



**ST. MARY UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**MASTERS OF BUSINESS ADMINISTRATION PROGRAM**

**THE IMPACT OF TEAMWORK AND ORGANIZATIONAL  
COMMITMENT ON EMPLOYEES' PERFORMANCE IN CASE OF  
DASHEN BANK SELECTED BRANCHES IN ADDIS ABABA**

**BY:**

**HIRUT ZEBERGA DEMEKE**

**DEC, 2019**

**ADDIS ABABA, ETHIOPIA**

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**SGS/0013/2010B**

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## Table of Contents

Declaration	
Endorsement	
Acknowledgments.....	iii
List of Acronyms and Abbreviations.....	iv
List of Tables.....	v
List of figures.....	vi
Abstract.....	vii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the study.....	1
1.2. Statements of the Problem.....	3
1.3. Research Question.....	5
4.1. Objectives of the Study.....	6
4.1.1. General Objective.....	6
4.1.2. Specific Objectives.....	6
4.2. Research Hypotheses.....	6
4.3. Significance of the Study.....	7
4.4. Scope of the Study.....	7
4.5. Limitation of the Study.....	8
4.6. Operational definition of terms and concepts.....	8
4.7. Organization of the paper.....	8
CHAPTER TWO.....	9
RELATED LITERATURE REVIEW.....	9
2.1. Team and team work.....	9
2.1.1. Team development stages.....	11
2.1.2. Benefits of teamwork.....	13
2.1.3. Types of teams.....	15
2.1.4. Attributes of effective teamwork.....	19
2.1.5. Teamwork & employee's performance in an organization.....	23
2.3. Empirical literature review on team work.....	25

2.4.	Organizational commitment.....	26
2.4.1.	Dimension of organizational commitment .....	27
2.4.2.	Organizational commitment & employees performance .....	28
2.5.	Empirical literature review on organizational commitment .....	29
2.6.	Employee’s performance.....	31
2.7.	Conceptual framework .....	33
CHAPTER THREE .....		34
RESEARCH METHODOLOGY .....		34
3.1.	Research design.....	34
3.1.	Research approach.....	34
3.2.	Types and source of data.....	35
3.3.	Population of the study.....	35
3.3.1.	Target population.....	35
3.3.2.	Sample size .....	35
3.3.3.	Sampling techniques.....	36
3.4.	Data collection instrument .....	36
3.6.	Method of data analysis.....	37
3.8.	Reliability test .....	38
3.9.	Ethical considerations .....	38
CHAPTER FOUR.....		39
DATA ANALYSIS AND INTERPRETATION .....		39
4.1.	Demographic information .....	39
4.2.	Descriptive analysis of independent variables .....	40
4.3.	Correlation analysis.....	48
4.4.	Regression analysis .....	52
4.4.1.	Assessment of multicollinearity .....	53
4.4.2.	Autocorrelation.....	53
4.4.3.	ANOVA Test.....	54
4.5.	Teamwork model summary .....	55
4.6.	Impact of organizational commitment on employees’ performance.....	58

CHAPTER FIVE .....	61
SUMMARY CONCLUSION AND RECOMMENDATION .....	61
5.1. Summary .....	61
5.2. Conclusion .....	63
5.3. Recommendation.....	64
5.4. Future Research Direction.....	66
REFERENCE.....	67
APPENDIX 1 – Questionnaire .....	71

## Declaration

I, the under signed, declare that this thesis is my original work prepared under the guidance of Tilaye Kassahune (PHD). All sources of material used for the thesis have been duly acknowledged. I further conform that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name: Hirut Zeberga

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **Endorsement**

I, hereby certify that, Ms. Hirut Zeberga student of Masters of General Business Administration at St. Mary University, Department of General Business Administration, School of Graduate Studies, has completed her research project on “The impact of teamwork and organizational commitment on employee performance in case of Dashen Bank selected branches in Addis Ababa”, under my advice, guidance and supervision.

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**Advisor**

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**Signature & Date**



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Hirut Zeberga

## **List of Acronyms and Abbreviations**

**KJV** -----King James Version.

**GRPI** -----Goals, roles, processes, and interpersonal relationships.

**PERFORM**-----Purpose, empowerment, relationship and communication, flexibility optimum production, recognition and moral.

**OECD** -----Organization for economic co-operation and development.

**TCI** -----Team climate inventory.

**PHEIs** -----Private Higher Education Institutions.

**WAAD** -----West Addis Ababa District.

**OCQ** -----Organizational commitment questionnaire.

**SPSS**-----Statically program for social studies.

**VIF**-----Variance inflation factor.

**ANOVA** -----Analysis of variance.

## List of Tables

Table 1.1: Synopsis of team types, structures and applications.....	17
Table 4.2: Participation and positive interdependence mean score .....	41
Table 4.3: Mean score of communication .....	42
Table 4.4: Creativity and innovation dimension .....	43
Table 4.5: Team leadership dimensions .....	44
Table 4.6: Mean score of team attitude .....	45
Table 4.7: Affective commitment mean score .....	46
Table 4.8: Continuance commitment scale .....	47
Table 4.9: Normative commitment mean score.....	48
Table 4.10: Team work analysis of correlation .....	49
Table 4.11: Analysis of correlation on organization commitment.....	51
Table 4.12: The relationship between the study variables.....	52
Table 4.13: Multicollinearity .....	53
Table 4.14: Autocorrelation .....	54
Table 4.15: ANOVA.....	54
Table 4.16: Model Summary of teamwork Dimensions and employee performance .....	55
Table 4.17: Coefficient for team work dimension and employee performance.....	56
Table 4.18: Coefficient for team work and employee performance .....	57
Table 4.19: Summary of organizational commitment dimensions & employee performance .....	58
Table 4.20: Impact of Organizational Commitment dimensions on Employees Performance .....	59
Table 4.21: Impact of Organizational Commitment on Employees Performance .....	59



## List of figures

Figure 2.1: Stages of team development .....	11
Figure 2.2: The Katzenbach and Smith Model (1993) .....	18
Figure 2.3: Rubin, Plovnick, and Fry's GRPI Model.....	23
Figure 2.4: Conceptual framework .....	33

## Abstract

*The main objective of this study is to examine the impacts of team work and organizational commitment on employees' performance in case of Dashen Bank selected branches in Addis Ababa. Organizations may be getting works done through individuals, but super achievement lies in the attainment of set goals through teamwork. Employers may be able to improve their performance by increasing the volume of teamwork and taking action to raise the performance level of the individual, but to succeed in this they need to pay attention to the quantity and type of teamwork offered. Teamwork activity within the organization is very much beneficial and its effect is directly on employee performance. On the other hands organizational commitment has been operationally defined as "multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership and also they have paramount impact on employee performance." The research design used was casual (explanatory) study that shows the effect of independent variables team work which comprises five dimensions namely participation and positive interdependence, communication, team leader, creativity and innovation and attitude were as, organizational commitment components are affective ,continuance and normative commitment scale on dependent variable (employees performance). Among the cluster sample size 150 standard five-point Likert-type scale questionnaires were distributed by using convenience sampling and administered to employees of Dashen Bank West Addis District and 145 respondents were returned the questionnaire and also analyzed by using descriptive, correlation, and regression analysis of SPSS Version 20.0. The results of this study indicate that, all team work and organizational dimension have positive and strong relationship with employees' performance. Based on regression result it was observed that attitude, participation and positive interdependence, communication, creativity and innovation and also organizational commitment dimensions have positive and significant impact on employees' performance. The remaining component of teamwork that is team leader has some observable impact but, not significant effect on performance. Furthermore, other things remain constant 83.8% and 78.8% of the variations in employees' performance originated by team work and organizational commitment dimensions respectively. Therefore, to improve performance of the employees, to achieve the desire results and harvest the fruits of team work the Bank management shall enhance the extent and the quality of team work as well as shall be foster employees commitment.*

**Key words;** *teamwork, organizational commitment, employee performance.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

The concept of teams has been applied many centuries ago during the establishment and development of human civilization, that is why it is a very valuable and important concept in any occupational and developmental process in order to solve various forms of struggles, achieve the basic life requirements and needs, and to make smarter decisions for the benefit of all groups of people. Even from time of creation, God applied the concept of teamwork when he said, “Let us make man in our own image” (Genesis 1:26, KJV). This statement brings out the fact that God in the creation process work with other heavenly beings hence the essence of team in bringing productivity, ‘Man’ and also in this age of science and technology, it seems difficult to find the practice of planning, research, product development, design, productions, marketing and selling without teamwork. We live in a time where team centered organization is becoming less the exception and more of the norm. Some of the dominant and successful companies in the world already function largely as team centered organizations. There are many more companies that may not be fully team centered, but make extensive use of team work in their operations. Teamwork and teams have become the overall strategies and common factors in all sustained initiatives. They have become central to total quality management, continuous process improvement, total customer service, reengineering and all other new organization management strategies. (Allen, 1989).

Teamwork is defined by Harris (1996) “as a work group unit with a common purpose through which members develop mutual relationships for the achievement of goals and tasks”. Teamwork implies that individuals work in a co-operative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles. However, for the purpose of this study, teamwork is understood in a broader context without drawing a distinction between teams and work groups which the Bank sometimes called task force or work team. According to (Lurie Schultz and Lamanna 2011) teamwork have five measurable components those are participation and positive interdependence, communication, team leader, creativity and innovation and attitude.

More specifically, teams are said to contribute to better outcomes for business organizations due to improved performance of employees, productivity or organizational responsiveness and flexibility (Friedman & Casner-Lotto, 2002). These benefits are often attributed to the positive impact of teams on employee attitudes such as morale and job satisfaction as well as commitment to the organization (Stewart, Manz, & Sims, 2000). It has also been found that better organizational performance, competitive advantage and increased product quality could be achieved by means of teamwork (Manzoor, HafizUllah, Hussain, Ahmad: 2011). On the other hands the absence of teamwork's concepts and strategies can lead to occupational failure, disappointment, low morale, poor productivity, which threaten the entity of the organization. The employees, who work in an organization that does not have a strong concept of teamwork, usually fail to deliver the expected results and to achieve the goals and visions of that organization. More to this point, company should need to recognize the importance of organizational commitment more than ever before and teams can expand the outputs of individuals through collaboration if each member of the team is committed to the objectives of the organization. Different scholars have tried to define organizational commitment in different ways. According to Mowday (1979), organizational commitment refer to the extent to which the employee demonstrate a strong desire to remain the member of the organization, the degree of willingness to exert high level of efforts for organization and belief , acceptance of the major goals and values of the organization. Based on the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). All three components have implications for the continuing participation of the individual in the organization. The three components are:

**Affective Commitment:** It explains one's attachment to an organization psychologically.

**Continuance Commitment:** It states a person's connection or 'bond' based on what it would cost that person to leave the company.

**Normative Commitment:** It explains one's perceived obligation to remain the organization. There are some studies which tried to show that the effect of organizational commitment on organizational and employees' performance. In this regard, Kashefi (2013) says "The level of employees' loyalty to organization is influential in its survival and this matter depends to the organization's nature".

They have also noted that “If this organization has to do with financial and human affairs and sensitivities like these, the importance of employees’ commitment to the organization will be much more. This suggests that it is necessary for organizations to have committed employees in order to be able to trust them and compete with other organization. From the above discussions and literature, one can notice that both teamwork and organizational Commitment seem to have some kind of effect on employees’ performance and one of the corporate core value of the bank is team work but, neglected by the bank much focused on other core value like professionalism and customer centricity and also employee commitment became eroded duty a number of reason. Therefore, the researcher motivated to attempt the effect of teamwork and organizational commitment on employees’ performance at Dashen Bank on selected branches in Addis Ababa.

## **1.2. Statements of the Problem**

Employees who are working in teams become the standard for the organization (Alie, Bean and Carey, 1998). It is a means of improving manpower utilization and potentially raising performance of not just the individual but, the organization ultimately. With a support from upper level management, an employee works confidently in teams and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003).

The organizations should enhance the concept of teamwork among its employees to increase the level of productivity and creativity in order to earn competitive advantages and enhance each employee’s performance. according to annual management conference Dashen Bank have inadequate teamwork among its employees, absence of teamwork’s concept and strategies, emphases only technical ability of its employees, individuals are appraised without specific mention of their team involvements, and there is poor team building and communication which certainly affects the performance of the organization and its employees in the long run.

Recent studies such as Jones, (2009) and Manzoor, (2011) show that employees working within the team can produce more output as compared to an individual. A few trends influenced employee jobs as much as the massive movement to introduce teams into the workplace.



The shift from working alone to working on teams require employees to co-operate with others, share information, confront differences, and sublimate personal interests for the greater good of the team. The Bank also comprise teamwork in the corporate core values but, does not implement supportive strategy that helps to strength the employee work together and not extensively harvest the fruit of team work. 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 and the courage to permit teams to play an important part in decision making. When employees feel they are part of a team within their company, they invest more time and energy into their job. Teamwork fosters a cooperative atmosphere where employees have a positive attitude about the job and also ensures greater efficiency. Managers need to instill a “we’re in this together” spirit among teams. Sharing important company information, newsworthy updates from client meetings, or providing a summary of recent meetings ensures that the team is aligned toward the same goals. Cooperation within the team and across work groups also eliminates duplicate efforts and costly errors. Employees cooperate with each other when they have best practices, confidence in other members of their team, when they know their unrestricted help will be reciprocated and when everyone believes the work is fairly distributed.

