (M.S= 4.7) Improve employee performance due to Teamwork ( M.S=4.69 ) Quality of work life (M.S=4.68) Customer Service quality (M.S= 4.6) and Worker satisfaction(M.S=4.5 )Absenteeism /turnover ( M.S=4.3) .

The Teamwork used in both service and production industries and is a significant component in attaining effective operations of the organization. Teams being the unit components of the organizations, the effectiveness of the human resource employed is highly defined by the response of the individual employees serving under these units. Teamwork result is the contributions of the member's competencies and different skills and speed of performing the duties. The performance of these teams particularly establishes the effectiveness of the entire Entrepreneur organizations to be it in production or service industries (Jones et al., 2008). Teamwork in organizations is a means of workforce utilization and a means of improving the performance of individuals and hence result in productive for organization from the sum of team members work output. In today's business world, the leaders are assigning team works and Team projects to strengthen knowledge and skills (Hartenian, 2013). A recent study has concluded that through Journal of Human Resource and Leadership ISSN 2519-9099 (online) Vol.4, Issue 1, pp 1 - 8, 2019 [www.iprjb.org](http://www.iprjb.org) .Teamwork there is more production in comparison to individual competition for of operation (Jones et al., 2007). Following today's business where the world has become a global community, promoting teamwork in organizations is very vital taking into consideration the diversity of human resource in international business set up and result in more productive and hence success in Business work (Pielow, 2010). However, with appropriate strategies such as recognition, group reward, communication, and proper leadership, all-inclusive

teamwork can be formulated to effectively attain the organization goals and also bring about employees' fulfillment and organization Business in productivity.

The effect of Teamwork brought Trust among members of Team. Trust among the team members is an important interpersonal skill in the performance as the members have confidence within them and seek to improve each other competence other than outdoing each other. Trust among the team members develops the coordination of individuals and unique skills (Erdem et al., 2003). Trust is a basic behavioral component of teamwork which results in members' cohesion resulting in mutual development. Togetherness amongst the individuals of the team can only be achieved the moment trust becomes a very crucial aspect of the team values and way of life. Leadership is a major component of effective teamwork in the organization especially in response to the challenges in which the team members face (Bacon & Blyton, 2016). The leadership needs to encourage the team and respond to the issues collectively at the team environment without partiality and blame game. The leaders are watchful for individuals' teams whose intention is to break up the unity.

In general, the result of Analysis revealed that those 11 items that were identified from the impact of effective teamwork are the direct input for Business work success. That is ,competitiveness between team members, improvement of performance of team members, Working with team increase efficiency of an employee , increase customer service , worker satisfaction, increasing quality of work life, trust develop among team members, increase Quality of product and increase productivity and workers confidence and skill development are all result to the business success of a companies( Studied Entrepreneurs)

#### 4.11 Effective of Communication on Business work

Analysis was done based on the response of respondents using five linker scales and result was by RII and M.S value Table 4.9 shown below

**Table 9 Effectives of Communication**

S.N	Effect	RII	M.S	Rank
1	Helpful in innovation	0.932	4.66	1
2	Effective communication does good work	0.928	4.64	2
3	Ensure Intelligibility	0.904	4.52	3

4	Helpful in solving problems	0.9	4.5	4
5	How effective communication work for business (Role & functions of communication)	0.892	4.46	5
6	Contribute to development of the company	0.892	4.46	5
7	Effective Communication are preferred by Business and Industry	0.888	4.44	7
8	Managing employee by positive feedback	0.876	4.38	8
9	Communication effects Your Thinking about Yourself and Others	0.872	4.36	9
10	Communication effects How we Learn	0.856	4.28	10
11	Improve work ethics	0.856	4.28	10
12	Helpful in employee satisfaction	0.836	4.18	12
13	Helpful in making plans and policies	0.824	4.12	13
14	Increase Loyalty	0.82	4.1	14
15	Publicity of goods and services	0.816	4.08	15
16	Increase employee efficiency	0.808	4.04	16
17	Helpful in achieving goals	0.808	4.04	16
18	Effective Communication Represents boss and staff members	0.804	4.02	18
19	Eliminate Controversies	0.796	3.98	19

