

**TEAM EFFECTIVENESS AND EMPLOYEE PERFORMANCE IN
NEPALESE TELECOMMUNICATION INDUSTRY**

By

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RECOMMENDATION

CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Silima Gurung, affirm that the GRP is entirely my own creation and I have not copied anyone else's work. I have given credit to all sources used and have properly documented them throughout the thesis. Further, I am familiar with SOMTU's regulations and policy that allows it to cancel any credits given to me based on material that demonstrates misrepresentation and misconduct in relation to any component of my work.

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ABBREVIATIONS

CDMA	:	Code Division Multiple Access.
COPSOQ	:	Copenhagen Psychosocial Questionnaire.
COR	:	Conservation of Resources
CPR	:	Cardio-Pulmonary Resuscitation
ER	:	Employee Retention
ERG	:	Existence, Relatedness, and Growth
FO	:	Felt Obligation
GSM	:	Global System for Mobile Communications
HR	:	Human Resource
HTMT	:	Heterotrait-Monotrait
ISDN	:	Integrated Services Digital Network
NGO	:	Non-Governmental Organization.
NTC	:	Nepal Telecom
OC	:	Organizational Commitment
OST	:	Organizational Support Theory
POF	:	Person-Organization Fit
POS	:	Perceived Organizational Support
SEM	:	Structural Equation Modeling
SPSS	:	Statistical Package for Social Sciences
SRMR	:	Standardized Root Mean Square Residual
UTL	:	United Telecom Limited

EXECUTIVE SUMMARY

Team effectiveness is a critical component of a company's success, as it determines how well a team and individual employees perform. It involves the ability of a team to work together effectively towards a common goal. When a team is effective, it can enhance productivity, increase job satisfaction, and ultimately lead to success.

Several factors contribute to team effectiveness, including supportive environments, rewards, leadership, team skills, and cohesiveness. A supportive environment includes having open communication, a positive attitude, and a collaborative culture. Rewards can be in the form of recognition, incentives, and promotions. Leadership involves guiding and directing team members towards achieving a common goal, while team skills involve the ability of each member to work well with others and contribute to the team. Cohesiveness involves having a sense of belonging and being invested in the success of the team.

Positive team dynamics, such as attitudes, behaviors, and values, are crucial for team effectiveness. A cohesive team that shares a positive culture and values will work better together and produce better results. Encouraging collaboration, engagement, and respect among team members can promote a positive team culture. Providing employees with the tools, resources, and training they need to be successful is also important. The study aimed to investigate how team dynamics affect employee performance in the Nepalese communication industry. The survey used a five-point Likert scale in a self-administered questionnaire completed by 235 staff members from various outlets of different telecom companies. The data were analyzed using a measurement model, a demographic profile, descriptive statistics, and structural equation modeling. The findings suggest that, except for a supportive environment, team reward, and role clarity, other dynamics of team effectiveness had a significant impact on employee performance. The results of the study highlight the importance of team dynamics in enhancing employee performance. Positive team dynamics such as leadership, team skills, and cohesiveness have a significant impact on employee performance. Effective leadership can provide guidance and direction to the team and ensure that everyone is working towards a common goal. Good team skills allow each team member to contribute to the team and work well with others, leading to better result.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Businesses are more conscious than ever of the value of collaboration in this era of rapid technical breakthroughs and fierce competition. Teamwork increases labor use and has a better chance of improving individual performance. Team values improve employees' social, technical, and self-confidence (Salas et al., 2008). Despite the fact that a business may use a variety of performance tactics to increase the production of its employees, research suggests that team building is one of the most promising strategies in the contemporary environment (Dyer & Dyer, 2007). Through collective, well-coordinated work, a team creates good energy. Individual contributions in a team provide performance that is higher than the total of those contributions (Robbins, Judge Vohra, 2011). It's crucial to remember that the following information is offered for informational purposes only. The strategy can help develop a team-oriented workforce that performs better on average and is more productive if applied properly (Fapohunda, 2013).