In the same manner, the success of an organization also relies on the level of commitment of its employees. A study conducted by Chughtai and Zafar (2006), among university teachers of Pakistan concluded that highly committed teachers outperform vis-à-vis uncommitted teachers. Similarly, a study in Nigeria “revealed that organizational commitment dimensions jointly and independently influence employees’ performance among academic staff of Oyo State owned tertiary institutions.” Yeh, and Hong (2012) have also claimed that organizational commitment has a positive effect on job performance. They reveal that employees are willing to stay and devote themselves to accomplishing job objectives because they have the same values and goals within the organization. In Ethiopia, currently Banking Industry is increasing in number and the competition among Banks is getting a great attention. Hence the workforce and human resource systems to produce corporate- level competencies that create sustainable competitive advantage are the key factors of winning the competition. They need to have employees who are passionate about their work and strive to take their organization to greater heights.

Most Dashen Bank employees' and Dashen Bank labor union complain that the organization does not recognize the value of its employees, reluctant to retain valuable employees because the top management believe that cutting age technology and adequate labor market in the finance sector can be replace competent employees at the same time can be attract potentials customers so, the management thought vastly focused on up-to-date technology' and create unfair benefit among its employees like back payment, bonuses, new organizational structure also neglected employees experience more invited the new coming employees and five year strategic plan formulated by few top management without the involvement of employees thus, enable to eroded employee commitment. Very few research efforts have been made towards the concepts of teamwork and organizational commitment their impact on employees' performance in other nation separately. Local studies conducted on the effect of teamwork and organizational commitments on employees' performance are almost non-existent. Bekele Serbessa (2014) conducted his research on organizational climate and employees' organizational commitment in case of Commercial Bank of Ethiopia and Temesgen Teshome (2011) investigated the relationship between leadership styles and employee commitment the above study and also other study focused either team work or organizational commitment one independent variable only. In the light of the above points, this study intends to fill the gap in knowledge by focusing the two independent variable together the impact of teamwork and organizational commitment on employees' performance in case of Dashen Bank on selected branches in Addis Ababa.

### **1.3. Research Question**

This study attempted to answer the underneath question.

2. What are the relationship between teamwork, organizational commitment and employee performance?
3. Which components of team work have a dominant effect on employees' performance?
4. What are the relationship between employees' performance and organizational commitment dimension and which components more affects employee's performance?

## 4.1. Objectives of the Study

### 4.1.1. General Objective

The main objective of this study is to explore the impact of teamwork and organizational commitment on the employees' performance in case of Dashen Bank on selected branches in Addis Ababa.

### 4.1.2. Specific Objectives

In order to achieve the general objective of this study, the following specific objectives was put forward:

1. To assessed the impact of teamwork on employee's performance at Dashen Bank.
2. To examined the effect of organizational commitment on employee's performance.
3. To analyze the extent to which team work dimensions and employee's performance are related.
4. To investigated the extent to which dimension of commitment affect employees' performance.

## 4.2. Research Hypotheses

Based on the available literature, research objectives and question of the study the following hypotheses were formulated.

- **H1.** There is a significant positive relationship between teamwork and employee's performance in an organization.
- **H2.** There is no significant positive relation between team work and employees performance.
- **H3.**Organizational Commitments are positive and significantly affected employees' performance
- **H4.** There is no significant relationship between organizational commitment and employee's performance.

### **4.3. Significance of the Study**

Since this study has made it's focused on the effect of teamwork and organizational commitment on employees' performance, it supposed to have the following significances:

- The finding of this study may be beneficial to the employees of various organizations, especially the Bank sector, to promote the concepts of teamwork and team spirit in the work environment due to influential effects on the performance and productivity of the organization.
- The result of the study have a great benefit to the management of Banks it provide them the opportunity of seeing how teamwork operates and organized as well as the benefits drivable from team work and organizational commitment.
- The study also be useful to the management and board member of Bank by shedding light on how to make employees of the Bank to be committed.
- The relationship between teamwork, organizational commitment and employees performance were being identified and this may be a source of encouragement and strength the employees work together especially, those who are yet to introduce teamwork in their organizations.
- Moreover, the study also helps other researchers who are interested to conducted further investigation on similar areas.

### **4.4. Scope of the Study**

The study is designed to collect responses from the employees of the Dashen Bank on selected branches in Addis Ababa with a view to assess the impact of teamwork and organizational commitment on their performance. And can be held at various levels of the organization, employment status, and also different districts. However, this study only focuses on those employees who permanently engaged at Dashen Bank. It would have been more important and comprehensive to assess the impact of teamwork and organizational commitment on employees' performance in all private and government Banks; however, taking the time, finance and the labor required to carrying out the data collection process into consideration, the study did not address the all Dashen Bank and delimited in the region of West Addis Ababa district based on the Bank's proximity and accessibility to the researcher.

#### 4.5. Limitation of the Study

As stated earlier this study is limited in scope since, time, money and labor it requires the research study was conducted only a certain branches of the Bank. The questionnaires were structured based on many research works therefore, it may affect the quality of the data. Moreover, the employee performance may have some degree of subjectivity and solely depends on individual replies of the respondents that participate in the study thus, may not give a general picture.

#### 4.6. Operational definition of terms and concepts

- **Team:** According to Katzenbach and Smith (1993:45); “A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and an approach for which they hold themselves mutually accountable.”
- **Teamwork:** Bowers (1997), has defined teamwork as the interpersonal interactions among individuals in a team that are necessary for the exchange of information, development and maintenance of communication patterns, coordination of activities and maintenance of social order.
- **Organizational commitment:** organizational commitment is often referred to employees’ psychological attachment to the organization (Mowday 1997)
- **Employee performance:** Whitmore (1997) defined performance as a deed, a performance, a public exhibition of skill. That is, performance is an employee's overall work outcomes, including efficacy, efficiency, and effectiveness (Hsu, 2005).

#### 4.7. Organization of the paper

The research paper was organized in to five chapters the first chapter discussed the Introduction, Background of the Study, Statement of the problem, Objectives of the Study, Research questions, Significance of the study, Scope and Limitations of the study and Operational definition of terms and concepts. Second chapter was presented Literature review. Third chapter mainly deal with Description of the research design and Approach, Sources of data, Sample size and Sampling technique, Data collection instrument and Data presentation and analysis use for the study. Fourth chapter covered the Presentation and Analysis of data. Finally the last chapter was comprises a Summary of the findings; Conclusion and forward valuable Recommendation.

## CHAPTER TWO

### RELATED LITERATURE REVIEW

In this section, attempted are made to explain some basic concepts about teamwork, organizational commitment, and employees' performance. Firstly, a brief literature review was presented on Team and team work, stage of team development, benefits of team work, types of teams, attributes of team work, the relationship between teamwork and employee's performance. Then, the concept of organizational commitment and its types, the relationship between organizational commitment and employees' performance and empirical studies were being reviewed.. Finally, a brief discussion had been made about employees' performance.

#### 2.1. Team and team work

**“Coming together is a beginning.**

**Keeping together is progress.**

**Working together is success!”**

*‘Henry Ford’*

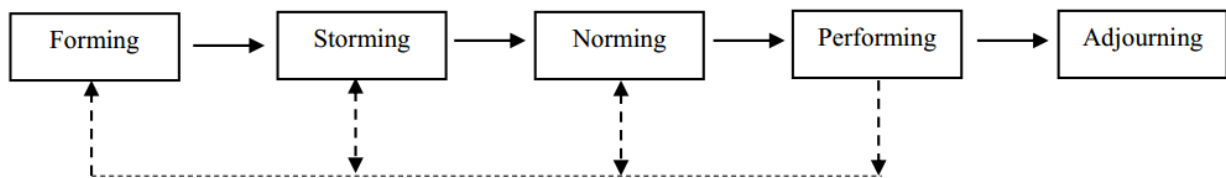
Several concepts exist and researchers in the field of working conditions differ in their view of what teamwork actually means. Team can be defined as a group of individuals who work collectively to achieve the same purposes and goals to provide an excellent quality of services. Team is, therefore, a group of employees who rely on each other to accomplish a task and who hold themselves accountable for the outputs. The team enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones, 2007). A more comprehensive definition of team has been given by Katzenbach and Smith (1993:45); “A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and an approach for which they hold themselves mutually accountable.” This definition seems to emphasize the importance of the size, complementary skills, commitment, common purpose and mutual accountability of group members. Teams are groups of people that share a common purpose, to which they are all committed, and who are empowered to set goals, solve problems and make decisions.

Without these common traits they are not a 'team' - they are a group of people who happen to work together in the same environment - a work group. Mackall (2004:11), in his book *Teamwork skills*, says that “teamwork is the process whereby a group of people pool their resources and skills to work together and achieve a common goal”. Teamwork was defined and deliberated by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers. Teamwork also defined in terms of the behaviors (for example, backup behavior, closed-loop communication), cognitions (shared mental models), and attitudes (cohesion, collective efficacy) that make interdependent performance possible (Weaver, 2010). There are several causes and reasons that clarify and highlight the link between teamwork and quality of the performance in workplace. (Froebel and Marchington, 2005). Researchers and experts indicate that effective behaviors and concepts related to teamwork can increase the level of improvement of employees’ performance and their productivity as well as enhancing the ability of solving conflicts and facing the urgent and sudden challenges at work that is why 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 the organizations. Apply team-based strategy helps to maintain the productivity of the workers and to emphasize on the importance of working together as one united entity to achieve the objectives and goals of the organization in the best way possible. Team-based strategy also means a basic method followed by the members of an organization to work in teams to finish the required tasks. As a result of such strategies applied in workplaces, the managers of such organizations expected to clarify the significance of teamwork and its ability to create a better work environment for the workers and increase the level of creativity, productivity and the success of the entire entity unless company may outshined by their competitors. Team can’t function if they can’t agree on who is to do what and ensure all members share the work load. Agreeing on the specifics of work and how they fit together to integrate individual skills require leadership and structure, either from management or from team members themselves that helps to avoid social loaf.

### 2.1.1. Team development stages

The performance of a team depends both on individual learning and on how well the members learn to work together as a unit. One widely cited model of team development assumes that teams pass through five stages of development: forming, storming, norming, performing, and adjourning (Tuckman, 1965; Tuckman & Jensen, 1977). Identifying the stage a team is in at a specific time can be difficult; nevertheless, it is important to understand the development process. At each stage, team behaviors differ and, as a result, each stage can influence the team's end results. These stages are depicted in Figure 2.1

**Figure 2.1: Stages of team development**



Source; (Tuckman, 1965)

#### **Stage 1; Forming**

The first stage of team development is *forming*. It is characterized by uncertainty and confusion about the purpose, structure, and leadership of the team. Team members tend to focus on efforts to understand and define their objectives, roles, and duties within the team. Members share personal information and start to get to know and accept one another. Interaction, among team members, is courteous and cautious. Generally, this stage is complete when individuals begin to view themselves as members of a team.

#### **Stage 2; Storming**

The *storming* stage is characterized by conflicts over tasks, relative priorities of goals, roles of team members, and leadership of the team. Coalitions may form to influence the team's goals, means of attainment, and team leadership. Conflict needs to be managed during this stage, not suppressed. The team cannot move into the third stage if team members do not handle conflict effectively. This stage is complete when there is mutual agreement about who will lead the team.



### **Stage 3; Norming**

The *norming* stage is marked by cooperation and collaboration. Roles and responsibilities become clear and accepted. The team develops a sense of cohesion. Members have developed common expectations about how the team's goals should be accomplished. They have developed a feeling of team spirit. The norming stage is complete when team members agree on standards to guide behavior in the team.

### **Stage 4; Performing**

The *performing* stage of team development marks the emergence of a mature, organized, and well-functioning unit. The structure is stable. Team members ready to focus on accomplishing its key tasks. To accomplish tasks, diversity of viewpoints and consensus is supported and encouraged. Teams that encourage diversity on the team tend to be more able to adapt. Teams that are more adaptive tend to be more successful.

### **Stage 5; Adjourning**

The final stage of team development is the *adjourning* stage. Some teams, of course, are permanent and never reach the adjourning stage. For temporary teams, however, such as ad hoc committees, project teams, task forces, and similar teams, this stage involves preparation for disbanding. The job is completed; it is now time to move on to other tasks.

However, research indicates that not all teams proceed through each of the stages (Mannix, Neal, & Blount-Lyon, 2004). Nor do teams always proceed sequentially from one stage to the next. In fact, some teams may engage in more than one stage at a time, as when teams are storming and performing simultaneously (Peterson & Behfar, 2003; Romanelli & Tushman, 1994). Teams occasionally regress to previous stages. Further research indicates that teams with deadlines for goal accomplishment did not go through a series of developmental stages. Instead, they alternated between periods of inertia in which very little was accomplished and periods of frenzied activity in which the team proceeded rapidly toward its goal (Gersick, 1988, 1989). Research has indicated that teams that proceed through the developmental stages successfully seem to outperform and sustain higher levels of performance when compared to teams that do not (Bushe & Coetzer, 2007).

In sum, the five-stage model should be used as a general framework but not as a perfectly accurate depiction of how teams develop. To accelerate their own development, team members may find it useful to know what characteristics help create successful teams.

### **2.1.2. Benefits of teamwork**

According to Beebe and Masterson (2003), effective teamwork has a number of benefits - to the organization, to the team and, not least, to the individuals within the team. These scholars state that the way that people work in teams is just as important as their individual performance. This includes their capacity not only to work within their own team but also to have good inter-team relationships. Working in such an environment helps build high staff morale and improved work performance. McShone (1998) said that teams are replacing individuals as the basic building blocks of organization. In many organizations today we see a move towards flatter, leaner structures. Beebe and Masterson (2003:6) say that “Stripping out layers of management means that individuals have to be more willing to take on additional responsibility and accountability achieved through team working.” They further claim that teamwork can contribute towards:

- improved productivity
- quality improvement
- innovation and creativity
- capitalization of technological advances
- improved employee motivation and commitment

Effective teams are flexible, creative and responsive to the demands of the task and they also demonstrate high levels of involvement, accept responsibility for team success and both recognize and value individual contributions made by team members. The team capitalizes on the skills and personalities of its members to achieve a high degree of synergy (Synergy is that process in which the whole is greater than the sum of its parts). In other words, there is a greater achievement from the team than would have been achieved by all of the individuals working separately.