The analysis result in table 4.9 above revealed that there are 19 significant items of effects of effective communication on Teamwork of which the 1<sup>st</sup> most significant was effective communication Helpful in innovation (RII= 0.932 ), Effective communication does good work 0.928 was the 2<sup>nd</sup> , Ensure Intelligibility (RII= 0.904) the 3<sup>rd</sup> effect, effective communication is helpful in solving problems (RII=0.9 ) the 4<sup>th</sup> , effective communication work for business (Role & functions of communication) (RII= 0.892) the 5<sup>th</sup> significant effect, It Contributed to development of the company (RII= 0.892) the 6<sup>th</sup> most significant effect of Communication of Business work. Similarly 7<sup>th</sup> to last significant communication effect respectively were ;Effective Communication are preferred by Business and Industry (RII=0.888 ,Managing employee by positive feedback(RII=0.876) , Communication effects Your Thinking about Yourself and Others (RII=0.872) , Communication effects How we Learn(RII= 0.856 ) , Improve work ethics(RII=0.856 ,Helpful in employee satisfaction (RII=0.836 , Helpful in making plans and

policies (RII=0.824) ,Increase Loyalty(RII= 0.82 ) , Publicity of goods and services (RII= 0.816) , Increase employee efficiency (RII=0.808 ) , Helpful in achieving goals (RII=0.808 ) , Effective Communication Represents boss and staff members (RII=0.804) , Eliminate Controversies (RII=0.796).

In general the effect of Effective communication Analysis Result minimum RII=0.796 which is M.S=3.98 greater than 3 showed the identified items were the significant effect on organization Business success.

Furthermore these effects of communication in addition contribution and their merit on Business;

#### ❖ **Communication effects Your Thinking about Yourself and Others**

Communication can be defined as the process of understanding and sharing ideas. You share idea in what you say and how you say it, both in oral and written forms. If you could not communicate, you do not being able to ask for what you need or even to understand the needs of others. Being unable to communicate might even mean losing a part of yourself, for you communicate your self-concept. Your ability to communicate is central to your self-concept. On the other side of the coin, your communications skills help you to understand others—not just their words, but also their tone of voice, their nonverbal gestures, or the format of their written documents provide you with clues about who they are and what their values and priorities may be. Active listening and reading are also part of being a successful communicator.

#### ❖ **Communication effects how we learn for learn something.**

We need to begin the process of improving our speaking and writing with the frame of mind that it will require effort, persistence, and self-correction. As we study business communication, we may receive suggestions for improvement and clarification from speakers and writers more experienced. Our success in communicating is a skill that applies to almost every field of work, and it makes a difference in our relationships with others. We want to be prepared to communicate well when given the opportunity. Each time we do a good job, our success will bring more success.

**❖ Effective Communication are preferred by Business and Industry**

Oral and written communication proficiencies are consistently required by business. Which will be helpful in exchanging information, preparing plans & policies and for increasing employee's efficiency. Communication skills are accommodating to achieve goals successfully. And can take better decisions for business.

**❖ Effective Communication Represents boss and staff members**

If a business deals with other organizations, then effective communication represents the organization, employee, and employer of the organization. Business wants to make a good first impression on others; they all want to convey a positive image, as it reflects on them. Professionalism and attention to detail will reflect positively on the set-up for success. In both oral and written situations, it will benefit from having the ability to communicate clearly. These are skills which will be used for the rest of life. Positive improvements in these skills will have a positive impact on business relationships, prospects for employment, and ability.

**❖ Effective communication do good work**

Effective business communication helps get the job done well, on time and on budget. The boss or team member who can communicate objectives, policies, and step-wise responsibilities in a brief and logical manner contributes more to a company's success than one who does not. These communicators are highly valued in today's complex and competitive business world, and are often earmarked for promotion and increased responsibility.