It seems that team development is an easy, though expensive, way to deal with pervasive issues within the business. In reality, a number of studies (Dyer & Dyer, 2007; Fapohunda, 2013) In order to back up this claim, one may say that team-building exercises encourage workers to pool their resources, improve communication, concentrate their efforts as a group on achieving the set goals, and improve their problem-solving abilities. An efficient team can boost productivity at work and consequently employee performance when researched proactively and with a focus on results (Locke and Latham, 2002).

As an ideal setting to begin the process of team growth, team building encourages self-awareness among the task force. The success of a team is significantly influenced by each member's skills, particularly when they perceive their potential as crucial team members, claim Ravio et al. (2010). It follows that a team's effectiveness is influenced by each member's level of personal dedication and understanding of the wider picture. Team effectiveness, according to academic studies, can increase organizational performance by 42%, reduce conflicts at work, and promote team togetherness (Fapohunda, 2013; Salas et al., 2008; Lee, 2014). Yet, the key indicator of the best

results in any team development plan is the use of a long-term strategy.

Recently, Ncell has worked in Nepal to promote a culture of teamwork within its task force. The corporation is looking into various ways to make its task force more unified, strategic, and customer-focused, as indicated by the group's CEO in its 2020 annual report, despite revenue declining by 22.7% in 2020 compared to 2019, with modest gains in 2021. This is true despite the fact that over the previous five years, its overall profit growth hasn't exactly been stable (Ncell, 2021). Team training seminars and team effectiveness are two alternatives that Ncell has previously offered. The company noted in the report that the highly lauded success of the company is due to its nationwide network of cooperative employees.

Being a government institution, those employed at the Nepal Telecom (NTC) are afforded a sense of security and prestige. As the largest government-run profit-making organization, the staff at NTC feels their positions are safe and rewarding. However, the company is faced with many issues, such as managing its human resources and overstaffing. Furthermore, the personnel at NTC are not well-versed in the latest technological advancements in telecommunications. The cost of training is high, and finding qualified candidates is challenging. While the organization is developing new technologies, its administration and staff remain conventional and resistant to change. Therefore, it is essential that NTC assess the efficiency of its team and devise strategies to enhance employee performance, so as to increase the company's profitability.

Despite this, several studies indicate that team building exercises are not always helpful in achieving certain goals. About 57% of these events are often planned when there are problem at work that needs to be resolved, especially when they have an impact on performance (Gottlieb, 2005). These exercises mostly concentrate on exterior behaviors in an effort to restore harmony and tolerance at work, rather than addressing the root of the issue. Even though it may appear that this temporarily resolves the issues, they will persist unless the root of the issue is addressed. Instead of being proactive in looking for long-term solutions that can prevent possible workplace problems, modern team building tactics are reactive to crises.

On the other hand, it appears that modern approaches to team building have changed the focus from measures for reducing stress to those for boosting performance (Salas et al., 2008). Team building exercises have evolved into pleasant outings for employees

rather than an effective means of fostering enduring performance capabilities within the company. The majority of firms lack proper follow-up methods to assess the benefits of such team-building events on the effectiveness of the team, and participants often interpret it in this way. In light of these, it is essential to assess teams' effectiveness as a corporate performance strategy.

Ncell and NTC have been used as outstanding examples in the Nepali setting to study these issues. Mero Mobile, the original name of Ncell, was incorporated in 2004 in Nepal. It was acquired by Telia Corporation, formerly known as Telia Sonera Group of Sweden, four years later, and changed its name to "Ncell" in 2010. Ncell joined Axiata Group Bhd, one of the top telecommunications companies in Asia, on April 12, 2016, with the goal of becoming the Next Generation Digital Champion by 2024. On August 3, 2020, Ncell underwent a name change to "Ncell Axiata Limited" and became a public limited company. As an Axiata Group subsidiary and a long-term investor in Nepal, Ncell strives to connect every Nepali through its network and offer top-notch contemporary services to steadily improve value for its clients and partners (Ncell, 2021).

