

**EFFECT OF TEAMWORK ON PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS FUNDED PROJECTS IN RWANDA.
A CASE OF VISION JEUNESSE NOUVELLE FUNDED PROJECTS IN RUBAVU DISTRICT.**

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ABSTRACT

Teamwork is very important for the successful performance of projects. As elsewhere, NGOs in Rwanda are at the forefront of attempts to combat rural poverty and alleviating human sufferings. As their prominence grows, so too does the volume of debates concerning NGOs' performance. This study is a contribution to these debates. Its general objective was to assess the effect of teamwork on performance of Non- Governmental Organizations funded projects in Rwanda. The specific objectives were to measure the contribution of project team communication on the performance of projects funded by Vision Jeunesse Nouvelle; to assess how team members' attitudes affect performance of projects funded by Vision Jeunesse Nouvelle, to assess the contribution of project team cohesiveness on performance of projects funded by Vision Jeunesse Nouvelle and finally to examine the effect of team stability on performance of projects funded by Vision Jeunesse Nouvelle. This study may be useful to different parties like project owners, project managers and future researchers. The study adopted descriptive survey design and a case study survey. The target population of this study was the staff members of Vision Jeunesse Nouvelle funded projects in Rubavu District of Rwanda which equals to forty three employees of the organization that has been all taken as sample. Data from this study were collected using questionnaires and analyzed quantitatively using percentages, frequencies and using linear regressions. The regression model that was used is $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$. Statistical Package for Social Scientists was used to execute linear linear regressions. The research findings revealed that, the correlation between project team communication and project performance was at the rate of 0.803 meaning that project team communication influences Vision Jeunesse Nouvelle project performance at the level of 80.3%. The findings also revealed that the result of correlation between team attitudes and performance of project was at the rate of 0.903 meaning that the team attitudes influences performance of Visio Jeunesse Nouvelle funded projects at the level of 90.3% hence a significant relationship between team attitudes and performance of projects funded by Vision Jeunesse Nouvelle. The results of correlation between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle was at the rate of 0.861 meaning that team cohesiveness is influencing performance of projects funded by Vision Jeunesse Nouvelle at the level of 86,1%. The study concluded the significant effect of teamwork on performance of projects funded by Vision Jeunesse Nouvelle and recommended the project managers and superiors to strengthen and facilitate the communication channels within and out of the organization to make the communication effective; the researcher also recommended the project managers and all project stakeholders to promote good attitudes among project team members.

Key words: Teamwork, Project Performance, Non-Government Organizations

1. Introduction

Evolution of teamwork and its concept started during the industrial revolution, where most organizations shifted from the hierarchical approach and used scientific management to design organizations and jobs. The use of teamwork in organizations has become extremely popular. Business leaders and teamwork researchers alike agree on the value that teamwork brings to organizations, and expect the use of teamwork will continue to increase as organizations strive for even higher levels of performance (Katzenbach & Smith, 1993).

Cannon-Bowers, Oser, and Flanagan (1992) go so far as to state “there is clearly a consensus among those who study industrial and organizational behaviors that teamwork is the cornerstone of modern American industry”. Cannon-Bowers, Salas, and Converse (1993) support the benefits of teamwork by saying that “critical performance in many complex systems depends on the coordinated activity of teamwork of individuals”. May and Schworer (1994) conclude that “teamwork offers significant potential to help organizations succeed in accomplishing their goals”. Teamwork offers exactly what is needed - a platform for promoting creativity, motivating extraordinary performance, and enabling fast, flexible response to customers’ needs (Reilly & Mc Gourty, 1998).

Effective teamwork have been characterized as having positive communication patterns, high levels of collaboration, cohesiveness, coordination, and participation among team members, and low levels of turnover of team members (Shortell, Marstellar, 2004). Nowadays, teamwork is no longer applied only to manufacturing, but also to management, service, problem-solving, projects and other works. Highly effective teamwork has proven to establish good working relationships and potentially achieve greater outcomes, since conflicts within teams are minimized (Demkin, 2008).