In a similar way, Robbins and Finley (2000:11-13), explaining why teams are needed, point out the following benefits of teams:

- **Teams save money:** Organizations that have turned to teams solely to save bucks have not been disappointed.
- **Teams increase productivity:** Teams are closer to the action and closer to the customer than the old bureaucracy could be. Teams see opportunities for improving efficiencies bosses can't hope to see.
- **Teams improve communication:** In a proper team, members are stakeholders in their own success. Teams intensify focus on the task at hand. The very heart of a team, its business if you will, is the sharing of information and the delegation of work.
- **Teams do work that ordinary workgroups can't do:** When a task is multifunctional in nature, no single person or crew of functionaries can compete with a team of versatile specialists. There is just too much to know for one person or one discipline to know it all and do it well. According to Hosseini (2012) teamwork is a cooperative process that allows ordinary people to achieve extraordinary results.
- **Teams make better use of resources:** Teams are a way for an organization to focus its most important resource, its brainpower, directly on problems. The team is the Just-In-Time idea applied to organizational structure -- the principle that nothing may be wasted.
- **Teams mean higher-quality decisions:** Good leadership comes from good knowledge. The essence of the team idea is shared knowledge -- and its immediate conversion to shared leadership.
- **Teams mean better quality goods and services:** The quality circle (long ago abandoned) was an early expression of the idea that quality improvement requires everyone's best ideas and energies. Teams increase knowledge, and knowledge applied at the right moment is the key to continuous improvement.
- **Teams mean improved processes:** Processes occur across functions. Teams, straddling all the functions contributing to a process have better "process vision." That's why reengineering in the 1990s and teams went hand in hand.

Additionally, the core value of teamwork is reduction of workload which helps the employees to perform better without any kind of work pressure because the tasks were distributed equally among all the members of that team. Although, all the religious principles have emphasized on how teamwork is essential to achieve the best results and to maintain every human's right equally by dividing the tasks and duties and individuals need each other to accomplish or achieve what they cannot do without each other. Teamwork helps in developing the skills and perspectives of the employees through the automatic exchange of positive opinions, feedbacks, experiences and viewpoints between the members of the team, and this process create a constant development regarding to services of organization and employees' occupational performances and supports to earn competitive advantage (Mcshone, 1998).

### 2.1.3. Types of teams

Stroh, North Craft and Neale (2002:165) state that there are hundreds of types of teams. Among the most common are work teams, parallel teams, project teams, and management teams. Similarly, (Cohen and Bailey, 1997:241) say that there are four types of teams in organizations today: (1) work teams, (2) parallel teams, (3) project teams, and (4) management teams).They explains the categories as follows:

- **Work Teams:** These are continuing work units responsible for producing goods or providing services. Their membership is typically stable, usually full-time, and well defined (Cohen, 1991 cited in Cohen and Bailey, 1997:242). In the past, these were most often led by a supervisor who made the majority of the decisions. More recently, such teams have been **self-managed teams**, meaning that the team assumes the tasks of the former supervisor. Team members are cross-trained to perform any task the team requires, including but not limited to performing work functions, setting schedules, ordering materials, and coordinating with other groups (Stroh, North craft and Neale, 2002:166). Many well-known companies, such as General Motors, Xerox, PepsiCo, and Motorola, have introduced self-managed teams in an effort to improve productivity and quality.
- **Parallel Teams:** pull together people from different work units or jobs to perform functions that the regular organization is not equipped to perform well (Ledford, Lawler & Mohrman, 1988; Stein & Kanter, 1980 cited in Cohen and Bailey, 1997:242).

They normally exist in parallel with the formal organizational structure. They generally have limited authority and can only make recommendations to individuals higher up in the organizational hierarchy. Parallel teams are used for problem-solving and improvement oriented activities. Examples include quality improvement teams, employee involvement groups, quality circles, and task forces.

- **Project Teams:** are time-limited, They produce one-time outputs, such as a new product or service to be marketed by the company, a new information system, or a new plant (Mankin, Cohen & Bikson, 1996 cited in Cohen and Bailey, 1997:242). For the most part, project team tasks are non-repetitive in nature and involve considerable application of knowledge, judgment, and expertise .Similarly, Stroh, North Craft and Neale (2002:167) say that “Project teams exist for relatively short periods of time for the purpose of producing a one-time product or service”. Once the product is produced, team members either return to their original unit or move on to a new project.
- **Management Teams:** coordinate and provide direction to the sub-units under their jurisdiction, laterally integrating interdependent sub-units across key business processes (Mohrman; 1995 cited in Cohen and Bailey, 1997:242). The management team is responsible for the overall performance of a business unit. Its authority stems from the hierarchical rank of its members. It is composed of the managers responsible for each subunit, such as vice-presidents of research and development, manufacturing, marketing, and quality.

On the other hand, quality Council of Indiana (2005) classifies teams according to types of teams that are used by organizations throughout the world. This classification can be summarized as;

- **Quality Circles:** Circle is a group of people in production area which come together to work on improving the quality and lowering manufacturing costs.
- **Quality Teams:** Quality teams are made up of by management but directed by members. Efforts of the team members are same with quality circles.
- **Six Sigma Teams:** Six sigma is a proven disciplined approach for improving measurable results for any organization. The structure and functional roles of Six Sigma Teams closely follow the description of project and ad hoc teams.

- **Improvement Teams:** Members' of improvement teams are selected from different departments to solve the problem or to improve the production. Problem is given from management and team should work on until they solve it.
- **Project Teams / Task Forces / Ad Hoc Teams:** Members 'of project teams are selected according to their experiences and directed by management to search into specific areas such as the modernization of a piece of equipment or solution to a customer complaint.
- **Cross Functional Teams:** Cross functional teams are made up of individuals belonging to different departments or working in different work areas. Members should be knowledgeable about processes, policies, operations of their own specialization or functional area. The underneath table show that types of team, structure and its best application.

**Table 1.1: Synopsis of team types, structures and applications.**

<b>Team Type</b>	<b>Structure</b>	<b>Best Applications</b>
<b>Quality Circle</b>	May be 8 to 10 members from a single department	May initially work on quality topics or overall department performance. Can evolve into self-directed teams.
<b>Quality Teams</b>	Can have broad or specific member selection .may consist of all or part management	Works on specific projects such as the installation of a conveyor system. Can also focus on material related items like an improved inventory control system. Usually disbands upon the completion of a project.
<b>Six Sigma Teams</b>	8 to 12 members from different areas, departments, or disciplines	Members are carefully selected. Knowledgeable people are required. Very similar to project teams. Tends to deal more with policies, practices and operations.
<b>Improvement</b>	May be 8 to 10 members from different department	Can work on quality or productivity issue a process improvement team can consists of multi- department membership and focus on process flow and product issue.
<b>Project Teams</b>	Generally 8 to 12 members with Black Belt or Master Black Belt s	Works on specific processes or customer based projects of importance. Usually disbands upon project completion.
<b>Cross Functional Teams</b>	6 to 15 members. Generally a natural work area team. May need area staff support.	Requires considerable training and exposure. Can be given objectives or develop their own. Some companies select people with cooperative skills to help with success.

**Source;** Quality council of Indiana, (2005)

Authors Jon Katzenbach and Douglas Smith (1993) classify three types of teams:

- Teams that run things,
- Teams that recommend things,
- Teams that make or do things.

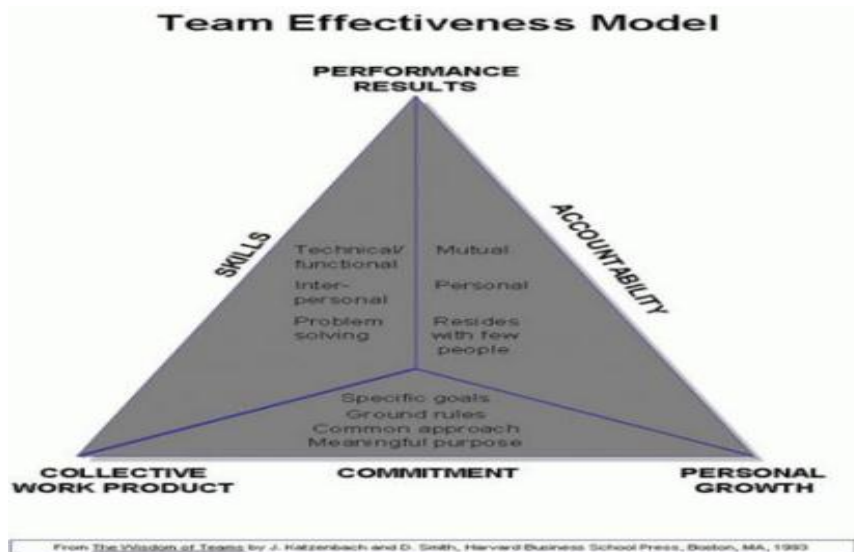
The above authors unveiled their model after having studied teams across several companies and various work challenges. Their book, *The Wisdom of Teams*, lays out their model of efficient teams in a triangular diagram, with the three points being the larger deliverables of any team: **collective work product**, **performance result** and **personal growth** and in order to reach those goal, there are three necessary factors in play, which make up the sides of the triangle:

**Commitment:** teams are committed when they have a meaningful purpose, specific goals, and a common approach to their work

**Skills:** team members need skills in problem solving, technical skills to accomplish their craft, and interpersonal skills to enhance teamwork

**Accountability:** team members must have mutual accountability to one another as well as individual accountability to one's own work.

**Figure 2.2: The Katzenbach and Smith Model (1993)**



**Source;** Katzenbach and Smith (1993)

Different authors proposed several types of models such as, Lombardo and Robert T7 Model, LaFasto and Larson Model, The Hackman Model, Lencioni Model. Understanding and adopting the above team effectiveness models can help to make a team perform well.

#### **2.1.4. Attributes of effective teamwork**

Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson, 1997; Harris & Harris, 1996). Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals (Luca & Tarricone, 2001). Research has provided a number of attributes required for successful teamwork. Many of these attributes have been consistently identified in the literature. In this regard, Tarricone and Luca (2002) provide a summary of literature on the successful attributes needed for effective teamwork are:

- ***Commitment to team success and shared goals***- team members are committed to the success of the team and their shared goals for the project. Successful teams are motivated, engaged and aim to achieve at the highest level;
- ***Interdependence*** - team members need to create an environment where together they can contribute far more than as individuals. A positive interdependent team environment brings out the best in each person enabling the team to achieve their goals at a far superior level. Individuals promote and encourage their fellow team members to achieve, contribute, and learn;
- ***Interpersonal Skills***- includes the ability to discuss issues openly with team members, be honest, trustworthy, and supportive and show respect and commitment to the team and to its individuals. Fostering a caring work environment is important including the ability to work effectively with other team members;
- ***Open Communication and positive feedback***- Communication is an exchange and all parties must participate to complete the information exchange. According to Robbins (1997) Teams are groups of individuals who work together to accomplish a task and team effectiveness is dependent upon team communication and the quality of the team's work



large extent depends upon the quality of the information shared. The ability of team members to understand and communicate information enables them to work together collaboratively. Actively listening to the concerns and needs of team members valuing their contribution and expressing their feeling this helps to create an effective work environment this is critical for ensuring high reliable service. Team members should be willing to give and receive constructive criticism and provide authentic feedback.

- ***Appropriate team composition***- is essential in the creation of a successful team. Team members need to be fully aware of their specific team role and understand what is expected of them in terms of their contribution to the team and the project; and
- ***Commitment to team processes, leadership & accountability***- team members need to be accountable for their contribution to the team and the project. They need to be aware of team processes, best practice and new ideas. Effective leadership is essential for team success including shared decision-making and problem solving.

According to Ingram (1996), team working is a disciplined and focused way of working which may be described by the following characteristics:

- ***Relationships***. Teams work through face-to-face relationships between people in specifically formed groups. There is a link between the quality of relationships and the team's performance.
- ***Social***. People like to aggregate in groups, and teams represent units of social interaction and potential sources of satisfaction at work.
- ***Purposive***. Team members interact with one another for the purpose of performing to attain a common goal. A common source of team failure is that team members interpret the task in different ways, so that outcomes or methods are not clearly apparent to the whole team.
- ***Culture***. Effective groups, including teams, generate their own rules, procedures and culture. The term "groupthink" describes those shared values and opinions that can be a source of innovation or may act as a barrier to organizational change.