Similarly, Nepal Telecom, also known as NTC, is a state-owned supplier of telecommunications services in Nepal, with 91.49% owned by the government. Up until 2003, the business had a monopoly before the first private sector operator, United Telecom Limited (UTL), began offering fundamental phone services. In Kathmandu's Bhadrakali Plaza, Nepal Telecom's headquarters are situated. The company has a presence in the United States, Canada, and Europe. In Nepal, it is the only company offering fixed-line, ISDN, and leased-line services. Since Ncell entered the Nepali telecommunications market in 2004, there are now more GSM mobile service providers. It is one of the biggest businesses in Nepal with around 5,400 workers. Over 20 million people utilize Nepal Telecom's fixed landline, GSM mobile, CDMA, and internet services together (NTC, 2022).

These titans of the Nepalese telecommunications sector offer a wide range of services to their consumers, small businesses, and the government using various platforms, including voice and data, financial services, and enterprise solutions. Above all, both of them are thriving telecommunications businesses in Nepal that are renowned for using team building to improve performance for the vast majority of their staff members who

work in sales, marketing, human resource management, and departmental supervision. Team effectiveness is still a key element of increasing employee productivity and performance. Although Ncell and NTC have accepted the idea, the issue is that they haven't created a clear matrix for calculating how team effectiveness affects employees' performance output.

1.2 Problem Statement

The concept that building strong and effective management and production teams will increase productivity, job happiness, and profitability has caused the need for teamwork to rise quickly. Even though it is thought to have potential, little research has been done in the developing world to determine how it affects worker performance, particularly in the telecommunications sector. Kandel (2020) made a similar point about how crucial training and development are for the Nepalese telecom sector. The results of this study indicate that employee development and training may have an impact on how well they perform at work. The problem is that executives in organizations frequently create goals based on increasing profit margins and reducing costs in accordance with the prevailing market trends. This method not only disorganizes the workplace but also kills the spirit of teamwork by making employees focus solely on their personal career objectives in order to impress their employer. From a contrary perspective, there isn't any industry-documented evidence that team success is a feasible strategy for concentrating on individual-based work. Nonetheless, it is argued that team effectiveness can boost task force harmony, shared accountability, increased team output, commitment to the big picture goals, and team successes. Also, it could foster leadership capabilities, a greater comprehension of the potential of teams, and problem-solving skills. This study's objective was to assess how well teams perform in the telecommunications industry (Kandel, 2020).

A team is a collection of people who get together with a same purpose, aim, or objective and work cooperatively to realize it by combining their own talents, expertise, and efforts. According to Katzenbach and Smith (1993), a team is defined as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable". Nonetheless, teams can be quite difficult to lead, therefore caution should be taken. It's easy to assemble a large team, but it might be difficult to get everyone to function well. The efficacy of the team is determined by a number of aspects, including

a positive work environment, rewards for the team, and cohesiveness, which ultimately increases employee performance. The goal of this project is to investigate how supportive work environment, team reward and recognition, team skill, role clarity, leadership, and team cohesiveness could enhance employee performance in the Nepali telecommunication industry. This study has focused on assessing the impact of team effectiveness on employees performance and leads to following study questions.

- Does team effectiveness affect employees' performance?
- Does different factor (supportive environment, team reward and recognition, team skill, role clarity, leadership and team cohesiveness) affect team effectiveness?

1.4 Research Objectives

The purpose of this study was to ascertain how team effectiveness affected employee performance in Nepal's telecom sector. The research objectives were to:

- To assess the factors of effective team among employees of Nepalese telecommunication sector.
- To examine the impact of team effectiveness on employees' performance in the Nepalese telecommunication Sector

1.5 Statement of Hypothesis

In order to investigate the relationship between the work environment and employee performance, Zhenjing et al. (2022) carried out a study. According to the study's findings, encouraging work settings boost employees' job satisfaction.

Hypothesis 1: The supportive environment has a significant impact on team effectiveness in Nepalese Telecommunication Sector.