**❖ Helpful in innovation**

When employees are comfortable in frankly communicating new thoughts, assistance and innovation will be at an all-time high. In addition, if staff is unable to express their ideas due to imperfect communication skills, it is likely that the idea will not be implemented to its full potential.

**❖ Ensure Intelligibility**

Organizations remain more transparent with regularly communicating with external and internal parties. This is important in building trust in your brand, in your services and also internally when it comes to the trust that employees have in higher management & organization will grow.

❖ **Contribute to development of the company**

A lack of effective communication can lead to the fall down of any organization. – Without appropriate marketing security and communication internally and externally, most organizations will struggle to survive. Communication can also lead to productivity and helps to avoid unnecessary delays in the implementation of policies.

❖ **Managing employee by positive feedback**

When managers are effective communicators, they are more able to inform staff sufficiently of their everyday jobs and what is expected from them. Good communication skills also helps managers to provide constructive feedback to their staff, build better relationships, and understand personal goals that staff may wish to work towards.

❖ **Improve work ethics**

Good communication within a team also tends to enhance employee morale. If open communication within a workplace is encouraged, a more consistent and effective team will emerge. Employees feel that they are well informed of the company's direction and plan they will feel more secure within their role in an organization. Regular internal communication can also lead to an improved work ethic if staff are reminded of achievements and feel that they are working towards a common goal.

❖ **Builds and maintain productive relationship**

Effective Communication is the key to build and maintain relationships by positive encounters with others. Without effective skills, it will be difficult to properly construct and promote productive relationships.

**❖ Helpful in employee satisfaction**

It will certainly bring mutual understanding between management and workers, if there is free and fair flow of information in the organization. Such understanding enhances the satisfaction of employees.

**❖ Eliminate Controversies**

Effective communication allows smooth flow of information among various parties involved in the negotiation or transaction. As a result, conflicts, controversies and disagreements can be resolved easily.

**❖ Increase Loyalty**

Effective communication helps the managers to be aware of the performance of their subordinates. In such a situation, the subordinates try to show their good performance. Later on, if management praises their performance, it will enhance employees' loyalty.

**❖ Publicity of goods and services**

In the modern age, business is becoming highly competitive. Almost every competing manufacturer produces products of common consumption. However, all of them cannot sell equally well. The organization that can communicate better, can also sell better.

**❖ Helpful in making plans and policies**

Communication helps in preparing organizational policies and plan. Realistic plans and policies require sufficient and relevant information. The managers gather required information from reliable sources through communication.

**❖ Increase employee efficiency**

With the help of communication, organizational objectives, plans, policies, rules, directives and other complex matters explain to the employees that broaden their knowledge and thus help them to be efficient. Communication also helps in increasing the efficiency of employees

**❖ Helpful in achieving goals**

Effective communication helps the employees at all levels to be aware and considerate it ensures timely completion of jobs and easy accomplishment of goals.

**❖ Helpful in solving problems**

The managers can be informed of various routine and non-time problems of the organization with the help of various communication channels, and accordingly they take the necessary actions of steps to solve the problems.

In the modern age business is becoming highly competitive. The success of the business depends on the efficiency of business communication. For this communication is regarded as the life blood of business. The managers collect required information from reliable source through communication. Effective communication helps the managers to be aware of the performance of their subordinates. In such as a situation, the subordinates try to show their good performance. Later on, if management praises their performance, it will enhance employee's loyalty. Effective communication is not only useful for the business at national level but also helpful at international level. It seems that business organizations today are looking to have a loan from the consumer world and execute chat solutions to improve the way they communicate and work together. The main reason for this appears to be because that is what their employees are using to communicate via their phones and tablet devices to their family and friends so why not use their preference in this area to make it easier to communicate with colleagues across the organization.

## CHAPTER-FIVE

### 5. CONCLUSION AND RECOMMENDATION

#### 5.1 CONCLUSION

From the presentation of the data analysis, the study concluded that; Effective Teamwork and Communication have proven for Business success for Entrepreneurs. Teamwork effectiveness has been closely related to the performance of the individual employee and competency Skill and Members Trust to Teamwork. This concurs with earlier research work which indicates that effective teamwork and communication help to enhance productivity, boosts effectiveness and also efficiency at the workplace and hence Result in Business success in Steel and Furniture Entrepreneurs in Yeka Sub city of Addis Ababa, Ethiopia .