Blanchard (1990) describes the characteristics of effective teams using the mnemonic **PERFORM**:

#### **A. Purpose**

- Members can describe and are committed to a common purpose
- Goals are clear, challenging and relevant to purpose
- Individual roles and Strategies for achieving goals are clear

#### **B. Empowerment**

- Members feel a personal and collective sense of power
- Members have access to necessary skills and resources
- Policies and practices support team objectives
- Mutual respect and willingness to help each other is evident

#### **C. Relationships and Communication**

- Members express themselves openly and honestly
- Warmth, understanding and acceptance is expressed
- Members listen actively to each other
- Differences of opinion and perspective are valued

#### **D. Flexibility**

- Members perform different roles and functions as needed
- Members have responsibility for team leadership and team development
- Members are adaptable to changing demands
- Various ideas and approaches are explored

#### **E. Optimal Productivity**

- Output is high
- Quality is excellent
- Decision-making is effective
- Clear problem solving process is apparent

## **F. Recognition and Appreciation**

- Individual contributions are recognized and appreciated by leader and other members
- Team accomplishments are recognized by members
- Group members feel respected
- Team contributions are valued and recognized by the organization

## **G. Morale/ Attitude**

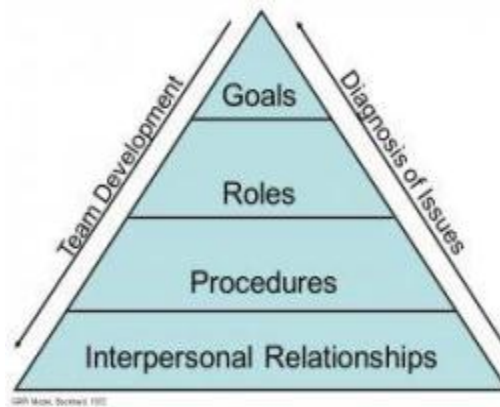
- Individuals feel good about their membership on the team
- Individuals are confident and motivated
- Members have a sense of pride and satisfaction about their work
- There is a strong sense of cohesion and team spirit.

On the other hand, according to Reid (1998), the common characteristics of high performing teams can be explained as follows;

- There's a common purpose / goal,
- Relationships are based on trust and respect between the team members,
- Task and process is balanced,
- Firstly everything is planned and then all the processes work according to the plan,
- Team members all participate problem-solving and decision making processes,
- Every member is different than the other; respecting and understanding each other is a purpose,
- Synergism and interdependence are valued,
- Team goals are always emphasized and supported,
- Individual performance that supports the team is rewarded,
- Effective communication exists between team members,
- Instead of debates, effective dialogues are done to solve group conflicts,
- Vary levels and intensity of work, There is a balance between work and home of the members,
- The way they work as a team critiqued, regularly and consistently,
- Continuous improvement is practiced.

As early as 1977, model of team effectiveness was proposed by Rubin, Plovnick, and Fry. Some of the key elements described as the GRPI model to stand for goals, roles, procedures, and interpersonal relationships, and is represented in a diagram as a pyramid. In order for a team to be effective, they need these four parts:

**Figure 2.3: Rubin, Plovnick, and Fry's GRPI Model**



**Source;** Rubin, Plovnick, and Fry (1977).

### **2.1.5. Teamwork & employee's performance in an organization**

Teamwork has been described as a significant factor for efficient and effective functioning of an organization. Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance (Jones; 2008). Nowadays, most of the organizational activities become complex due to the advancement in technology. In order to deal with this complexity, teamwork has been found to be a major focus of many organizations. One research work concluded that teamwork is necessary for all types of organization, including non-profit organizations (Pfaff and Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005). The work performance or productivity of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management (Totterdill, Dhondt and Milesome, 2002). Teamwork also creates an environment that facilitates knowledge and information exchange and so-called knowledge sharing.

Other advantages are the ability of new forms of work organization to increase the potential for innovation that may add value to products or services, moving them into less price-sensitive markets. Moreover, the ability of new forms of work organization to increase the employee ability of workers through multi skilling and the acquisition of higher competencies in problem solving, communication and team working will help labor market adaptation and also support new form of local and regional economic growth and regeneration (OECD, 2002).

Organizations which emphasize more on teams have resulted in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999). A study has revealed that to teach individuals on how to work in teams is not an easy task because to teach individuals regarding to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors i.e. self-managed team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performance. Teamwork is a significant tool of a new type of work management. In a related development, Ingram (1996) observed that the good manager is the one who assigns the responsibilities to their employees in a form of group or team in order to take maximum output from employees, but to Washer (2006), 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 in designing and implementing such a system according to him is ultimately to improve employee learning. Conti and Kleiner (2003) took it to another level as they reported that teams offer greater participation, challenges and feelings of accomplishments. They observed that organizations with teams will attract and retain the best people, which will in turn create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow the organization to continue to compete successfully in a tough, competitive and global business arena, team climate also seems to play a great role for teamwork effectiveness which in turn could impact employees and organizational performance. Team climate is a construct that has been researched extensively with business teams and has been shown to be positively correlated with performance (Jason and Therrien: 2009). An effective climate is one in which employees participate and communicate well and work to unwritten codes of conduct in an atmosphere of trust. One way of gauging team climate is through Anderson and West's (1994) multidimensional Team Climate Inventory (TCI).

TCI uses a questionnaire to measure team climate. Team atmosphere which encourages healthy controversy without destroying trust. In addition to team work, the other element which is assumed to influence performance is organizational commitment. According to Steers (1977) opportunities for social interaction positively correlated with feelings of commitment.

Satisfaction with co-workers is taken as an index of how employees value the nature of working relationships with coworkers, which in turn is expected to positively relate to commitment. Astri (2011) also stated that teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

### **2.3. Empirical literature review on team work**

Research suggests that teamwork is an integral tool aiding continuous improvement in work operations (Banker, Field, 1996). Guzzo and Marcus (1996) noted that an employee may be able to improve their performance by increasing the volume of teamwork and taking action to raise the performance level of the individual, but to succeed in this they need to pay attention to the quantity and type of teamwork offered. Teamwork activity within the organization is very much beneficial and its effect is directly on employee performance. When employee acquires adequate opportunities of teamwork his/her performance automatically improves and he/she will be satisfied with the job and this could ensure that skills are better utilized. This might reduce the possibility of an employee quitting a job.

Okechukwu Agwu (2015, p57), in his research, the relationship between Teamwork and Employee Performance, indicated that significant relationship exists between teamwork and employee performance. The use of teamwork brings about greater flexibility and increased workflow in addition there is a significant relationship between teamwork and increased employee motivation/commitment plus to that there is a significant relationship between teamwork and increased employee productivity.

Musab Işık 2015, the aim of the researcher is to investigate the relationship between teamwork and organizational trust. Consequently, it is found that there is a positive and significant relationship between teamwork and organizational trust. Besides, it is found that there are positive and significant relationships between teamwork dimensions (communication, openness to innovation, participation) and organizational trust.

Sonal Agar wal (2016) the research shows a strong positive significant relationship between the independent variables namely teamwork, esprit de corps, team trust, recognition & rewards and employee performance. However, teamwork was highly correlated with employee performance. The results also show that an increase in teamwork, esprit de corps, team trust, recognition & rewards will contribute to a 70.5% increase organizational productivity and 29.5% may be due to other factors that were not considered in this study. The independent variables thus teamwork, esprit de corps, team trust, recognition & rewards influenced employee performance by 62 %, 15.2 %, 13.3% and 10.7 % respectively. The overall results revealed that teamwork which brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increase product quality an and quantity highly contributes to organizational productivity compared to other factors.

#### **2.4. Organizational commitment**

Multiple definitions of organization commitment are found in the literature. When looking at employee commitment within an organization, it is the relative strength of an individual's identification with and involvement in a particular organization. In relation to this, Allen & Meyer (1990) define employee commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization. Meyer & Becker (2004) define a committed employee as being one stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals. This employee positively contributes to the organization because of its commitment to the organization. Mowday (1982) defined organizational commitment as the relative strength of an individual's identification, involvement in a particular organization and mention three characteristics of organizational commitment:

- A strong belief in, and acceptance of, the organization's goals and values,
- A willingness to exert a considerable effort on behalf of the organization, and
- A strong intent or desire to remain with the organization.

Abdullah (2012) stated that commitment is a sort of bond between employee and organization and strength of this bond is depend on various factor and also organizational commitment has a strong relation with the employee behavior.

According to Brockner (1992) individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high.

This implies that organizational commitment is associated with increased satisfaction, performance, and organizational adaptability as well as decreased absenteeism and employee turnover (Meyer & Becker, 2004). Committed employees have a stronger sense of belonging to the organization and a greater desire to remain organizational members; they are willing to make extra efforts for the organization; and, in most work situations, they put the organization's interests before their personal concerns. There has been, of course, an extensive stream of academic research providing evidence that committed employees are less likely to leave the organization and more likely to make extra efforts on its behalf than other, less committed employees (O'Reilly & Chatman, 1986).

#### **2.4.1. Dimension of organizational commitment**

The most basic theory of employee commitment is Allen and Meyer's conceptualization. They identified three dimensions of employee commitment: affective, continuance, and normative commitment (Allen & Meyer, 1990).

According to Meyer and Allen (1997), **affective organizational commitment** refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson 2000). Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990; Meyer 2004).



According to Meyer and Allen (1997) affective commitment is influenced by factors such as job challenge, role and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, organizational support ,autonomy, feedback, participation, and dependability. Therefore, it is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

According to Meyer and Allen (1997) **continuance organizational commitment** refers to the awareness of cost linked with the departure from the organizations. Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings and economic costs such as pension accruals and social costs such as friendship ties. In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Those with high levels of continuance commitment stay with the organization because they *need to*. Thus, the employee keeps their organization membership thinking their might cost too much to leave the organization (Allen & Meyer, 1990).The third dimension of employee commitment is **normative commitment**, which reflects the employees' commitment to the organization due to their feelings of obligation (Meyer and Allen, 1991) which could be derived from many sources. For example: An organization may have invested resources in training the employees who then feel a moral obligation to put forth effort on their work and stay with the organization. Normative commitment could also derive before the employees join the organization through their families or socialization processes that requires loyalty to one organization. Of consequence, the employees stayed with the organization because they ought to. Meyer and Allen (1991) argued that these components are not mutually exclusive. This implies that employees could be simultaneously committed to an organization in an affective, continuance and normative commitments at varying levels of intensity.

#### **2.4.2. Organizational commitment & employees performance**

There are available literatures that show the positive correlation exists between organizational commitment and employees' performance. Suliman and Lles (2002), for instance, examined the nature of organizational commitment in three industrial units in Jordan by using employees' job performance and five demographic variables.

Their research revealed that that organizational commitment comprises three-dimensional concept. The findings also uncovered a positive relationship between commitment (all the three components) and job performance. Moreover, organizational commitment and its three dimensions present positive and negative relationships with age, sex, education, job status, and organizational tenure variables.

Chen, Silverthorne and Hung (2006) have also studied the relationship of organizational commitment, communication and job performance. Their research findings have indicated there are positive relationships between organizational communication, organizational commitment and job performance. This finding suggested that companies strengthen their communication channels and processes in order to strength their accounting professionals' organizational commitment and job performance. Similarly, Clarke (2006) has studied the commitment and network performance in UK based health care units and found that commitment may play a significant role specifically with performance outcomes. The researcher found that both affective and normative forms of commitment have significant impact on performance.

Affective commitment was positively related to network performance and continuance commitment was negatively related to network performance they suggested that the relationship between commitment and performance within networks is certainly not straightforward. Rashid, Sambasvani and Joari (2003) studied 202 managers in Malaysian companies and their research findings proposed that corporate culture and organizational commitment are interrelated and both have far reaching impacts on the performance. The above literature review reveals that a definite relationship exists between organizational commitment and employee's job performance.

## **2.5. Empirical literature review on organizational commitment**

According to Meyer (1989) organizational commitment correlates positively with individual and group level of performance and they concluded that, employees who are committed to the organization tend to perform at a higher level than those who are not. Balfour and Wechsler (1991) claim that higher levels of performance and productivity result when employees are committed to the organization, take pride in organizational membership, and believe in its goals & values.

Based on Jans (1989) Social exchange theory suggest that organizational commitment reflects employee's perceptions about the nature of the relationship that exists between themselves and organization two-way interaction between organization and employee.

Hence, organization commitment will vary according to how strongly an individual believes in the basic value systems practiced in and by the organization. According to Temesgen Teshome (2011) investigated the relationship between Leadership Styles and Employee Commitment in Private Higher Education Institutions at Addis Ababa City he is found that transformational leadership style has a greater significant influence on affective employee commitment than on continuance employee commitment. He is suggested that transformational leadership styles which involve building trust, inspiring a shared vision, encouraging creativity, and emphasizing development explains some of the variation in whether employees *want to* or *do not want to* stay with the PHEIs. And there is a positive and significant relationship between transactional leadership style and only normative commitment. The third leadership style, a laissez-faire leadership, was found to be significantly and negatively associated with employees' affective commitment but has no significant relationship with others. This finding also led to conclude that transformational leadership is a better predictor of employee commitment. Consistent to other findings, He also suggested that the leaders of PHEIs should pay more attention to developing efficient team work and leaders can play a role in building commitment or increase psychological attachment of employees to the organization.

Bekele Serbessa also conducted the study regarding to the relationship between organizational climate and organizational commitment was assessed using a quantitative survey. Inferential statistics of quantitative analysis revealed significant relationships between most of aspects of organizational climate and organization commitment. Organizational climate has significant relationship organizational commitment dimension, Affective commitment ( $r= .550, p<0.01$ ) and Normative commitment  $r=0.368, P<0.01$ ). The study conclude that there was strong positive relationship between organizational climate and employees' organizational commitment. This implies that when employees have high positive perceptions their organizational climate, they are more likely to feel committed to their organization. On the other hand, negative perceptions of organizational climate are likely to cause employees to withdraw and uncommitted their organization.

Measuring commitment enables an understanding of why an organization may be losing satisfied employees whilst keeping the complainers as well as why an organization may keep employees despite clear better offers from competitors.

Committed employees are one of the greatest assets any company can have. Each year organizations invest substantial amount of money for provide training their work force to have productive employees and potentially to join the competition. Employee commitment plays a major role in overall business efficiency and profitability (Weiner, 1982).