In the Nepalese service industry and businesses, Gautam (2018) conducted a study to examine the connection between team effectiveness and employee performance. The study also showed that when firms gave their employees enough recognition and awards, their commitment to the company and job happiness increased. Another study was undertaken by Mounika (2021) to examine the effects of compensation and recognition on worker performance and team effectiveness. According to the study, reward and recognition programs significantly increased team productivity.

Hypothesis 2: The team reward and recognition have a significant impact on team

effectiveness in Nepalese Telecommunication Sector.

Gautam (2018) conducted a study to analyze the effect of team skill on employee performance in Nepalese service sector. The results of Gautam's study suggest that team skill is an important factor in enhancing employee performance and job satisfaction. This is an important finding as it indicates that organizations should invest in developing team skill in order to improve employee performance. Farid and Taher (2021) also addressed the significance of skill development in the process of employee performance.

H3: The team skill has a significant impact on team effectiveness in Nepalese Telecommunication Sector.

Thangavelu and Sudhahar (2017) conducted a study to determine the correlation between role clarity and employee performance among employees in small and medium IT industries. The researchers found that employees with greater role clarity had higher levels of job satisfaction, job commitment, and job performance. The findings of the study were supported by Gautam (2018), whose study focused on the impact of role clarity on job performance in the Nepalese service sector.

H4: The role clarity has a significant impact on team effectiveness in Nepalese Telecommunication Sector.

The relationship between manager leadership styles, team effectiveness and employee job satisfaction has been a topic of considerable research in recent years. Achunguh (2020) made an effort to look at how an organization's leadership styles affected the productivity of its employees and enhanced the effectiveness of the team. The results showed that those employees who reported that their managers adopted a supportive and participatory leadership style were more likely to have higher levels of job satisfaction.

H5: The leadership has a significant impact on team effectiveness in Nepalese Telecommunication Sector.

Team cohesiveness is an important factor that impacts the effectiveness of a team and subsequent employee performance in any organization. Poort (2018) The association between team cohesion and performance between more cohesive teams and less cohesive teams should be tempered. Hidayah, Widodo, and Abdullah (2020) found that

in order to increase their working efficiency, employees must improve team effectiveness and group cohesion. Specifically, the authors found that employees with higher levels of team cohesiveness tended to have higher performance outcomes

H6: The team cohesiveness has a significant impact on team effectiveness in Nepalese Telecommunication Sector.

Team effectiveness is a critical factor for the success of any organization. It is important for organizations to measure the effectiveness of their teams in order to determine the areas in which they need to improve. To this end, Bateman, Wilson and Bingham (2002) developed an audit questionnaire to measure team effectiveness. Goal clarity, decision-making, communication, task coordination, and trust were the five aspects of team effectiveness that the audit questionnaire was intended to evaluate. The forming, storming, norming, and performing stages of team growth described by Tuckman (1965) were the foundation for the questionnaire.

H7: The team effectiveness has a significant impact on employees' performance in Nepalese Telecommunication Sector.

1.6 Significance of the Study

The Nepali telecommunications industry is notable for its quick growth, heated competition, and fervent consumer desire for superior customer service and premium goods. In contrast, a wide spectrum of persons with various educational and professional backgrounds is employed in the telecommunications industry. The majority of the sales and marketing staff members in that workforce had no prior experience in either business administration or those professions. Therefore, many companies, including Ncell and NTC, believe that exposing these workers to a team-oriented work environment will help them acquire and share the fundamental skills required for the necessary performance (Kandel, 2020). Therefore, it is thought that boosting team effectiveness is a good way to develop the talents of many employees in Nepal's telecom industry. This study provides a full understanding of the value and effectiveness of cooperation as a performance strategy in the telecoms industry. The findings of this study notably add to the body of knowledge regarding team dynamics and how much it enhances employee performance in Nepal's telecommunications industry. This study's findings provide effective information on the advantages of team effectiveness and how industry stakeholders can sustainably increase its efficacy.