Furthermore the study analysis was to attain and achieve what the study question and study objective , we had investigated from the analysis result and revised literature we could arrive the following conclusions:

1. Practice of effective of Effective Teamwork and communication in Entrepreneurs

The practice of studied selected steel and furniture Entrepreneurs on teamwork and communication practice;

- ☞ In studied Selected Entrepreneurs lack of proper communication affect teamwork ,Lack of employee's empowerment on communication impact on teamwork in your organization and Barriers in communication affect teamwork in Organization.
- ☞ Skills Team need that entrepreneurs used were Technical skills,Decision-making and problem-solving skills and Interpersonal skills
- ☞ Means of Communication for Business work in selected steel and furniture Entrepreneurs Was Using Mobile Devices or Phones /Telephone, Face-to-Face Talks, Using Presentation/Conferencing, using Letters, By Meeting .

2. Factors and challenges to Effective Teamwork and communications

- i. Factors Influencing or Challenges to Teamwork Performance and Success

Factors Influencing or Challenges to Teamwork Performance and Success were investigated in selected Steel and Furniture entrepreneurs :

- Presence of adequate resources,
- Effective leadership,
- Team members' problem solving and quick decision-making skills in order to be effective.
- Lack of team members motivations
- Selection of team members or participants,
- Team leadership and organizational environment which relates to how the climate and Culture of the organization is conducive to team behavior
- Complementary skills set
- Team training
- Team and members Trust and Performance
- Organization capacity and interest to manage teamwork and to make ready all necessary
- Equipment (like PPE) and machines and other working equipment and working environment
- Team relationship and their ability to give and receive feedback,
- A performance evaluation and reward system that reflects team contributions
- styles of leadership
- Trust among team members develop the unique skills and coordination of individuals
- Problem solving of Team members abilities which depends on the level of focus and
- clarity of the goals of the team,
- Reliability of team leader
- Interest of Team members to fully accept each other's strengths and weakness.
- Team members commitment on team work
- Criteria for Reward and recognition for Team members

- The Practice of Managers plan on preparing an appropriate reward system for the team Members and encourage effective participation in the team.
- Clear and well-defined team goals,
- Team membership size
- A climate of trust
- Team's people communication, feedback, conflict resolution and other interpersonal skills.
- Team member's expectation from Management recognition or reward for job well done and
- Ensuring technological compatibility

## ii. Challenges to Effective Communication

Study identified challenges to Effective communication in Business work in studied entrepreneurs were Poor understanding, Lack of proper Management Systems (including Human Resources) ,Lack of communication skill ,Lag of message ,Lack of proper Integrated Management Information Systems (IMIS) , poor listening , Value judgment/premature evaluation ,Information overload ,perceptual difference ,Lack of training for the employees , Lack of. Integrity, Time limitation /pressure, Unfavorable Organizational Culture, barriers due to status and positions, barriers due to organizational structure, Lack of proper Procurement Systems, Lack of Implementation Strategy

### 3. Effect of Teamwork and communication in contribution for Business success

#### i. Effect of Teamwork in an Entrepreneurs

Effect of Teamwork in an Entrepreneurs investigated in the study are listed below which were significant . therefore the impact of effective of Teamwork in an studied organization were:

- Team work achieve participation, confidence and skills development on employee
- Working with team increase efficiency of an employee
- Quality of product and productivity

- Profitability
  - Competitiveness
  - Trust exists among members
  - Improve employee performance due to Teamwork
  - Quality of work life
  - Customer Service quality
  - Worker satisfaction
  - Absenteeism /turnover
- ii. Effect of communication

The study identified that Effect of Effective communication on studied Entrepreneurs has the following impacts that are force or input for Business success. Hence Effective communication;