Ballout (2009) argue that greater level of employee commitment lead to organizational benefit such as continuous flow of improvements, costs and efficiency improvements and active employee participation. Committed employees are believed to enhance an organization as they fell secure in their jobs, are well trained, fell part of a team and are proud of and enjoy doing their jobs.

## **2.6. Employee's performance**

Performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfillment of organizational regulations, expectations, or requirements for an official role. According to Prasetya and Kato (2011), performance is defined as the attained outcome of actions with the skills of employees who perform in some situation. Moreover, performance is productivity that expresses the quantity, quality and contribution of a job. When productivity is high the overall performance within the organization will be high (Sun, 2001) and Whitmore (1997). While Gibson (1995) stated that the employee's performance is the result of work accomplished by a person in connection with his position in the organization. Based on William and Anderson (1991) employee performance is a mutual result of effort, ability, and perception of tasks. Author Noor (2012) stated that individual performance is the foundation for organization's performance. Therefore, in order to create effective management, understanding the performance of employees is very important. Matis and Jacson (2002) revealed that, good performance for individuals and groups should be at the center of attention in an effort to boost the performance of the organization. So, we can say that good performance is one of the objectives of the organization in achieving high productivity. To measure the level of success or performance of the employees of an organization can use several approaches.

U.S. department of the interior (2004) identified employee performance indicators: of which understanding and adhering to organization's policy and procedures, effective use of resources, number of customers served in a given time, informing supervisors, project initiation, logical and creative solution to problems, working with other employees and receptive to new ideas and concepts will be used. Benardin and Russle (1995) proposed six primary performance characteristics that can be used to measure performance, namely:-

- quality, is the degree to which the process or the results of the implementation of near-perfection or close to the expected goals.
- quantity, the amount produced, for example, the amount of dollars, units, and the cycle of the activities carried out;
- timeliness, is the extent to which an activity is completed at a desired time
- cost effectiveness, is the degree to which the use of organizational resources (human, financial, technological and material) is maximized to achieve results or loss of each unit reduction in resource use.
- need for supervision, is the degree to which a worker can perform a job function without requiring the supervision of a supervisor to prevent actions that are less desirable;
- Interpersonal impact, the degree to which employees maintain dignity, good name, and cooperation among colleagues and subordinates.

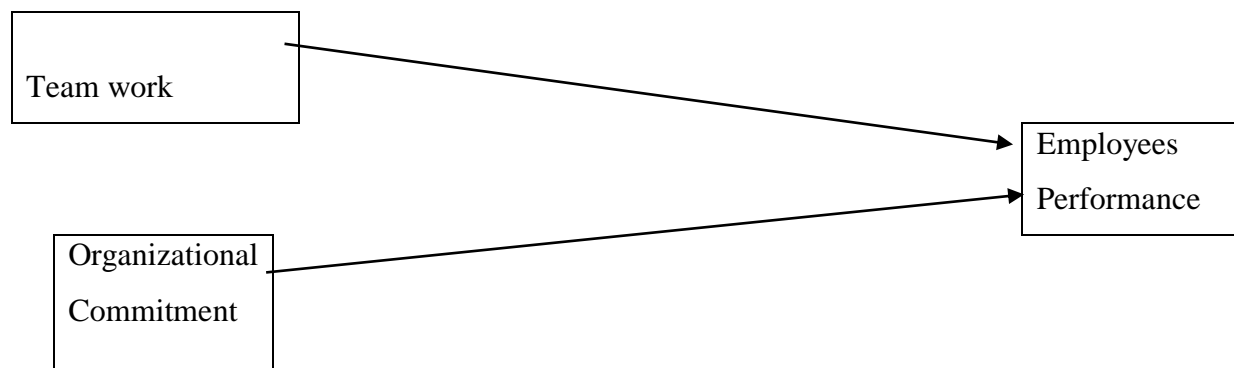
Employees are invaluable asset and crucial factors of an organization so, factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Organizations having effective employee performance and reliable acquisition and retention strategies more safe acquiring human resource with the required skills, knowledge and ability and able to retain human capital for long time in the organization. Retaining employees is very difficult task for any organization today, especially the retention of highly capable employees, who are essential in the organization in this dynamic business environment where organizations that wish to survive and be successful have to be highly versatile with the ability to respond swiftly and effectively to adapt well to the ever-changing business environment. Acquiring and retaining of good human capital is essential for any organization.

The human resource is the heart of any company that determines the success and productivity of the organization. Companies should carefully recruit, select, and retain the best employees having the required skills and knowledge to beat the competition in this global world. The human capital is an important source of competitive advantage and provides the organization with a competitive edge over their competitors. Robbins (2003).

He also suggested as once you have a pool of candidates, the next step in the human resource management process is selection, screening job applicants to determine who is best qualified for the job without good, qualified employees; organizations cannot serve customers and couldn't be productive. Hiring the right people and engaging and retaining employees will result in higher morale, lower employee turnover. Managers need to "select "carefully since hiring errors can have significant implications on effective performance.

## 2.7. Conceptual framework

The relationship between independent variables, teamwork and organizational commitment and dependent variable, Employee Performance is shown diagrammatically in the following figure. As the literature suggests, the independent variables, teamwork and organizational commitment have positive impacts on job performance of the employees, and they are significantly.



**Figure 2.4: Conceptual framework**

## CHAPTER THREE

### RESEARCH METHODOLOGY

This part the research presents the method that is used in carrying out the study. It describes the research design, research approach, type and source of data, study population, sample size and sampling technique, data collection instrument finally; data analysis tools was presented.

#### 3.1. Research design

In order to answer the problem statement the nature of the study was both descriptive and explanatory type. Descriptive method used to identify the relationship between dependent and independent variables, and is useful to identifying variables and hypothetical constructs, can be used as an indirect test of a theory or model. Explanatory research design was used to identify the cause and effect team work and organizational commitment on employees' performance, which is appropriate for the objective of the study and also explanatory research design was a good fit to know the effects of the independent variable team work and organizational commitment on the dependent variable employees' performance.

#### 3.1. Research approach

The approach to this study was both quantitative and qualitative research (mixed) approaches. Qualitative approach attempts to increase our understanding through observation. And the study has used quantitative approach for better understanding by using Five-point Likert-scale. According to Leedy (1993) Quantitative research methods deal with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships. It is used to answer questions on relationships within measurable variables with an intention to explain, predict and control a phenomenon. An entire quantitative study usually ends with confirmation or disconfirmation of the hypothesis tested. In addition, the data were obtained from large population, it could be difficult and often unmanageable to reach and gather research data from the entire population at a time so, quantitative method was convenient to rely on precision of obtainable data in a cost effective way.

## 3.2. Types and source of data

To get first-hand information the study more depends on primary data, which was involving close-ended questionnaire and administered to employees of Dashen Bank that located and working in West Addis Ababa district. Simultaneously, the researcher had used secondary data that were obtained from website, unpublished materials, journal articles, magazines & books that was reviewed in the area of teamwork, organizational commitment and employee's performance.

## 3.3. Population of the study

### 3.3.1. Target population

According to (Sekeran, 2001) cited in (Hirut S.2015), a population is “the entire group of people, events, or thing of interest that the researcher wishes to investigate”. The populations of this study is employees of Dashen Bank Addis Ababa city under West Addis Ababa District (**WAAD**).The reason to focus on this district is: according to human resource data base among the 12 district and head office employees which have 8,059 permanent employees of Dashen Bank, 560 the large number of employees has been working under **WAAD** district, and Dashen Bank quarterly performance show that large no of customers are handled and largest volume transaction are being processed through this districts especially, grade four branch which located around market center like Merkato area. Thus, enforced to employees work with colleague and handle a difficult situation together.

### 3.3.2. Sample size

The sample size is an important feature of any empirical study in which the goal is to reach conclusion about a population from the sample. In order to determine sample size; the researcher used a standard formula for calculating the required sample size from the target population which are found in West Addis Ababa District. The formula was developed by Taro Yamane (1967), it is calculated as follows:-

#### Assumptions

A 95% confidence level, and  $e = \pm 5\%$

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



### Where:-

**n** = the sample size

**N** = the population size

**e** = the level of precision (Sampling error)

$$n = \frac{560}{(1+560(0.07)^2)} = \mathbf{150} \text{ sample size of the research}$$

Finally, after determining the sample size the researcher was used convenience sampling techniques to distribute questionnaire for the respondent.

### 3.3.3. Sampling techniques

Mugenda (2003) states that the purpose of sampling is to secure a representative group which enables the researcher to gain information about an entire population when faced with limitations of time and energy. Dashen Bank Addis Ababa area branches was categorized in-to four districts which comprises West, East, North, and South district. In this study, the researcher applied cluster sampling technique in order to obtain representative sample respondents and intentionally selected West Addis Ababa district (**WAAD**) by using purposive sampling method. Finally, convenience sampling technique was deployed to distribute the questionnaires'.

### 3.4. Data collection instrument

To meet the objectives of the study researcher was used close-ended questionnaire which can collect large amount of primary data from respondents in a short period of time. And it includes three separate instruments, namely teamwork, organizational commitment questionnaire (OCQ), and employee performance. The design encompasses a five point modified Likert Scale, which was developed by Rensis Likert falls under the category of interval scale. It is a kind of measurement that allows respondents to indicate their attitudes by specifying how strongly they agree or disagree with a question that ranges from very positive to very negative attitudes towards an attitudinal object, the minimum value was represented by 1 in the Likert scale and the maximum value, by 5 indicate the intensity of the respondents particular judgments on the issue under investigation. Strongly agree (**SA**) – represented 5 points, agree (**A**) – 4points, Neutral (**N**) - 3 points, disagree (**D**)- 2 points and strongly disagree (**SD**) 1 point. The tool for measuring five teamwork components has been adopted from Lurie, Schultz, and Lamanna (2011) with slight modifications.

The tool for measuring organizational commitment in terms of affective, normative and continuance has been developed by Allen and Meyer (1991). The tool used for measuring job performance has been developed by Williams & Anderson (1991).

### **3.5. Data collection procedures**

Data was collected from survey through questionnaires. The surveys were direct handed over to the employees of Dashen Bank who has been working 38 branches of **WAAD**. This was decided upon due to the fact that it reduces the rate of uncollected questioner and avoid missed question. The questionnaire was handed over to selected members in each case teams therefore, strictly follow to fill the entire question in a voluntary base.

### **3.6. Method of data analysis**

The data analysis is converting, transform, and processes all the raw data into useful and valuable information using appropriate technique. In this study the survey questionnaire data was encoded through **SPSS** (Statistical Package for Social Sciences) version 20.0. The statistical tools used for this study were descriptive, correlation and regression analysis. Descriptive statistics method was made based on the results of the tables by using frequency value. Correlation coefficient was used to determine the strength relationships between independent variables team work and organizational commitment dimensions on dependent variable employees' performance. Finally, regression analysis was done to know how much the independent variable influence the dependent variable in order to address the initial research question of the study.

### **3.7. Validity**

The validity of the research had been done through checking of the objectivity, concepts and wording of the questionnaires and taking the appropriate corrective measurements. The statements have been generated from an extensive review of literatures and advisor comments, their discussion was taken in to consideration for developing the final version of the instrument and finally approved by the research advisor and also some copies of the instrument was administered to 15 employees outside the sample after an interval of two weeks, the instrument was administered to them again.

### 3.8. Reliability test

Reliability concerns the extent to which an experiment, test or any measuring procedure yields the same results on repeated trials and a pre-requirement for the result to be interpretable and help for generalization (Carmines and Richard, 1979). It is clear that when we measure anything there is always a chance for errors. In fact, the goal of error free measurements may not duplicate each other exactly even if we repeated the same study with the same sample. Internal consistency reliability is used to assess the consistency of results across items within a test and the method for ascertain reliability of the current study. Typically this is done by using Cronbach alpha or by split halves method where total set of items is divided into halves and scores of the halves are correlated to obtain an estimate of reliability (Carmines and Richard, 1979). For this study reliability was checked by using Cronbach's alpha. It is widely used measure of internal consistency, was run using SPSS version 20.0 and all of the scales used for this study are found to be reliable as their respective alpha values are higher than 0.6, . The cronbach - alpha of each scale is presented in the following table.

**Table 3.1: Cronbach's Alpha test**

Measurement scale	Cronbach –alpha	No of item
Teamwork	.734	24
Organizational commitment	.738	13
Employees performance	.773	12

**Source: Own survey result (2019)**

### 3.9. Ethical considerations

Literatures collected for the purpose of this study properly sites and acknowledging. During data collection the researcher politely requested to the respondent to participate in the study and informed the respondent they had the right to participate or not while their information will remain kept confidential and used only academic purpose and also they provide adequate time to fill the questionnaires'. Moreover, the researcher undertakes the study or data analysis, name and other identifying information was not disclosed.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of the data analysis according to the research methodology discussed in chapter three. The general background of the respondents and a detailed discussion regarding the three specific research question of the study are also presented. To achieve the main objectives of the research a total of 150 questionnaires were prepared and distributed to Dashen Bank employees who have been working under West Addis Ababa district. Out of these questionnaires 145 of them were collected with a response rate of **96.67%** while the remaining **5(3.33%)** questionnaires were not included due to incompleteness of the questionnaire. this chapter started by discussed the background of the respondents. .