Rwanda like many developing countries in the sub Saharan Africa region is characterized by poverty and limited capacity. The government of Rwanda recognizes that many NGOs play a complementary role to that of the government in promoting the interests of Rwandan citizens by funding projects in the areas of education, health, justice, unity and reconciliation, income generating activities, socio and family wellbeing etc. the government continues to create a conducive environment which enables and empowers NGOs to fulfill their objectives alongside those of the state (James Musoni, 2006). In Rwanda, the use of teamwork in organizations has become popular. Governmental, Non-Governmental Organizations’ leaders and project managers alike agree on the value that teamwork bring to organizations, and expect the use of teamwork will continue to increase as organizations and projects strive for even higher levels of performance. Vision Jeunesse Nouvelle also applies teamwork to meet its objectives and beneficiaries’ expectations.

2. Statement of the Problem

Organizations from both private and public sector are increasingly embracing the practice of teamwork in anticipation that this will translate to improved performance. The increasing use of teamwork in organizations provides a strong indication that the result obtained in a teamwork structure is above and beyond those obtained by individuals (Reilly &McGourty, 1998). Most of scholars, researchers and project managers alike agree that effective teamwork is crucial if project objectives are to be met. The list of proclaimed benefits achieved through the use of teamwork is lengthy. For example: increased productivity (Campion, Medsker, & Higgs, 1993); enhanced performance (Tannenbaum et al., 1996), greater employee satisfaction (Cohen, & Spreitzer, 1995), (Katzenbach & Smith, 1993) improved customer service and satisfaction (Guzzo, 1995; Reilly & Mc Gourty, 1998; Sundstrom, 1999) and improved efficiency (Guzzo & Dickson, 1996).

The paradox is, despite a consensus among scholars, researchers and managers that teamwork leads to increased project performance, there are still cases of project failure around the World (Smith, Bruyns & Evans, 2011). This therefore raises serious issues as to whether the teamwork employed is effective enough to achieve project performance. According to the Vision Jeunesse Nouvelle's financial and performance reports (2014), it has used around twenty millions of United States dollars to finance its projects. However, despite the huge amount of money used by the VJN, its projects' performance has not been very successful in its past twelve years of activities and one of the reasons given by project's consultants and evaluators, is poor project teamwork whereby, some factors of effective teamwork like focus, cohesion, communication, morale, cooperation, problem- solving ability etc. have not been given attention during the project implementation process. Therefore this study aimed at assessing the effect of project teamwork on performance of Non-Governmental funded projects in Rwanda by surveying the projects funded by Vision Jeunesse Nouvelle in Rubavu District.

3. Research Objectives

3.1 General Objective

The general objective of this study was to assess the effect of teamwork performance of Non-Governmental Organizations funded projects in Rwanda.

3.2 Specific Objectives

- i.** To measure the contribution of project team communication on performance of projects funded by Vision Jeunesse Nouvelle.
- ii.** To assess how team members' attitudes affect performance of projects funded by Vision Jeunesse Nouvelle
- iii.** To assess the contribution of project team cohesiveness on performance of projects funded by Vision Jeunesse Nouvelle
- iv.** To examine the effect of team stability on performance of projects funded by Vision Jeunesse Nouvelle

4. Research questions

- i.** To what extent does project team communication affect performance of projects funded by Vision Jeunesse Nouvelle?
- ii.** How do team members' attitudes affect performance of projects funded by Vision Jeunesse Nouvelle?
- iii.** To what extent does team cohesiveness affect performance of projects funded by Vision Jeunesse Nouvelle?
- iv.** What are the effects of project team stability on performance of projects funded by Vision Jeunesse Nouvelle?

5. Research design

In this study, the researcher adopted descriptive survey design and a case study survey. The study aimed to assess the effect of project teamwork on performance of Non-Governmental funded projects in Rwanda.

6. Target population

The target population in this study was all employees of Vision Jeunesse Nouvelle funded projects in Rubavu district which was equal to forty three employees of Vision Jeunesse Nouvelle organization.

7. Sample size

During this research, due to the fact that the target population is less than one hundred people, the researcher preferred to take the total population as the sample.

8. Data collection

8.1 Data collection instruments

The researcher relied on primary data that were collected through questionnaires. The questionnaires were given to the respondents by the researcher himself and then after were collected after they have been filled by the respondents.