✚ Helpful in innovation

- ✚ Effective communication does good work
- ✚ Ensure Intelligibility
- ✚ Helpful in solving problems
- ✚ How effective communication work for business (Role & functions of communication)
- ✚ Contribute to development of the company
- ✚ Effective Communication are preferred by Business and Industry
- ✚ Managing employee by positive feedback
- ✚ Communication effects Your Thinking about Yourself and Others
- ✚ Communication effects How we Learn
- ✚ Improve work ethics
- ✚ Helpful in employee satisfaction
- ✚ Helpful in making plans and policies
- ✚ Increase Loyalty
- ✚ Publicity of goods and services
- ✚ Increase employee efficiency
- ✚ Helpful in achieving goals
- ✚ Effective Communication Represents boss and staff members

### ✚ Eliminate Controversies

Hence effective of teamwork and communication are very important for Business success in Entrepreneurs Business work.

## 5.2 Recommendations

The study recommended that the organizations which are yet to adopt teamwork should consider doing so following the established benefits of effective teamwork and communication in an organization.

- ✚ The management, on the other hand, should seek to provide the necessary support to the teamwork groups as basic components of the organization operates.
- ✚ The Entrepreneur as organization teamwork begins with the leadership formulation of business strategies that are aimed to achieve the objectives, communication of the mission, vision and the values to the teams for execution and team-based planning .
- ✚ The management should closely monitor the process of Teamwork in the project to provide the required support such as training.
- ✚ Group assignments should come along with rewards for ownership and commitment to the course.
- ✚ Trust among the team members is an important interpersonal skill in the performance as the members have confidence within them and seek to improve each other competence other than outdoing each other. Trust among the team members develops the coordination of individuals and unique skills .Trust is a basic behavioral component of teamwork which results in members' cohesion resulting in mutual development.
- ✚ The management should transform the trustworthiness behavior of its employee as a measure of performance appraisal and in promoting the organization values. In the evaluation of performance, quality of output, reduction of mistakes customer satisfaction and increased productivity or attainment of a set target should be evaluated from a teamwork based level to promote cooperation (Mickan & Rodger, 2010).
- ✚ Togetherness amongst the individuals of the team can only be achieved the moment trust becomes a very crucial aspect of the team values and way of life. The negative impact of teamwork arises when there is a focus on the focus of personal agendas, competition

arising from members especially towards a promotion, immaturity, lack of effective leadership and proper motivation.

- ✚ Leadership is a major component of effective teamwork in the organization especially in response to the challenges in which the team members face (Bacon & Blyton, 2016). The leadership needs to encourage the team and respond to the issues collectively at the team environment without partiality and blame game. The leaders are watchful for individuals' teams whose intention is to break up the unity

---

**REFERENCES:**

- [1] *Obiekwe, Onyebuchi, Mobolade, Gideon Olakunle & Akinade, Mojisola Esther (2021) Team Building And Teamwork In Organizations: Implications To Managers And Employees In Work Places* , Department Of Business Administration Ajayi Crowther University, Oyo Oyo State Nigeria
- [2] *Andualem Assefa (2018) Practices And Challenges Of Communication In Some Selected Middle Level TVET Institutes Of Addis Ababa Addis Ababa University School Of Graduate Studies* ,Department Of Educational Planning And Management ,Addis Ababa
- [3] <https://www.researchgate.net/publication/284732729>
- [4] Adair, J. (1988). *The action-centered leader*. London: The Industrial Society,
- [5] Ajayi, Z. & Modupe, R. (2014). Impact of culture on human resource management practices: a 10-country comparison. *Applied Psychology*, 49(1), 192-221.
- [6] Alie, R.E., Beam, H., & Carey, T.A. (1998). The use of teams in an undergraduate management program. *Journal of Management Education*, 22(6), 707-19.
- [7] Applebaum, E. & Batt, R. (1994). *The new American workplace: Transforming work systems in the United States*. Ithaca, NY: Cornell ILR Press.
- [8] Arrey, O.B. (2014). team building as an organization development strategy. *Global Journal of Management and Business Research: A Administration and Management*, 14(3), 80-84
- [9] Baridam, D. M. & Nwibere, B. M. (2008). *Understanding and managing organizational behaviours*. Port Harcourt: Sherbrooke Associates. Bateman, T.S. & Snell, S.A. (1999). *Management: building competitive advantage*, New York: McGraw Hill Inc.
- [10] Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. In G.R. Ferris (Ed.), *Research in personnel and human resources*. Stamford, CT: JAI
- [11] Brady, D. (2018). *The Positive Impact of Team Building*. Retrieved from: <https://www.totalteambuilding.com.au/the-positive-impact-of-team-building/>
- [12] Buller, P. (1986). The team building-task performance relation: Some conceptual and methodological refinements. *Group and Organizational Studies*, 11(3), 147-168.
- [13] Denison, D.R. (2000). *Organizational culture: Can it be a key lever for driving organizational change?* Retrieved 18/12/2016 from: <http://www.denisonculture.com>
- [14] Fapohunda, T. M. (2013). Towards effective team building in the workplace. *International Journal of Education and Research*, 1(4), 1-12.