#### 4.1. Demographic information

**Table 4.1: Respondents profile**

	N	Options	Frequency	Percent
Sex of Respondents		Male	98	67.6
	145	Female	47	32.4
Age of Respondents		18 – 30	76	52.4
		31 - 40	51	35.2
		41– 50	13	9.0
	145	51-60	5	3.4
Educational Background of the Respondents		Diploma	8	5.5
		BA\BSC	104	71.7
	145	MA\MSC	33	22.8

	<b>N</b>	<b>Options</b>	<b>Frequency</b>	<b>Percent</b>
The respondent job experience		1-3	39	26.9
		4-7	45	31.0
		8-11	47	32.4
	145	>12	14	9.7

**Source: Own survey result (2019)**

With regard to the sex ratio of respondents, the above table shows that the majority of the respondents 98 (67.6%) are males and 47(32.4%) are females. And more than half 76 (52.4%) of the respondents age falls within the range of 18 to 30 years and 51 (35.2%) are between the age of 31 up to 40 and also 13(9.0%) are within the range of 41-50 only five respondents are (3.3%) falls above 51 age. This indicates that the Bank have large number of male young employees.

As far as the educational background of the respondents is concerned, the above table indicated that 8 (5.5%) of the participant were diploma holders. The majority 104 (71.7%) were first degree graduates and 33 (22.8%) of the respondents had masters. The data also show that 39(26.9%) of the respondent have 1 up to 3 years of experience and those who have 4 - 7 service year experience took 45(31.0%) . The majority 47 (32.4%) of the respondents' job experience were 8-11 years and the rest 14(9.7%) have more than 12 years of job experience. The above table illustrated that the majority of employees have degree holder and have relevant experience.

#### **4.2. Descriptive analysis of independent variables**

Descriptive statistics has conducted for the independent variables (participation and positive interdependence, communication, leadership, creativity and innovation and attitude). It includes mean and standard deviation. Mean score was calculated to show the average replies of the respondents for each question that was included under each component and to reach the grand mean of each component.

**Table 4.2: Participation and positive interdependence mean score**

<b>Measurement Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
All members of team participated and deal about what is and isn't working.	145	3.40	1.204
Opinions are valued by others in the team.	145	3.84	1.065
All members of the team willing to involve every aspects of the task.	145	3.86	1.093
Members in the team can rely on each other's to do their jobs well.	145	3.70	1.119
Team receive helpful feedback about their work.	145	3.43	1.160
<b>Grand mean</b>		<b>3.65</b>	<b>1.128</b>

**Source: Own survey result (2019)**

The above table show that team participation and positive interdependence among team members. When working in a team it is important to be an active participate and strong relationship between team members. The table also depicted that all team member are willing to involve every phases of the team and score the highest mean 3.86 and each member's opinion have value and depend on each other the mean value of 3.84 and 3.70 respectively.

The respondent received supportive feedback about their works the mean value of 3.43 finally, the lowest mean scored 3.40 which was obtained on question no.1 the grand mean value of participation and positive interdependency is 3.65 this implies that team are positive interdependent and agree to participated every aspects of the task.

The next components of team work is communication it is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver. Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit (Adler, 2008).

**Table 4.3: Mean score of communication**

<b>Measurement Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Members of the team have information that need to do their jobs well.	145	3.19	1.202
Everyone in the team can access the information when they need to their work and provide effective customer service.	145	3.34	1.192
There is frequent and good communication throughout the team about how the assign task is going on.	145	3.24	1.144
All team are interacted with other teams to serve the customers.	145	3.12	1.172
<b>Grand mean</b>		<b>3.22</b>	<b>1.177</b>

**Source: Own survey result (2019)**

As indicated on table 4.3 communication has a grand mean score of 3.22. The highest mean scored deals about information accessibility the sample mean score of 3.34 the next mean scored regarding to there is frequent and good communication throughout the team mean score of 3.24. Were as, two lowest mean scored was 3.19 and 3.12 which deals about members of the team have information and cross team interaction. The researcher also observed that the Bank establish communication platform like lync, outlook, and help disk but, can access only branch manager, assistance manage and supervisor other employees who work in front line and back makers does not provide as such communication plat form and the above survey result and observation we can conclude that there is no adequate communication among team members that may affects the performance of the team.

**Table 4.4: Creativity and innovation dimension**

<b>Measurement Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Team are initiates changes that enhance operation activities.	145	3.80	1.025
The team are well organized in term of common characteristics.	145	3.34	1.056
Employees in the team actively participate in the change process.	145	3.72	1.032
Team learns from their mistakes	145	3.83	1.021
<b>Grand mean</b>		<b>3.67</b>	<b>1.033</b>

**Source: Own survey result (2019)**

Creativity and innovation have been viewed by researcher as critical to organization success and survival and also helps the business activity moving forward. Many of the problems routinely facing organization are complex so, cannot be solved by a single individual and this problem requires creative, innovative solution. Team creativity as an out came and sought to understand how teams collaborate to solve problems creatively and introduce innovation. Team increase involve in creative endeavor because innovation requires the collaboration of people with diverse set of expertise.

As shown in the above table 4.4 the first question of creativity and innovative deals about team are initiates changes that enhance operation activities the mean score of 3.80 and the last question and the highest record refers to teams are learn from their mistakes mean score of 3.83 and also mean score of 3.72 states that employees in the team actively participate organizational change process. The lowest mean scored was 3.34 which deal about team structure and difficult to say team are well organized in terms of common characteristics.

As a conclusion, the grand mean score of this construct table based on respondent view were 3.67 therefore, team are innovative and creative. Employers may be able to improve their performance and to be more innovative and creative by increasing the volume of teamwork and pay attention the structure of their team.



**Table 4.5: Team leadership dimensions**

<b>Measurement Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Team leaders are provide a consultation on existing problems.	145	3.26	1.171
Leader are creates a conducive team spirit and motivating to accomplish the task very well.	145	3.24	1.249
Work expectations are clear.	145	3.62	1.044
The team has a clear, expressible vision.	145	3.51	1.087
<b>Grand mean</b>		<b>3.41</b>	<b>1.133</b>

**Source: Own survey result (2019)**

Team leader is someone who oversees the functionality of an assigned team it provide guidance support and direction to team members. Leadership is the ability to bring people together in a group in a way that motivate or encourages to work together team function properly when they know mission, purpose, goal and objectives. It's up to the team leader to share this information and provide team members with clear expectation of role, responsibility and work standard. Team leader must also pass along information about new or revised company procedure, policies and practices that may affects team objectives. The goal is to make sure all team members have the information need to work successfully. This modes of open communication and information sharing also helps team leader identify problem or issues within the team that need resolution. Ultimately the leader is responsible for getting the team too successful and leader are expected to think creatively and come up with innovative solution to organizational problem. The above table portrays items that measures team leader ability and the highest mean scored 3.62 which deal about clarify work expectation the next sample mean scored 3.51 express about team vision and the rest two lowest mean score states about team leader consultation and creating a conducive team sprit with the consquative mean score of 3.26 and 3.24. The grand mean score of the respondent 3.41 so, we can conclude that team leaders are not sufficiently perform the above mentions tasks.

Table 4.6: Mean score of team attitude

Measurement Item	N	Mean	Std. Deviation
The team tends to be flexible.	145	3.68	.948
Employees who work in the team seem to enjoy their work.	145	4.10	.938
Teams have what they need that helps to do their work.	145	3.42	1.065
Each members in the team give attention regarding to faster, consistent and reliable customer service.	145	3.77	.970
Team members are comfortable dealing with customer from culturally diverse back ground	145	3.88	.947
Teams can handle obstacles and problem stop its change efforts	145	3.63	1.080
Everyone in the team feels able to act on the team vision.	145	3.66	1.050
<b>Grand mean</b>		<b>3.73</b>	<b>1.000</b>

**Source: Own survey result (2019)**

Team is formed when individual with a similar interest came together to realize a common dream. The team member must think of their team first and all other personal interest should came later. Every individual must contribute equally as per there capacity to achieve the predefined targets successfully within the desire time frame. Team member shall be adopted positive team attitude to achieve a team great.

According to the table 4.6, the highest mean scored from the second item which deals employees who work in the team seem to enjoy their work with a mean score of 4.10 followed by item no five which is team members are comfortable dealing with customer from culturally diverse back ground with a mean score of 3.88. The third one refers to the team give attention regarding too fast, consistent and reliable customer service a mean score of 3.77.

And the mean value of 3.66 and 3.63 deal about the feelings of team act towards their vision and team ability to handle obstacle and problem stop its change efforts. Based on the grand mean value 3.73 we can conclude that the respondent agree to have good attitude about teamwork.

The next tables numbered 4.7 up to 4.9 show the mean score of independent variable organizational commitment dimensions.

**Table 4.7: Affective commitment mean score**

Measurement Item	N	Mean	Std. Deviation
I would be very happy to spend the rest of my career with this organization.	145	3.48	1.208
I really feel as if this organization's problems are my own.	145	3.74	1.039
This organization has a great deal of personal meaning for me.	145	3.98	4.404
<b>Grand mean</b>		<b>3.73</b>	<b>2.217</b>

**Source: Own survey result (2019)**

Affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will. As clearly seen from the above table, the highest mean for this dimension come from the third indicator deals about This organization has a great deal of personal meaning for the respondent sample mean score of 3.98 and followed by mean score of 3.74 which measure that the respondent feeling regarding to organizational problem. The last mean scored was 3.48 which measure respondent happiness to spend the rest of occupation with this Bank. The grand mean scored of affective commitment was 3.73 This implies that employees have emotional attachment to the organization Therefore, it is very important for the organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

**Table 4.8: Continuance commitment scale**

Measurement Item	N	Mean	Std. Deviation
Right now, staying with my organization is a matter of necessity as much as desire.	145	3.85	3.524
It would be very hard for me to leave my organization right now, even if I wanted to.	145	3.55	1.161
Too much of my life would be disrupted if I decided to leave my organization now.	145	3.52	1.155
I feel that I have too few options to consider leaving this organization.	145	3.41	1.09
One of the few negative consequences of leaving this organization would be the Scarcity of available alternatives.	145	3.54	1.105
<b>Grand mean</b>		<b>3.58</b>	<b>1.607</b>

**Source: Own survey result (2019)**

Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving. It refers to an awareness of the costs associated with leaving the organization. From the above table we can see that the highest mean was recorded on item no question 1 with a mean score of 3.85 the next mean scored 3.55 which refers the employees would be very hard to leave the organization right now even if they wanted and the negative consequence of leaving this organization scarcity of available alternatives the mean score of 3.54 the last two mean score are 3.52 and 3.41 which states about to much of the respondent life would be disrupt if decided to leave the Bank and employee feel they have few option to leaving this organization. The total grand mean of continuance commitment was 3.58. We can conclude from the survey result the employee willingness to remain in an organization by consider the disadvantages or the cost of leaving the organization.

**Table 4.9: Normative commitment mean score**

Measurement Item	N	Mean	Std. Deviation
Even if it were to my advantage, I do not feel it would be right to leave my Organization now.	145	2.97	1.309
I would feel guilty if I left my organization now.	145	2.71	1.333
This organization deserves my loyalty.	145	3.43	1.349
I would not leave my organization right now because I have a sense of obligation to engage in.	145	2.89	1.349
I owe a great deal to my organization	145	3.05	1.277
<b>Grand mean</b>		<b>3.01</b>	<b>1.288</b>

**Source: Own survey result (2019)**

The third dimension of employee commitment is normative commitment, which reflects employees have a moral obligation to remain the organization. As indicated on Table 4.9 the grand mean value of normative commitment 3.01. The highest mean scored 3.43 was obtained on questions no.3 the organization deserve employee loyalty followed by survey mean scored 3.05 which states the respondent owe a great deal to the organization .The rest mean scored were 2.97, 2.89 and 2.71 respectively which refers to employees do not feel it would be right to leave the organization even if their own advantage and does not leaving the organization because they have a sense obligation engage in and also they feel guilty if they left the Bank. Thus, we can infer that the employee are not morally obligated to remain with this organization. From the above three table we can conclude that affective commitment has highest mean score followed by continuance and then normative commitment was the lowest mean scored therefore, the employee perception towards organizational commitment to be more employees are wanting to stay, having to stay and less about obligation to stay the Bank.

**4.3. Correlation analysis**

A correlation analysis with Pearson’s correlation coefficient (r) was conducted on all variables in the study to explore the relationships between team work and organizational commitment dimensions on employee performance. If a correlation coefficient of positive 1 indicates that two variables are perfectly correlated. If the correlation result of the two variables lies between 0.3 and 1, the two variables are positively correlated.

If the correlation result lies between -1 and -0.29, the two variables are negatively correlated. If the correlation coefficient is zero indicates that there is no correlation between the two variables but if a correlation coefficient of negative 1 indicates that two variables are perfectly negatively correlated. The relationship between the five team work components and three organizational commitment dimensions was presented in table.

**Table 4.10: Team work analysis of correlation**

		Participatio n	Communicatio n	Creativit y	Leadershi p	Attitud e	Employee performanc e
<b>Participation &amp; Positive interdependence</b>	Pearson Correlation	1	.483**	.556**	.524**	.532**	.745**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	145	145	145	145	145	145
<b>Communication</b>	Pearson Correlation	.483**	1	.477**	.484**	.543**	.678**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	145	145	145	145	145	145
<b>Creativity &amp; innovation</b>	Pearson Correlation	.556**	.477**	1	.483**	.552**	.702**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	145	145	145	145	145	145
<b>Team leader</b>	Pearson Correlation	.524**	.484**	.483**	1	.561**	.659**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	145	145	145	145	145	145
<b>Attitude</b>	Pearson Correlation	.532**	.543**	.552**	.561**	1	.782**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	145	145	145	145	145	145
<b>Employee performance</b>	Pearson Correlation	.745**	.678**	.702**	.659**	.782**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145

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

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

**Source: Own survey result (2019)**

Moving on Table 4.10 shows that the degree of correlation or the relationship among variable. The Correlation coefficient between participation and positive interdependency and employee performance is ( $r=0.745$ ) with ( $P<0.01$ ) level of significance approves a positive relationship between them. The correlation coefficient between communication and employee performance is also positively related ( $r=0.678$ ) with ( $P<0.01$ ). According to the correlation result creativity & innovation and employee performance has also positive related ( $r=0.702$ ) with ( $P<0.01$ ) level of significance.