1.7 Limitations of the Study

Even while the research was conducted without incident, it did have a few limitations. It took a lot of perseverance to complete the administrative process of getting approval from Ncell and NTC. Due to the study's broad scope of retail stores in the Kathmandu area, it impacted the project's timeframe and delayed data collection. The target population's strict schedule was the other constraint. The majority of respondents consisted of sales and marketing professionals, who are frequently occupied for the majority of the day. It was somewhat difficult to squeeze in some time for them to take part in the study. As a result, the researcher was compelled to gather the data during periods of low client visitation. Last but not least, inexperienced workers who had only taken part in team building once were unable to tell if their performance level was due to the team effectiveness program or simply to their recent academic training. Senior staff participated in focused group discussions and key informant interviews to solve this constraint by gaining a thorough understanding of the subject and make any murky knowledge.

1.8 Structure and Outline of the Report

The three main sections of this GRP report are the prefatory part, the report body, and the supplemental part. The prefatory part of the report contains the title page, certification and declaration of authority, table of contents, list of tables and figures, list of abbreviations, and executive summary. The appendices and references are located in the supplemental part. The introduction, literature review, research methods, data analysis and results, conclusions, and implications are the five chapters that make up the report's body.

The introduction is the first chapter of the body. This chapter includes the study's background, problem statements, study objectives, research hypothesis, scope and importance, its limitations, and an outline of the GRP report.

A survey of the body of literature, a theoretical review, an analysis of prior research, the identification of any research gaps, and the development of a theoretical framework are all included in the second chapter of the body section.

The third chapter discusses research methodologies in a manner similar to this. It includes the study's population and sample, data sources and type, instrumentation, validity and reliability analyses, and data analysis methods. The fourth chapter has a

section on analysis and outcomes. Tables and images are used to present the survey results in this chapter. The main conclusions and the results of the data analysis are included. The final chapter contains the argument, the conclusion, and the implications. The research' results are contrasted with those of other related literature during the discussion. The conclusion summarizes the conclusion that may be made from the comparison.

CHAPTER II

RELATED LITERATURE AND THEORETICAL FRAMEWORK

The literature on team dynamics and effectiveness as a performance strategy is briefly reviewed in this chapter. The academic research on the possible impacts of team effectiveness on employee performance is the chapter's main subject. As a result, the study also took into account a number of assumptions concerning the idea of team effectiveness and how its principles can affect worker performance. Based on these evaluations of the theoretical and empirical literature, the study discovered important research gaps that underscore the importance of this investigation.

2.1 Theoretical Review

The concept of team effectiveness is founded on a number of theories, all of which seek to increase a workforce's efficiency. Team effectiveness is frequently determined by firms to be the best method for boosting employee engagement and cooperation in an effort to achieve their intended organizational goals. Therefore, the theories and ideas that follow can aid in enhancing the team synergy that supports its efficacy.

2.1.1 Theories X and Y

In the 1960s, McGregor promoted the Theory of X and Y. He noticed that some tactics can notably strengthen the bond between managers and workers. If theories X and Y, which have come to dominate our understanding of how individuals act at work, were exchanged, this would occur. In essence, one point of view is gloomy while the other is upbeat. As a result, businesses frequently look to have staff adopt new behaviors and attitudes in order to boost productivity (Locke & Latham, 2002).

According to Theory X, assigning workers a small number of clearly defined tasks and breaking jobs down into manageable units of work could boost productivity. Teams or small groups can complete this utilizing a departmental method. Ordinary employees despise their jobs and frequently look for ways to avoid them (Dyer & Dyer, 2007). Similarly, not all employees yearn for leadership roles, leaving the onus of leadership upon a select few. As a result, management must devise a strategy that will balance the efforts of all those involved in the work. These strategies might include methods for encouraging employees to operate productively within the constraints of schedule, budget, and logistical resources.