- [15] Froebel, P. & Marchington, M. (2005). Teamwork structures and worker perception: a cross national study in pharmaceuticals. *International Journal of Human Resource Management*, 16(2), 256-276.
- [16] Glassop, L. (2002). The organizational benefits of teams. *Human Relations*, 55(2): 225 – 249
- [17] Harris, P.R. and Harris, K.G. (1996). Managing effectively through teams. *Team Performance Management*, 2(3), 23-26.
- [18] Ivancevich, J., Olekalns, M. & Matteson, M. (1997). *Organizational behaviour and management*, Irwin: Sydney.
- [19] Jade, (2012). Team building effect on employee performance, Retrieved from: <http://scilifestyle.com/team-building-effect.html>
- [20] Katzenbach, J. R. & Smith, D. R. (1993). *The wisdom of teams: creating the high performance organization*. Boston, M. A: Harvard Business School Press.
- [21] Kirkman, B. L. & Shapiro, D. L. (1997). The impact of cultural values on employee resistance to teams: towards a model of globalized self-managing work team effectiveness. *Academy of Management Review*, 22(3), 730-757
- [22] La Fasto, F. & Carl, L. (2001). *When teams work best*. Thousand Oaks, California: Sage Publications.
- [23] Lopez, S. P., Peon, J. M. M., & Ordas, C. J. V. (2005). Human resource practices, organizational learning and business performance. *Human Resource Development International*, 8(2), 147-164.
- [24] McQuerrey, L. (2019). What are the benefits of teamwork on organization effectiveness? Retrieved from : <https://smallbusiness.chron.com/benefits-teamwork-organizationeffectiveness-78220.html>
- [25] Nwaeke, L.I. & Obiekwe, O. (2017). Impact of manpower training and development on organizational productivity and performance: A theoretical review. *European Journal of Business and Management*, 9(4), 154-159
- [26] Obiekwe, O. & Zeb-Obipi, I. (2018), Team-based family culture and employee involvement in the Nigerian manufacturing firms. *International Journal of Social Sciences and Management Research*, 4 (1), 51-60

- [27] Omuya, J. M., Kungu, D. M., Mohungo, L. S. & Ong'anya, D. O. (2011). Effects of team building on the performance of employees in organizations towards the realization of millennium development goals: A survey of selected banks in Eldoret Town. *International Journal of Current Research*, 3(11): 49 – 54
- [28] Shuffler, M. L., DiazGranados, D. & Salas, E. (2011). There's a science for that: Team development interventions in organizations. *Current Directions in Psychological Science*, 20(6):265 – 372.
- [29] Stelle, J. V. (nd). Team building and cooperate performance. Retrieved from: <http://drclue.com/free-resource/teambuilding-and-corporate-perfomance/>
- [30] <http://drclue.com/free-resources/teambuilding-and-corporate-perfomance/>
- [31] <http://www.managementstudyguide.com/importance-of-team-bulding.html>
- [32] [https://en.wikipedia.org/wiki/ Team-building](https://en.wikipedia.org/wiki/Team-building) Retrieved July, 2016.
- [33] <https://www.exforsys.com/career-centre/team-building/why-team-building-isimportant.html>
- [34] <https://www.ukessays.com/essay3/management/effect-of-team-building-on-employeeproductivity-management-essay.php>
- [35] [https://the-happy-manager.com/articles/ define-teamwork/](https://the-happy-manager.com/articles/define-teamwork/)
- [36] *Journal of Human Resource and Leadership* ISSN 2519-9099(online), vol4 Issue1,pp1-8,2019, [www.iprjb.org](http://www.iprjb.org)