The correlation coefficient between team leader and employee performance is also positively related ( $r=0.659$ ) with ( $P<0.01$ ) level of significance .The fifth explanatory variable is attitude which is also positively related to employee performance having a correlation ( $r=0.782$ ) with ( $P<0.01$ ) level of significance which means employees have positive attitude towards team work

According to table 4.10, Pearson correlation matrix shows all variables have strong association with overall employee performance. According to field (2005), Pearson correlation coefficient value from  $\Rightarrow 0.05$  shows that variables are strongly correlated. So, Based on the above finding the correlation was positive, team work and employee performance is positively related, which means the better team work the higher employee performances. Accordingly, the most important teamwork dimension that have very strong relation with employee performance is attitude followed by participation and positive interdependency which goes to prove that positive attitude perceived as a dominant employee performance.

**Table 4.11: Analysis of correlation on organization commitment**

		Affective	Continuance	Normative	employee performance
<b>Affective commitment</b>	Pearson Correlation	1	.596**	.454**	.742**
	Sig. (2-tailed)		.000	.000	.000
	N	145	145	145	145
<b>Continuance commitment</b>	Pearson Correlation	.596**	1	.396**	.796**
	Sig. (2-tailed)	.000		.000	.000
	N	145	145	145	145
<b>Normative commitment</b>	Pearson Correlation	.454**	.396**	1	.589**
	Sig. (2-tailed)	.000	.000		.000
	N	145	145	145	145
<b>Employee performance</b>	Pearson Correlation	.742**	.796**	.589**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	145	145	145	145

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

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

**Source: Own survey result (2019)**

The above correlation matrix table 4.11 illustrates that continuance commitment is highly correlated to employee performance (0.796) followed by affective commitment (0.742), and normative commitment (0.589), from this result again confirmed that there is a positive and strong relationship between organizational commitment dimension and employee performance. The correlation between variable was direct which means organizational commitment is increase automatically employee performance going to be improve. This indicates organizations shall facilitate to increase the level of organizational commitment that enable to maintain a long term relationship with their organization.



**Table 4.12: The relationship between the study variables**

		Teamwork	Commitment	Employee performance
<b>Teamwork</b>	Pearson Correlation	1	.926**	.845**
	Sig. (2-tailed)		.000	.000
	N	145	145	145
<b>Organizational Commitment</b>	Pearson Correlation	.926**	1	.892**
	Sig. (2-tailed)	.000		.000
	N	145	145	145
<b>Employee performance</b>	Pearson Correlation	.845**	.892**	1
	Sig. (2-tailed)	.000	.000	
	N	145	145	145

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

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

**Source: Own survey result (2019)**

As discussed earlier the Pearson’s correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationships between teamwork and organizational commitment on employee performance. The classification of the correlation coefficient (r) is also follows as-: 0.1 –0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong (Field, 2005).organizational commitment has positive and strong correlation with r = 0.892, and Teamwork also has a strong correlation of r=0.845, where r > 0.5 with employee performance this signifies that the strength of the relationship between the study variables.

#### **4.4. Regression analysis**

In this section the researcher used multiple regression analysis to absorb the relationship between the dependent and independent variables. Further, regression analysis helps the researcher to understand how the typical value of the dependent variable changes when any

one of the independent variable is varied, while other independent variables are held fixed. Regression analysis is widely used for predicting and exploring the forms of relationships among the independent and dependent variables. For the purpose of determining the extent to which the participation, communication, team leader, creativity and innovation and team attitude and affective, continuance and normative commitment scale explain the variance of employee performance.

#### 4.4.1. Assessment of multicollinearity

Multicollinearity is tested in this study using the variance inflation factor (VIF) which quantifies the severity of multicollinearity in regression analysis. The VIF factor should not exceed 10. The table below shows there is no multicollinearity exists. Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model. If this value is very small (less than 0.10), it indicates that multiple correlation with other variables is high, suggesting the possibility of multicollinearity. The table below confirms the absence of multicollinearity according to collinearity Statistics. VIF factor did not exceed 10 and the tolerance is above 0.1 which shows us there is no multicollinearity problem.

**Table 4.13: Multicollinearity**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.391	.165		2.375	.019		
Teamwork	.138	.104	.133	1.326	.187	.142	7.049
Commitment	.828	.108	.769	7.682	.000	.142	7.049

. Dependent Variable: employee performance

**Source: Own survey result (2019)**

#### 4.4.2. Autocorrelation

The study adopted by Durbin Watson which the test serial correlation is problematic to linear panel data models because its presence renders the standard errors biased as well as making the estimated regression coefficient consistent but insufficient (Drukker, 2003). Therefore, to detect the presence of autocorrelation, a Durbin-Watson statistic ranges in value from 0 to 4.

A value near to 2 indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation and the Durbin Watson test was carried out to detect the presence of autocorrelation. Based on the test the Durbin Watson test for this study was 2.050 as it is near to 2 it indicate non-autocorrelation.

**Table 4.14: Autocorrelation**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 <sup>a</sup>	.798	.795	.232	2.050

a. Predictors: (Constant), commitment, teamwork.

b. Dependent Variable: employee performance.

**Source: Own survey result (2019)**

#### 4.4.3. ANOVA Test

ANOVA means analysis of variances and tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Since the significance result on the ANOVA table is 0.000 which is  $p < 0.05$ , the regression analysis proved the presence of a good degree of prediction. The contribution of each variable can be seen from the results of multiple regressions in the coefficient table below.

**Table 4.15: ANOVA**

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	30.258	2	15.129	280.658	.000 <sup>b</sup>
Residual	7.655	142	.054		
Total	37.912	144			

a. Dependent Variable: employee performance

b. Predictors: (Constant), commitment, teamwork

**Source: Own survey result (2019)**

Table 4.15 implies that there were strong relationship between the predictors and the outcomes of the regression variables and they are at best fit the model to predict the impacts of team work and organizational commitment on employee performance. And also the result shows that all most all explanatory variables jointly are statistically significant.

#### 4.5. Teamwork model summary

**Table 4.16: Model Summary of teamwork Dimensions and employee performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 <sup>a</sup>	.838	.832	.210

a. Predictors: (Constant), participation and interdependency, communication, team leader, creativity, attitude,

b. Dependent Variable: employee performance

**Source: Own survey result (2019)**

The above table 4.16 presents the coefficient of determination (R-squared) indicates the proportionate amount of variation in the response variable (employee performance) explained by the independent variable in the linear regression model. It has been seen that R value is 0.916. Therefore, R value (.916 for the overall teamwork dimensions namely participation and positive interdependency, communication, creativity, team leader and attitude. We suggested that there is a strong effect of these variables on employee performance. It can also observe that the coefficient of determination i.e. the R-square (R<sup>2</sup>) value is 0.838. This implies that 83.8% variation of the dependent variable (average employee performance) is due to the control variables or independent variables the remaining 16.2% are other variables not included in this study.

**Table 4.17: Coefficient for team work dimension and employee performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.417	.179		2.321	.022
Participation & Positive interdependence	.270	.042	.295	6.485	.000
Communication	.204	.045	.197	4.528	.000
Creativity	.216	.049	.196	4.359	.000
Team leaders	.121	.043	.124	2.786	0.06
Attitude	.414	.058	.340	7.183	.000

Dependent Variable: employee performance

**Source: Own survey result (2019)**

The above table shows the standardized beta coefficient, which tells us the unique contribution of each factor to the variance. A high beta value and a small p value ( $p < .05$ ) indicate the predictor variable has made a significant statistical contribution to the model. On the other hand, a small beta value and a high p value ( $p > .05$ ) indicate the predictor variable has little or no significant contribution to the model. (Gorge (2003))

The beta ( $\beta$ ) sign also shows the +ve or -ve effect of the independent variables coefficient over the dependent variable. And as indicated in table 4.17 above, the beta sign of all the independent variables shows the positive effect of the predicting dependent variable. That means, any increase in the independent variables leads to an increase in the dependent variable. As it can be observed from the table, participation and positive interdependence impacts on employee performance ( $\beta$ ) = 0.270. This shows that 27.0% of the change in employee performance is accounted for participation and positive interdependence. This change is statistically significant at  $t = 6.485$ ,  $N = 145$ ,  $p = .000$ .

Similarly, Communication impacts employee performance at ( $\beta$ ) = 0.204. This suggests that 20.4% of the changes in employee performance are accounted for communication. This change is again statistically significant at  $t = 4.528$ ,  $N = 145$ ,  $p = .000$ .

The beta value of creativity and innovation =0.216 (21.6%) variation of employee performance explained by this variable at  $t=4.359$ ,  $N=145$ ,  $p=.000$ . The same holds true for the impact of attitude on employee performance at  $(\beta) =0.414$ ,  $t=7.183$ ,  $N=145$ ,  $p=.000$ . In spite of the positive and significant impacts posed by participation and positive interdependence, communication, creativity and innovation and attitude, however, impacts of leadership is not significant enough to say that these factors influence employee performance. For instance, leadership with  $(\beta)=0.121$  seems to impact on employee performance some extent. However the statistical significance ( $t=2.786$ ,  $N=145$ ,  $p=0.06$ ) shows that the observable impact is not statistically significant so that it is difficult to say that employee performance are affected by team leader.

Thus, implies that the (attitude, participation and positive interdependency, creativity communication,) are the most important determinants of employee performance in which the Bank should give more emphasis accordingly. Besides this, even if the relationship is positive the remaining one independent variables team leader have not significant contribution for the predicted dependent variable employee performance because it has a sig. value of greater than 5%. The variable with the level of significance (sig) value less than 5% could make a significance unique contribution to the predicted value of the dependent variable, beyond this level of sig. the variable are not making a significance contribution for the prediction of the dependent variable (Pallant, 2007; Somekh and Lewinn, 2005).

**Table 4.18: Coefficient for team work and employee performance**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.736	.188		3.918	.000
Teamwork	.880	.047	.845	18.904	.000

a. Dependent Variable: employee performance

**Source: Own survey result (2019)**

As it can be observed from the table, teamwork impacts on employees' performance at  $(\beta) =0.88$ . This shows that 88.0% of the changes in employees' performance are accounted for teamwork. This change is statistically found significant.

To sum up, it can be concluded that the results of correlation analysis supported the existence of a positive relationship between teamwork and employee performance. The table 4.12 value of  $r = .845$  which indicates positive and strong relationship among these two variables. Similarly, regression analysis showed that significant relationship exists between dependent variable and independent. As we may observe from regression analysis table that the value of  $\beta = 0.880$  that is positive and  $t$  value is  $= 18.904$  it is sufficient to show relative importance. Similarly,  $P$  value is  $= .000$  that is less than  $0.05$  and significant.

Thus, it is evident from the results that there is a significant positive relationship between teamwork and employee's performance in an organization. This shows that hypothesis one is accepted.

#### 4.6. Impact of organizational commitment on employees' performance

In order to measure the impact of organizational commitment on employee's performance, a questionnaire with 13 items on organizational commitment and 12 items on employees' performance were used. Both the dependent (employee's performance) and the independent variables (organizational commitment) are categorized in to sub classes. The following tables below numbered 4.19 up to 4.21 show the impact of organizational commitment and its components on the dependent variable employee performance.

**Table 4.19: Summary of organizational commitment dimensions & employee performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.788	.783	.239

a. Predictors: (Constant), normative commitment scale, continuance commitment scale, affective commitment scale

b. Dependent Variable: employee performance.

**Source: Own survey result (2019)**

As it can be seen from the table 4.19, the correlation between the above three dimensions those are affective, continuance and normative commitment scale and employee performance) are  $R = .888$  and  $(R^2) = .788$ . This refers that 78.8% of the changes in the dependent variable originated from independent variables. The rest 21.2% variables are not considering in this study.

**Table 4.20: Impact of Organizational Commitment dimensions on Employees Performance**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.106	.199		.534	.594
Affective commitment	.327	.050	.334	6.600	.000
Continuance commitment	.550	.054	.502	10.229	.000
Normative commitment	.279	.052	.239	5.395	.000

a. Dependent Variable: employee performance

**source own survey result (2019)**

As it is shown in the above table, affective commitment impacts on employee performance at <sup>beta</sup> value =.327. This shows that 32.7% of the change in employee performance is accounted for affective commitment. The change is statistically found significant. Likewise, continuance commitment impacts on employee performance at ( $\beta$ ) =.550 this shows that 55.0% of the change in employee performance is accounted for continuance commitment. This change is statistically significant at  $t=10.229$ ,  $N=145$ ,  $p=.000$ . And also, normative commitment impacts employee performance at <sup>beta</sup> value =.279. This suggests that 27.9% of the changes in employee performance is accounted for normative commitment. This change is again statistically significant at  $t=5.395$ ,  $N=145$ ,  $p=.000$ .