Contrarily, Theory Y, which is based on the prevalent management theory, asserts that effective tactics must be used to establish and sustain trust between management and employees (Locke & Latham, 2002). If these opportunities are utilized, they may help employees feel more positive about their work and promote some level of trust. Theorists of theory Y contend that high-level criteria that are deeply ingrained in corporate goals frequently have an impact on people's behavior. Hence, hypothesis Y suggests that bosses can shape workers' actions to make them think that accomplishing company goals comes naturally as a result of shared accountability, tenacity, and dedication (Sanborn & Huszczo, 2007). These principles are an essential part of the teambuilding philosophy employed as a performance strategy.

The study on team building in sports by Ravio et al. (2010) found that teams with high social and financial incentive put forth greater effort and dedication to enhance their performance. In contrast to Theory X, which places greater emphasis on external rewards like money to encourage people to practice their professions more effectively, Theory Y places more emphasis on the workplace environment where employees can discover intrinsic benefits in their work. This could include team resiliency, appreciation, recognition, and promotions, as well as trust in both the horizontal hierarchy of management and among employees. According to Locke and Latham (2002), the motivational variables that were previously mentioned must promote team development. So, the X and Y theory's application may have a positive effect on how well team development functions in the telecommunications industry.

2.1.2 Theory of Existence, Relatedness, and Growth

Alderfer CP's Existence, Relationships, and Growth theory, presented in 1969, provides a useful framework for understanding how to create successful teams. This theory highlights the importance of an individual's existence needs, the development of meaningful relationships, and the potential for personal growth within the team. Such an approach can help ensure that team formation is successful and that team members are able to make the most of their collective potential. This concept can be thought of as a compressed form of Maslow's hierarchy of needs. Fapohunda (2013) asserts that people prioritize their own psychological demands above corporate requirements. If their demands, such as security, safety, and good health, are not met, employees are unable to concentrate on accomplishing business goals.

However, relatedness needs are the incentives that management and coworkers provide to employees in order to encourage the maintenance of interpersonal relationships (Lee, 2014). Friendly communication, trust, appreciation, acknowledgment, care, and emotional support during trying times are a few of these. Employees may all appear to be quite private, but they all contribute to the social harmony and welfare of a workforce.

Nevertheless, internal aspirations for career advancement are connected to the desire for development. The ERG hypothesis gives a lot of weight to the factors that influence individual creativity and productivity. Therefore, organizations would always try to implement new programs and techniques that may enhance employees' abilities to work more effectively and pro-actively (Locke and Latham, 2002). Lee (2014) asserts that incorporating the ERG theory into corporate practices can significantly improve the efficacy of team building.

2.1.3 Tuckman's Team Theory

Bruce Tuckman formulated this theory in 1965. For many years, various projects and organizations have used Tuckman's team theory to create teams, especially in the corporate realm (Salas et al., 2008). Formation, storming, norming, and performance are the four core phases of team theory.

It is believed that team theory is where team building got its start (Ravio et al., 2010). It is the cornerstone of successful organizations, especially when teamwork and constructive cohesion serve as the foundation for performance. To clearly define and internalize corporate goals and objectives, use the Tuckman's Team concept. The purpose of team building, in addition, is to unify the workforce and provide them a shared understanding of the aims of the current task, claim proponents of the Team theory. Additionally, it enables managers to address interpersonal connection shifts that the team is already experiencing while encouraging behavioral adjustments that would boost team resilience (Lee, 2014).

Another essential component of team theory is its emphasis on instilling a strong work ethic in all participants. Workers gain by seeing the importance of helping one another out in order to accomplish the targeted business goals. Team theory, according to Ravio et al. (2010), also helps organizations and individuals recognize the diversity that exists within teams and learn to embrace it as a strength rather than a problem. As a result,

those who benefit from applying team theory to team building are more likely to grow in respect for one another, collaborate effectively, and focus on corporate goals while still appreciating individual triumphs. Last but not least, research demonstrates that these values improve workers' all-around performance, especially when they are promoted through team building (Salas et al., 2008).