8.2 Data processing and analysis

The data for this study were analyzed quantitatively using percentages, frequencies and using linear regressions. The regression model used was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$. Statistical software called Statistical Package for Social Sciences was used to execute multiple linear regressions. The results were presented using tables for ease of understanding. This allowed the researcher to interpret the findings and also generate recommendations from the findings.

9. Research findings and discussion

9.1 Profile of respondents

Table 1: Distribution of respondents according to gender

	Frequency	Percent	Cumulative Percent
Valid Male	37	86.0	86.0
Female	6	14.0	100.0
Total	43	100.0	

Source: Field Data

The results in table 1 show that 86% of respondents were male while 14% were female. From the above findings, the majority of respondents involved in this study were male.

Table 2: Distribution of respondents by Education level

	Frequency	Percent	Cumulative Percent
Diploma	29	67.4	67.4
Bachelor	8	18.6	86.0
Master	3	7.0	93.0
Others	3	7.0	100.0
Total	43	100.0	

Source: Field Data

Table 2 illustrates that 67.4% of respondents acquired a diploma, 8% of respondents acquired bachelor degree while 3% of respondents acquired masters degree. This demonstrates that respondents have the capacity or strengths to carry out their work effectively.

9.2 Presentation of findings

9.2.1 Measurement of project team communication within the organization

To measure the contribution of project team communication on performance of projects funded by Vision Jeunesse Nouvelle, respondents were asked to highlight how communication among the project team is being carried out in their organization.

Table 3: Implementation of project team communication within the organization

	N	Mean	Std. Deviation
communication channel	42	1.90	.726
clear schedule	43	1.40	.583
listened by supervisors	43	1.98	.831
feedback from supervisors	43	2.05	.899

Source: Field Data

The above table reveals that the communication channel was implemented at the mean of 1.90, the provisional of the clear schedule mean was clear schedule, and the project team also confirmed that being listened by supervisors was at the mean of 1.98 while provision of feedback from supervisors was 2.05. Looking at results in the above table the standard deviations are close to the mean.

Table 4: Level of communication channels that enable staff to share the right information in the right time

	Frequency	Percent	Cumulative Percent
very great	13	30.2	31.0
Great	20	46.5	78.6
Moderate	9	20.9	100.0
Total	42	97.7	
Missing System	1	2.3	
Total	43	100.0	

Source: Field Data

According to the information from table 4, communication channels have an effect on performance of the projects funded by Vision Jeunesse Nouvelle at very great level according to 30.2% of all respondents. Project team communication affects the performance of VJN projects at a great level according to 46.5% of all respondents. The research findings also revealed that a total percentage of 20.9 confirmed that project team communication can affect project performance.

Table 5: Respondents view on the use of a clear schedule of work on a daily, weekly and monthly basis while implementing their activities and tasks in their respective teams

	Frequency	Percent	Cumulative Percent
very great	28	65.1	65.1
great	13	30.2	95.3
moderate	2	4.7	100.0
Total	43	100.0	

Source: Field Data

The findings in table 5, revealed that 65.1% of the Vision Jeunesse Nouvelle project team reported that they use a clear schedule of work on a daily, weekly and monthly basis at a very great level during the implementation of their activities, 30.2% reported the use a clear schedule of work on a daily, weekly and monthly basis at a great level during the implementation of their activities while 4.7% of all respondents reported to use a clear schedule of work on a daily, weekly and monthly basis at a moderate level in their activities.

Table 6: Level on which project team are listened by their superiors when they face challenges

	Frequency	Percent	Cumulative Percent
V very great	13	30.2	30.2
al great	20	46.5	76.7
id moderate	8	18.6	95.3
less	2	4.7	100.0
Total	43	100.0	

Source: Field Data

According to the research findings in the table 6, 46.5% of all respondents confirmed that when they address the challenges they met in their activities they were listened by their superiors at a great level, 30.2% of respondents reported that their superiors listen to them at a very great level when they addressed the challenges they faced during their work.

Table 7: Correlation between project team communication and the performance of the project

		Team_ communication	Project_ perf
team_ communication	Pearson Correlation	1	.874
	Sig. (2-tailed)		.004
	N	43	43
Project_ perf	Pearson Correlation	.874	1
	Sig. (2-tailed)	.004	
	N	43	43

Source: Field Data

Table 7, reveals that, the correlation between project team communication and project performance was at the rate of 0.874 meaning that project team communication influences Vision Jeunesse Nouvelle funded projects' performance at the level of 87.4%. This proves the high correlation between project team communication and project performance. Furthermore, by considering the level of significance which is 0.05, there is a significant relationship between project team communication and project performance where their p-value (0.004) is statistically significant at 5% level of significance. Therefore project team communication has an effect on performance of projects funded by Vision Jeunesse Nouvelle.