## APPENDIX

### QUESTIONNAIRE

#### ADDIS COLLEGE

MAHDER is a Masters student at Addis College in **Construction Technology and Management Department**. I have been working thesis paper for the fulfillment for MSc under the title of “Effective Teamwork and Communication for Business Success in Case of Selected Steel and Furniture Enterpreneurs in Yeka Sub city Of Addis Ababa, Ethiopia” . The study is focused on the Effective Teamwork and Communication current practice, Challenges or factors that affect Effective Teamwork and Communication, Impacts of Effective Teamwork and Communication for the success of Business. You have been selected to participate in the study by completing the questionnaire attached. Please be assured that the information provided will be used strictly for academic purposes by the researcher. Your assistance in completing the attached questionnaire will be greatly appreciated. You do not have to disclose your personal details.

#### SECTION –I: Personal and Organizational Information

##### 1. Personal information

**Educational level (Tick one )**      ●    Ph.D       Master Degree   
    ●    Underground     Diploma     other

##### **Position in company (tick one)**

General manager -----    project Manager-----      Administration -----    Team leader  
 -----    Human Resource Head -----      Finance Manager -----    procurement -----  
 Customer service-----    Administration staff -----      Wood work and steel or metal work-----

##### **Work experience in the company(tick one)**

1 Year or less ----    2-5 Years    ----      6-10 Years ---      11-15 Years -----  
 16 or above years -----

##### 2. Your Organization Information (tick one)

- Steel Entrepreneur  , Furniture Entrepreneur  , Steel & Furniture Entrepreneur
- Your Organization Work experience in (Tick in front of given years intervals)

1 or less year-----, 2-5 years-----, 6-10 years-----  
 ---11-15 years -----, 16 or above years -----.

## **SECTION-2**

### **QUESTIONNAIRES ON TEAMWORK AND COMMUNICATION**

#### 1. Communication and team productivity

1.1. Lack of proper communication affects teamwork. (Tick one in [ ] )

[ ] Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] Strongly Disagree

1.2 Lack of employee's empowerment on communication impact on teamwork in your organization?  
 (Tick one in [ ] )

[ ] Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] Strongly Disagree

1.3 Barriers in communication affect teamwork in Organization .(Tick one in [ ] )

[ ] Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] Strongly Disagree

**2. In your experience and experience of your organization What Skills Does the Team Need?** (Circle your preference or choice. It is possible to choose more than one alternatives)

A= Technical skills , B= Decision-making and problem-solving skills

C = Interpersonal skills D= Specify Others if any \_\_\_\_\_

**Note KEY for the Following Questionnaires**

**Scale: 5=very highly significant/ Very Often , 4=Highly significant/ Often , 3=Significant Quiet Often / 2= insignificant / Rarely and 1=highly insignificant / Never**

**You are required to Tick by "X" mark under Scale for each corresponding Items**

#### **3. Means of Communication in Teamwork of organization.**

How often do the following Means of communications Significant in teamwork in organization

Means Of Communication	5	4	3	2	1
Using Mobile Devices or Phones /Telephone					
Face-to-Face Talks					
Using Presentation/Conferencing					
using Letters					
By Meeting					
Others					

#### 4. Factor on Effective Teamwork

How often do the following factors impact teamwork and communication in organization ?