2.1.4 Team Role Theory

Meredith Belbin created and popularized team role theory in 1981. Belbin emphasized that firms must realign their performance plans with the diverse worker talents in order to successfully achieve their objectives. Belbin (2015) noted that in light of this, some businesses are quite prescriptive when creating teams and will employ team role theories to create what they consider to be the best performing team for a specific project.

According to Belbin, each person has a distinctive behavioral pattern that characterizes their interactions with others and influences the effectiveness of a team. The cumulative interaction of these behaviors has an effect on the overall performance of any specific team. According to Belbin (Belbin, 2015), a team role is the propensity to act, participate, and interact with others in a specific way as a result of this understanding.

Belbin developed the team role theory and reduced it into nine universal criteria in order to have an impact on worker performance. According to this notion, teams can function without clear roles, but in order to perform at their peak, high-performing teams must have a leader. Such a leader is described by Belbin (2015) as a Coordinator who will balance tasks and people, and a Shaper who will be in charge of seeing initiatives through to the end. Yet, effective teamwork necessitates a certain level of collaboration and communication. Belbin used the words "Team Workers" and "Resource Investigators" to refer to people who work with and assist others.

Teams in this category need a diverse group of doers who can carry out the assignment by translating the written objectives into action. These doers are Implementers, Completers-Finishers, and Monitor-Evaluators, in accordance with Belbin's philosophy of roles. Leaders and doers require the assistance and counsel of creative thinkers, sometimes referred to as idea people or plan innovators, in order to be more effective. It's also critical to recognize that every project has unique technological requirements that call for expert guidance. Teams require Expert-Specialists, the tenth element of

Belbin's role theory of performance, to provide firms with a certain level of competence.

2.1.5 Organizational Support Theory

Organizational Support Theory (OST) was developed by Eisenberger, Huntington, Hutchison, and Sowa (1986) to explain the connection between psychological outcomes and perceived organizational support. According to this hypothesis, workers who believe their organizations support them are more likely to be happy with and dedicated to their jobs and employers. Furthermore, employees who perceive their organization as providing support will also be more likely to engage in performance behaviors that are beneficial to their organization. This theory has been widely used in the fields of organizational behavior, human resources, and management.

Organizational Support Theory suggests that there are two primary components of organizational support. The first factor is perceived organizational support (POS), which measures how much support employees believe their company is giving them. This can include both tangible and intangible forms of support such as monetary rewards, recognition, job security, informal communication, and career development opportunities. The second component of organizational support is felt obligation (FO), which refers to the emotional attachment that employees feel toward their organization. This attachment is based on gratitude and loyalty to the organization.

Organizational Support Theory also suggests that there are four distinct types of organizational support. The first is Structural Support, which refers to the tangible support that an organization provides to its employees. This includes salary, benefits, job security, and other forms of tangible support. The second type is Social Support, which refers to the intangible support that an organization provides to its employees. This includes recognition, respect, trust, and appreciation. The third type is Informal Support, which refers to the informal communication, mentoring, and networking opportunities that organizations provide to its employees. The fourth type is Informal Organizational Support, which refers to the informal networks and relationships that organizations provide to its employees.

Organizational Support Theory suggests that perceived organizational support is positively related to job satisfaction, organizational commitment, and performance behaviors (Rasool, 2021). Through perceived organizational support, employees develop a sense of loyalty and attachment toward their organization, which can lead to

increased job satisfaction and organizational commitment. Additionally, workers who feel supported by their employers are more likely to exhibit performance habits that are advantageous to the company.