9.2.2 Assessment of how team members' attitudes affect performance of projects funded by Vision Jeunesse Nouvelle

Table 8: Description of team members' attitude in the organization

	N	Mean	Std. Deviation
optimism ability	43	2.79	1.036
focus on your tasks	43	1.44	.700
supporting each other	43	1.30	.599

Source: Field Data

The findings in table 8, reveals that the project team attitude with a large mean is the possession of optimism ability (2.79) while supporting each other has the smallest mean (1.30).

Table 9: Respondents’ view on optimism ability of the project team

	Frequency	Percent	Cumulative Percent
very great	14	32.6	32.6
great	13	30.2	62.8
moderate	5	11.6	74.4
less	11	25.6	100.0
Total	43	100.0	

Source: Field Data

According to the information from table 9, implementation of activities and tasks in project teams is influenced by the optimism ability of the project team at a very great level according to the 32.6% of all respondents. The optimism ability of the project team has a great effect on the project performance according to 30.2% of all respondents.

Table 10: Level of focus on tasks while implementing activities and tasks by the project team

	Frequency	Percent	Cumulative Percent
very great	29	67.4	67.4
great	9	20.9	88.4
moderate	5	11.6	100.0
Total	43	100.0	

Source: Field Data

Based on the findings in table10, the researcher find out that, when implementing project activities and tasks, the project team focuses on their tasks at a very great level according to 67.4% of all respondents. 20.9% of all respondents reported that project team focuses on their tasks at great level during the implementation while 11.6% of all respondents confirmed that the focus on tasks during the implantation of activities was at a moderate level.

Table11: Supporting each other during implementation of activities and tasks within the organization

	Frequency	Percent	Cumulative Percent
very great	32	74.4	74.4
great	10	23.3	97.7
Less	1	2.3	100.0
Total	43	100.0	

Source: Field Data

According to the information from table 11, supporting each other during implementation of activities and tasks affects project performance at a very great level according to 74.4% of all respondents. Supporting each other during implementation of activities and tasks affects the project performance at great level according to 23.3% of all respondents while 2.3% of all respondents reported that supporting each other during implementation of activities and tasks at low level. Hence, supporting each other during implementation of activities and tasks affects project performance at high level.

Table 12: Correlation between team attitudes and performance of projects funded by Vision

		team_attitude	proj perf
team_attitude	Pearson Correlation	1	.903
	Sig. (2-tailed)		.006
	N	43	43
proj perf	Pearson Correlation	.903	1
	Sig. (2-tailed)	.006	
	N	43	43

The above table findings revealed that the results of correlation between team attitudes and performance of project was at the rate of 0.903 meaning that the team attitudes influences performance of project at the level of 90.3% hence a significant relationship between team attitudes and project performance. If the null hypothesis states that there is no relationship between team attitudes and performance of project while the alternative hypothesis states that there is relationship between team attitudes and performance of project; by taking into account the information provided in table 12, the H_1 will be accepted and the H_0 will be rejected. Furthermore, by considering the level of significance which is 0.05, there is a significant relationship between team attitudes and performance of project because their p-value (0.006) is statistically significant at 5% level of significance.

9.2.3 Assessment of how team cohesiveness affects performance of projects funded by Vision Jeunesse Nouvelle

This section describes the effect of team cohesiveness on performance of projects funded by Vision Jeunesse Nouvelle by examining the effect of implementation of project activities on cooperation among teammates and the effect of respect among teammates on implementation of project activities.

Table 13: Team cohesiveness description within the organization

	N	Mean	Std. Deviation
cooperation	43	1.63	1.001
respect	43	1.35	.613
sense of shared vision	43	1.49	.668

Source: Field Data

The research findings shows that the mean for cooperation among the project staff was 1.63 and the standard deviation was 1.001 while the mean for having a sense of shared vision among the project team was 1.49 and the standard deviation 0.668.