S.N	ITEM	5	4	3	2	1
1	Members depend on each other					
2	Members trust one another.					
3	Members work better together than individually					
4	Members become boosters					
5	Team members enjoy being on the team					
6	Leadership rotates					
7	Others					

#### 5. Factors Influencing or Challenges to Team Performance and Success

S.N	ITEM	5	4	3	2	1
1	Presence of adequate resources,					
2	Effective leadership,					
3	A climate of trust, and					
4	A performance evaluation and reward system that reflects team contributions					
5	Selection of team members or participants,					
6	Clear and well-defined team goals,					
7	Reliability of team leader					
	Lack of team members motivations					
8	Complementary skills set					
9	Team training					
10	A team members' problem solving and quick decision-making skills in order					

	to be effective.					
11	Team membership size					
12	styles of leadership					
13	Team and members Trust and Performance					
14	Interest of Team members to fully accept each other's strengths and weakness.					
15	Team relationship and their ability to give and receive feedback,					
16	Trust among team members develop the unique skills and coordination of individuals					
17	Team members expectation from Management recognition or reward for job well done.					
18	Problem solving of Team members abilities which depends on the level of focus and clarity of the goals of the team,					
19	The Practice of Managers plan on preparing an appropriate reward system for the team members and encourage effective participation in the team.					
20	Team's people communication, feedback, conflict resolution and other interpersonal skills.					
21	Criteria for Reward and recognition for Team members					
22	Team members commitment on team work					
23	Ensuring technological compatibility					
24	Organization capacity and interest to manage teamwork and to make ready all necessary Equipment (like PPE) and machines and other working equipment and working environment					
25	Team leadership and organizational environment which relates to how the climate and					
26	Culture of the organization is conducive to team behavior					

## 6. Challenges to Effective Communication

How often do the following factors impact teamwork in Organization due to ineffective communication in organization?(tick under the scale as your perception for each corresponding items)

S.N	Item	SCALE				
		5	4	3	2	1
1	Unfavorable Organizational Culture					
2	Lack of training for the employees					

3	Lack of Implementation Strategy						
4	Lack of proper Management Systems (including Human Resources)						
5	Lack of proper Procurement Systems						
6	Lack of proper Integrated Management Information Systems (IMIS)						
7	Lag of message						
8	Information overload						
9	Lack of. Integrity						
10	Lack of communication skill.						
11	Poor understanding						
12	poor listening						
13	perceptual difference						
14	barriers due to status and positions						
15	Time limitation /pressure						
16	Value judgment/premature evaluation						
17	barriers due to organizational structure						

**7. The effect of Teamwork on Business Success and Performance**

Performance improvements due to team-based Operations

<b>EFFECT Of Teamwork</b>	Organization improvement scale due to Teamwork and communication practice in project work				
	5	4	3	2	1
Customer Service quality					
Worker satisfaction					
Competitiveness					
Team work achieve participation, confidence and skills development on employee					
Working with team increase efficiency of an employee					
Quality of product and productivity					

Trust exists among members					
Improve employee performance due to Teamwork					
Quality of work life					
Worker satisfaction					
Absenteeism /turnover					

### 8. Effectives of Communication

Tick in table under the Scale as your perception for the significance of Effective of Communication

S.N	Item	Scale				
		5	4	3	2	1
1	Communication effects Your Thinking about Yourself and Others					
2	Communication effects How we Learn					
3	Effective Communication are preferred by Business and Industry					
4	Effective Communication Represents boss and staff members					
5	How effective communication work for business (Role & functions of communication)					
6	Effective communication does good work					
7	Helpful in innovation					
8	Ensure Intelligibility					
9	Contribute to development of the company					
10	Managing employee by positive feedback					
11	Improve work ethics					
12	Helpful in employee satisfaction					
13	Eliminate Controversies					
14	Increase Loyalty					
15	Publicity of goods and services					
16	Helpful in making plans and policies					
17	Increase employee efficiency					
18	Helpful in achieving goals					
19	Helpful in solving problems					

**If you have additional information**

---

**THANK YOU FOR YOUR COOPERATION!!!!!!**

---