**Table 4.21: Impact of Organizational Commitment on Employees Performance**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.414	.164		2.524	.013
Commitment	.960	.041	.892	23.593	.000

a. Dependent Variable: employee performance

**Source: Own survey result (2019)**



As it can be observed from the table numbered 4.21, organizational commitment impacts employees' performance at <sup>beta</sup> value =0.96 this shows that 96% of the changes in employees' performance are accounted for organizational commitment. This change is statistically found significant at  $t=23.593$ ,  $N=145$ ,  $p=.000$ . To sum up, correlation between organizational commitment and employees performance table 4.12 shows  $r=.892$  that positive and strong relation. Similarly unstandardized regression weight is also positive and explores that a positive relation is exists between the independent variable and dependent variable. The value of beta =0.960 and t value is = 23.593 and also the value of  $p=.000$  that is significant. Thus, it is evident from the results there is a significant positive relationship between organizational commitment and employee's performance in an organization. This is to mean that the results are providing sufficient ground to accept hypothesis 3.

## CHAPTER FIVE

### SUMMARY CONCLUSION AND RECOMMENDATION

#### 5.1. Summary

There are different factors which have impact on employees' performance. Of these, teamwork and organizational commitment was the focus of this research paper. Nowadays, most of the organizational activities become complex due to the advancement in technology in order to deal with this complexity, teamwork has been found to be a major focus of many organizations.

Particularly, it appears that, these days, many organizations have recognized the importance of teamwork for the success of the organization. Dashen Bank, which are the focus of this study, and among six core values of the Bank namely, professionalism, customer centricity, integrity, diversity social responsibility and finally team work, which comprises one of the core values of the Bank and four hypothesis was formulated for the purpose of this study. At this point, the impact of teamwork and organizational commitment on employees' performance was measured through a standardized instrument.

Then, the data collected through the questionnaire was uploaded and analyzed through version 20.0 software. To this end, different statistical tests such as correlation and regression was applied to the data for analysis. Taking the aforementioned points into account, the main objective this study was to explore the impact of teamwork and organizational commitment on the employees' performance of Dashen Bank branches in West Addis Ababa District. Accordingly, the study has come up with the following summary.

- On this study, all variables used to find the most influential factor of employee performance are stands on the mean of different items. For example the independent variables of participation and positive interdependence dimension stands with the mean of its five item, communication, creativity and innovation and leadership have four item, attitude stands with seven items. On the other hand, the dependent variable of employees performance is stands with its twelve items.
- The results of the descriptive statistical analysis indicate that employees were have a good attitude towards teamwork and also the maximum mean scored by team attitude

components it is the most dominant team work dimension and evident to a considerable extent, followed by creativity and innovation and participation but, it is difficult to say they have sufficient communication among team members and also team leader doesn't perform the assigned tasks adequately.

- The Pearson's correlation result shows that there is positive relationship between (participation and positive interdependency, communication, creativity, team leader and attitude) and employee performance. The finding also indicates that the highest relationship was found between attitude and employee performance, followed by participation and positive interdependency while the lowest relationship was found between team leader and employee performance.
- The multiple regression results depicted that all the independent variables show the positive effect of the predicting dependent variable. But based on the statistical significances of the independent variable over the dependent variable at 5% level of significance, four independent variables (attitude, participation and interdependency, creativity and innovation and communication) are significantly contributed for employee performance at ( $P < 0.05$ ) level of confidence so, this variables are the most important determinants of employee performance respectively . The rest one variable leadership have some observable impact but, it is not statistically significant so, that it is difficult to say that employee performance are affected by team leader.
- From the R square value it is depicted that 83.8% of variation in employees' performance is explained by the teamwork dimensions when, other things remain constant.
- Accordingly, it can be concluded that there is a significant positive relationship between teamwork and employee's performance. This shows that Hypothesis one is accepted.
- With respect to the impact of organizational commitment on employees' performance, mean & standard deviation of each organizational commitment dimensions is represented on the table. The highest grand mean scored by affective commitment scale 3.73, followed by continuance commitment 3.58 and the lowest survey mean scored by normative commitment 3.01, this reflects that employees are psychologically attached to the Bank at the same time considering the cost of leaving the Bank but, it difficult to say the employees morally obligated to remain the organization.

- The correlation matrix also illustrates that continuance commitment is highly correlated to employee performance followed by affective commitment and normative commitment from this result confirmed that there is a positive and strong relationship between organizational commitment dimension and employee performance.
- As we can see from the regression result, all the independent variables which are included in the organizational commitment model (affective commitment, continuance commitment, normative commitment) are positively affecting employee performance and statistically significant. Among all dimensions the most determinant which affects employee performance is continuance commitment.
- Accordingly when we look at the overall regression result 78.8% of variation in employee performance is explained by the organizational commitment dimensions.
- Overall, it is evident from the results there is a significant positive relationship between organizational commitment and employee's performance in an organization. This is to mean that the results are providing sufficient ground to accept hypothesis 3

## **5.2. Conclusion**

The objective of any organization, public or private, is to boost the quality of its services and products which bring about customer satisfaction and attract more customers. In particular, business owners usually target profitability. However, an organization's success depends on employees' performance.

Overall, employee maximal performance is needed in running a good organization; the more we maximize employees' performance, the better the organization will be. Therefore, it is important to control the factors which impact on employees' performance and in line with the finding of this study (Cohen and Bailey, 1999) also found that organizations which emphasize more on teams have resulted in increased employee performance therefore, Teamwork is an important aspect and significant factor for efficient and effective function of an organization.

Similarly, organizational commitment needs to be reinforced by any means possible for the success of an organization. This is because of its paramount importance for the increments of employees' performance.

In this regard, Memari, Mahdieh, Marnani (2013), and this research finding also revealed that there exists significant and positive relationship between organizational commitment and

employees' job performance hence, the organization should analyzed the factor that lay the foundation of high employee commitment.

### **5.3. Recommendation**

Based on the findings of the study, the researcher forwards the following recommendation;-

- Team work has a significant dominant influence on employee performance Since the study confirm that the five dimensions of teamwork are positively correlated with the Bank employees' performance, the organization should give strong emphasis to the entire teamwork dimension to maintaining and improving employees' performance.
- Among the five teamwork dimension team attitude is the dominant teamwork dimension which has the highest positive correlation and impact on employees' performance. Therefore the Bank should work on the indicators of this dimension, and the Bank shall create more awareness regarding to team work through training and facilitate to the all employees to accesses the established communication channel like portal page lync outlook that enable the team to have up-to-date information and communicate well through this platforms and also this may help to the team provide consistent and reliable service to the ultimate customer and it might be also expedite team innovation and creativity.
- With a support and motivated from upper level management, an employee works confidently in team and increases productivity of the organization. Therefore, the top management should make sure that the team are well organized in terms of common characteristics and composed of necessary skill, and also like individual performance appraisal and annually recognition of best performer of each branch the team also evaluating their performance, provide authentic feedback, and recognized the outperforming team that may help the team more effective.
- Since there is a significant positive relationship between teamwork and employees performance, working in teams needs to become the standard for any organization in general and the Banking center in a particular. The finding of this study also reveal that 83.8% of variation of employee performance explained by team work dimensions.

It is the means of improving man-power utilization and potentially raising employees' performance. Therefore, the Bank shall increase the extent of team work between its employees and develop supportive strategies that leads to extensively harvest the fruits of teamwork.

- Organizational commitment also revealed that strong and positive relationship with employee job performance. Therefore, the Bank management should pay special attention to all organizational commitment dimensions and all the factors which foster employee commitment.
- Results of this study found that organizational commitment dimensions (continuance commitment, affective employee commitment, and normative commitment jointly and independently influence employees' performance among employees of Dashen Bank so, the Bank should be focused respectively.
- Therefore, the researcher recommends that top management of the Banks should take measures all the factors which stimulation employee commitment that enable to have committed employees and that helps to maintain long term relationship with their employees, willing to exert extra efforts and can be solve productivity problem.

Finally, the fiscal year 2019|2020 major intention of Dashen Bank top management is to create sustainable value to the stakeholder and regaining the former leading position of the Bank. According to (Manzoor, HafizUllah, Hussain, Ahmad, 2011) better organizational performance, competitive advantage and increased product quality could be achieved by means of teamwork and also corporate level competence and sustainable competitive advantage that is a key for wining competition can be attained through committed employees. Therefore, the Bank managements shall be pay more attention to developing efficient team work and express warm concern to build employee commitment that may aid to achieve the above mention objectives.

#### **5.4. Future Research Direction**

Since this study was conducted on a single service industry (Banking sector) with its own peculiar characteristics, it is not clear to what extent the substantive results of this study can be generalized to other industries. Future research shall apply the study's model on a larger population of private and commercial banks and other service and manufacturing industries by including other method of data collection instrument like interview. And also this research does not comprising temporary employees who is outsourcing by the Bank due to affecting the general conclusion of the study therefore, future research can conduct the impact of outsourcing on employee commitment and there performance.

It is also better to examine the impact of teamwork and organizational commitment on organizational performance as a whole. Moreover, possible to see impact teamwork on organizational commitment can take place in future researches.

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# APPENDIX 1 – Questionnaire

St. Mary's University

School of graduate studies

Department of Business Administration (General)

## Dear Respondent;

The purpose of this questionnaire is to collect primary data for conducting a study on the topic of: **“The impact of teamwork and organizational commitment on employees’ performance in the case of Dashen Bank selected branch in Addis Ababa ”** This survey is accompanied as a partial fulfillment of the award of Master of Business Administration from St. Mary’s University. You are considered as one of the resourceful person and kindly request your participation by responding this questionnaire.

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

**Hirut Zeberga**

**+251-912857075**

## General Instruction

- ✓ Do not write your name in any part of the questionnaire
- ✓ Your frank response is vital for the success of the study
- ✓ Please make sure you have attempted all questions
- ✓ Please put a (✓) mark on your choice

**Part I. Personal Profile:**

1. **Gender**            1) Male                             2) Female
2. **Age**            1) 18-30             2) 31-40             3) 41-50             4) Above 51

**3. Educational background**

- 1) High School     2) Diploma     3) BA/BSC     4) MA/MSc     5) PHD

4. **Job experience** 1) 1-3 years     2) 4-7 years     3) 8-11 years     4) above 12 years

**Part II: Instruction** Dear Respondent Please indicate your degree of agreement/disagreement with the following question by put a tick mark the appropriate number. Where, 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree and 5 =Strongly Agree.

Items about Teamwork (slightly modified from Lurie, Schultz, and Lamanna,2011)		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	<b>Participation and positive interdependence</b>					
1	All members of team participated and deal about what is and isn't working.					
2	Opinions are valued by others in the team.					
3	All members of the team willing to involve every aspects of the task.					
4	Members in the team can rely on each other's to do their jobs well.					
5	Team receive frequent and helpful feedback about their work.					

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The impact of team work and organizational commitment on employees' performance.

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
	<b>Communication</b>					
6	Members of the team have information that need to do their jobs very well.					
7	Everyone in the team can access to the information when they need to their work and provide effective customer service.					
8	There is frequent and good communication throughout the team about how the assign task is going on.					
9	All members in the team are interacted with other teams to serve the customers.					
	<b>Creativity and Innovation</b>					
10	Team are initiates changes that enhance operation activities.					
11	Team are well organized in term of common characteristics.					
12	Employees in the team actively participate in the change process.					
13	Team learns from their mistakes					
	<b>Leadership</b>					
14	Team leaders are provide a consultation on existing problems.					
15	Leader are creates a conducive team spirit and motivating to accomplish the task very well.					
16	Work expectations are clear.					
17	The team has a clear, expressible vision.					

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The impact of team work and organizational commitment on employees' performance.

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
	<b>Attitude</b>					
18	The team tends to be flexible.					
19	Employees who work in the team seem to enjoy their work.					
20	Teams have what they need that helps to do their work.					
21	Each members in the team give attention regarding to faster, consistent and reliable customer service.					
22	Team members are comfortable dealing with customer from culturally diverse background.					
23	Teams can handle obstacles and problem stop its change efforts					
24	Everyone in the team feels able to act on the team vision.					
<b>Organizational Commitment (Revised Version (Meyer, Allen, &amp; Smith, 1993))</b>						
	<b>Affective Commitment Scale</b>					
25	I would be very happy to spend the rest of my career with this organization.					
26	I really feel as if this organization's problems are my own.					
27	This organization has a great deal of personal meaning for me.					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Continuance Commitment Scale</b>						
28	Right now, staying with my organization is a matter of necessity as much as desire.					
29	It would be very hard for me to leave my organization right now, even if I wanted to.					
30	Too much of my life would be disrupted if I decided to leave my organization now.					
31	I feel that I have too few options to consider leaving this organization.					
32	One of the few negative consequences of leaving this organization would be the Scarcity of available alternatives.					
<b>Normative Commitment Scale</b>						
33	Even if it were to my advantage, I do not feel it would be right to leave my Organization now.					
34	I would feel guilty if I left my organization now.					
35	This organization deserves my loyalty.					
36	I would not leave my organization right now because I have a sense of obligation to engage in.					
37	I owe a great deal to my organization.					
<b>Employees' performance (Williams &amp; Anderson (1991))</b>						
<b>Duties and Responsibilities</b>						
38	I discharge the responsibilities that specified in my job description.					

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The impact of team work and organizational commitment on employees' performance.



		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
39	I perform tasks expected from me.					
40	I meet the performance requirements of the job					
41	I adequately complete the assigned duties on time.					
42	I engage in activities that will directly affect my performance evaluation					
<b>Support for others</b>						
43	I assisting the supervisor with his /her work (even if not asked me.)					
44	I take time to listen to co-workers problems and worries and communicate relevant information.					
45	I helps a new employees and others who have heavy workloads.					
<b>Discipline at work</b>						
46	Attend the work place on time.					
47	I give advance notice when unable to attend at work.					
48	I conserve and protect organizational property.					
49	I adhere organizational rule and regulation.					

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The impact of team work and organizational commitment on employees' performance.