Table 14: Respondents' view on cooperation among teammates

	Frequency	Percent	Cumulative Percent
very great	28	65.1	65.1
Great	7	16.3	81.4
moderate	4	9.3	90.7
Less	4	9.3	100.0
Total	43	100.0	

According to the information from table 14, project team members value the influence of cooperation among teammates on project performance at very great level according to 65.1% of all respondents, project team members value the cooperation among teammates at high level according to 16.3% of all respondents of cooperation among teammates on project performance at a less level.

Table 15: Respondents' view on teammates respect each other during implementation of activities and tasks

	Frequency	Percent	Cumulative Percent
very great	31	72.1	72.1
great	9	20.9	93.0
moderate	3	7.0	100.0
Total	43	100.0	

Source: Field Data

Table 15, illustrates that 72.1% of all respondents respect each other during implementation of activities and tasks at a very great level, 20.9% of all respondents confirmed that respecting each other during implementation of activities and tasks was at a great level and only 7.0% reported that respecting each other during implementation of activities and tasks was at a moderate level. Hence an influence of respecting each other during implementation of activities and tasks has an effect on performance of the project.

Table 16: Team stability among the project team

	N	Mean	Std. Deviation
level of satisfaction	43	2.51	.883
level of employee's turnover	43	1.33	.606

Source: Field Data

The research respondents, according to the above table reported that their level of satisfaction mean was 2.51 and the standard deviation was 0.883 while the mean for the level of employee's turnover was 1.33 and the standard deviation was 0.606.

Table 17: Level of the sense of shared vision among the project team during implementation of activities

	Frequency	Percent	Cumulative Percent
very great	25	58.1	58.1
great	16	37.2	95.3
moderate	1	2.3	97.7
less	1	2.3	100.0
Total	43	100.0	

Source: Field Data

The study findings in table 17 revealed that, there is shared vision among the project team during implementation of activities at a very great level according to a 58.1% of all respondents, 37.2% of all respondents confirmed that the shared vision among the project team during implementation of activities influences the project performance at great level. The study findings also revealed that the influence of shared vision among the project team during implementation of activities on project performance is at a moderate level according to 2.3 % of all respondents and finally, 2.3 % of all respondents confirmed that the shared vision among project team was at a less level. Hence an existence of an influence of shared vision among the project team during implementation of activities on project performance.

Table 18: Correlation between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle

		team_ cohesiv	proj perf
team_ cohesiv	Pearson Correlation	1	.861
	Sig. (2-tailed)		.016
	N	43	43
proj perf	Pearson Correlation	.861	1
	Sig. (2-tailed)	.016	
	N	43	43

Source: Field Data

The significant relationship between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle was proved in table 18 of findings, where the correlation between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle was at the rate of 0.861 meaning that team cohesiveness is influencing performance of projects funded by Vision Jeunesse Nouvelle at the level of 86, 1%. By also considering the level of significance which is 0.05, hence there is a significant relationship between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle because their p-value (0.016) is statistically significant at 5% level of significance.

9.2.4 To examine how team stability affects performance of projects funded by Vision Jeunesse Nouvelle

This section describes the effect of team stability on performance of projects funded by Vision Jeunesse Nouvelle by examining the level of satisfaction among the project team and the level of employees' turnover.

Tale 19: Level of satisfaction of employees

	Frequency	Percent	Cumulative Percent
very great	31	72.1	72.1
Great	11	25.6	97.7
Less	1	2.3	100.0
Total	43	100.0	

The research findings revealed that, according to 72.1% of respondents the employees' satisfaction level is very great, while 25.6% of all respondents confirm the level of employees' satisfaction to be at a great level while only 2.3% of all research respondents revealed that the satisfaction is at a low level. Therefore there is an effect of team satisfaction on the performance of the projects funded by Vision Jeunesse Nouvelle.

Table 20: Respondents 'view on employees' turnover

	Frequency	Percent	Cumulative Percent
very great	6	14.0	14.0
Great	14	32.6	46.5
Moderate	18	41.9	88.4
Less	5	11.6	100.0
Total	43	100.0	

Source: Field Data

According to the information from table 20, 41.9 % of respondents reported that employees' turnover is at a moderate rate. According to 32.6% of respondents employees' turnover is at a great level while only 14.0% of all respondents reported a level of employees' turnover to be at a very great level. Therefore the employees' turnover can affect the team stability which in turn will affect the project performance.

Table 21: Correlation between team stability and performance of projects

		team_ stability	Proj_perf
team_ stability	Pearson Correlation	1	.917
	Sig. (2-tailed)		.003
	N	43	43
proj perf	Pearson Correlation	.917	1
	Sig. (2-tailed)	.003	
	N	43	43

Source: Field Data

Table 21 revealed that, the result of Correlation of team stability and performance of projects was at the rate of 0.917 meaning that team stability is influencing the performance of projects funded by Vision Jeunesse at the level of 91.7%. Therefore there is a significant relationship between team stability and performance of projects. If the null hypothesis is formulated stating that there is no relationship between team stability and performance of projects; and an alternative hypothesis is formulated stating that there is a relationship between team stability and performance of projects; in such case according to the above results the null hypothesis would be rejected and accept the alternative hypothesis. on the other hand, by considering the level of significance which is 0.05, hence team stability has a significant effect on the performance of projects because their p-value (0.003) is statistically significant at 5% level of significance hence a high correlation between team stability and performance of projects.

9.2.5 Project performance

In order to analyze the effect of teamwork on performance of non-governmental organizations funded projects in Rwanda, the researcher requested the respondents to rate the performance of the projects following different attributes.

Table 22: Project performance

		Frequency	Percent	Cumulative Percent
Comple	Time	43	100	14.0
Comple	budget	31	72.0	46.5
Comple	scope	39	90.7	88.4
Benefic.	satisfaction	37	86.0	100.0
Impact	After closure	40	93.0	

Source: Field Data

The study findings In 22 revealed that, 100% of all respondents agree that the projects were completed within time, 72.0% of all respondents confirmed that the projects funded by Vision Jeunesse Nouvelle were completed within the available budgets while 90.7% of all respondents reported that VJN projects were completed within the planed scope. Furthermore a total of 86.0% of all the study participants confirmed that project beneficiaries were satisfied. On the other hand 93.0% of all respondents revealed that the projects continues to be fruitful even after their closure.

10. Conclusion And Recommendations

10.1 Conclusions

According to the interpretation of collected and analyzed data during the course of this study; the researcher came up with the following conclusions:

Communication channels have an effect on performance of the project at very great level. The research findings revealed that superiors provide feedbacks to their subordinates at a very great level. Furthermore research findings revealed that, the correlation between project team communication and project performance was at the rate of 0.803. The research findings revealed that the result of correlation between team attitudes and performance of project was at the rate of 0.903 meaning that the team attitudes influences performance of project at the level of 90.3% hence a significant relationship between team attitudes and project performance.

The research findings revealed that, there is shared vision among the project team during implementation of activities at a very great level. There is a significant relationship between team cohesiveness and performance of projects funded by Vision Jeunesse where the correlation between team cohesiveness and performance of projects funded by Vision Jeunesse Nouvelle was at the rate of 0.861 meaning that team cohesiveness is influencing performance of projects funded by Vision Jeunesse Nouvelle at the level of 86.1%. The research findings revealed that, the employees' satisfaction level is at a great level, the results of correlation of team stability and performance of projects was at the rate of 0.917 meaning that team stability is influencing the performance of projects at the level of 91.7%. Therefore there is a significant relationship between team stability and performance of projects funded by Vision Jeunesse Nouvelle.

10.2 Recommendations

- i.** The researcher recommended the project managers and superiors to strengthen and facilitate the communication channels within and out of the organization to make the communication effective.
- ii.** The researcher recommended the project manager and stakeholders to promote good attitudes among project team.
- iii.** The researcher recommended to the project team to support each other in order to facilitate team members to learn from the team especially new ones, cooperation among teammates, respect each other as well as having a sense of shared vision.
- iv.** The researcher finally recommended the project manager to motivate staff and strive to increase their level of satisfaction by reducing or eliminating any cause of employees' turnover.

10.3 Areas for further Studies

Based on the findings of this study, the researcher suggests that future studies should be carried out in the area of Factors affecting teamwork quality which would have an impact on performance of projects and Effect of team members' competencies on performance of projects

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