In addition to perceived organizational support, Organizational Support Theory suggests that felt obligation is also positively related to job satisfaction, organizational commitment, and performance behaviors. Through felt obligation, employees develop a sense of gratitude and loyalty toward their organization, which can lead to increased job satisfaction and organizational commitment. Furthermore, employees who feel obligated to their organization are more likely to engage in performance behaviors that are beneficial to their organization (Rasool, 2021)

2.1.6 Conservation of Resources theory

Conservation of Resources (COR) theory is a theoretical framework used to examine how individuals cope with stress and adversity. This theory was developed by Steven Hobfoll in 1989 and is based on the notion that people strive to maintain and protect their resources across stressful situations. The concept of resources was expanded over the years, and now includes tangible resources such as money and material possessions, as well as intangible resources such as emotional and social support, self-efficacy, and physical health. This theory suggests that individuals respond to stress by attempting to conserve their resources, and that the amount of resources available affects the individual's ability to cope effectively.

The core tenets of COR theory are based on the assumption that individuals have limited resources, and that these resources are vulnerable to depletion in the face of stress and adversity. It posits that the degree to which an individual is able to cope with a stressful situation depends on the amount of resources they have available. According to this theory, individuals will strive to protect and maintain their resources in order to cope effectively with stressors. This is done through various strategies such as seeking social support, engaging in problem-focused coping, and taking care of one's physical health.

The theory also suggests that people strive to acquire resources when they are in need. This could take the form of seeking out material possessions such as money, or intangible resources such as emotional support. It is believed that these resources can be used to cope with stress and adversity, and thus can help individuals to maintain a

sense of well-being (Rasool, 2021). In addition to this, the theory proposes that the amount of resources available to an individual can influence the way in which they cope with stress and adversity. For example, if an individual has a large amount of resources available, they may be more likely to use problem-focused coping strategies, such as problem-solving and seeking advice from others. On the other hand, if an individual has fewer resources available, they may be more likely to use emotion-focused coping strategies, such as avoidance and denial.

2.2 Concept of Team Effectiveness and Employee Performance

2.2.1 Team Effectiveness

Team effectiveness is a crucial component of organizational success, as it allows groups of individuals to work together efficiently and effectively towards a common goal. According to Salas et al. (2008), team effectiveness is defined as "the extent to which a team is able to achieve its objectives and sustain itself over time while satisfying the needs of its members." Effective teams are characterized by high levels of communication, cooperation, and collaboration, as well as clear roles and responsibilities. They are also able to adapt to changing circumstances and learn from their experiences. To achieve team effectiveness, organizations must invest in team training, foster a positive team culture, and provide adequate resources and support. By doing so, they can create teams that are capable of achieving exceptional results and driving organizational success.

An effective team is made up of people that collaborate well and effectively in order to accomplish a shared objective, resulting in high levels of task performance, member satisfaction, and team viability. According to Hackman (2012), effective teams share several key characteristics, including a clear and compelling purpose, well-defined roles and responsibilities, mutual accountability, and supportive interpersonal relationships. Effective teams also have the necessary resources and support to achieve their goals, as well as the ability to adapt to changing circumstances and learn from their experiences. Organizations can create effective teams by investing in team development, fostering a positive team culture, and providing adequate resources and support.

2.2.2 Employee Performance

Employee performance is a key factor in organizational success, as it directly impacts productivity, quality, and customer satisfaction. A review of literature reveals that employee performance is influenced by various factors, including individual characteristics, work-related factors, and organizational factors.

Employee performance has been found to be favorably correlated with individual attributes such as personality traits, motivation, and self-efficacy (Judge et al., 2002; Stajkovic & Luthans, 1998). Work-related factors such as job design, task variety, feedback, and autonomy have also been found to be significant predictors of employee performance (Hackman & Oldham, 1976; Locke & Latham, 1990). Organizational factors such as leadership, culture, and support systems have also been found to play a crucial role in employee performance (Gardner et al., 2010; Schneider et al., 2013).

Additionally, studies have demonstrated that the associations between numerous characteristics and employee performance can differ based on the type of work, industry, and organizational context (Schneider et al., 2013). For instance, compared to more straightforward work settings, complex and challenging work environments may have a higher impact on employee performance (Hackman & Oldham, 1976).

2.3 Empirical Review

Teams have a big impact on employee performance, which affects how well an organization does. A management system that is tailored to the needs of the team environment can increase productivity and help establish and implement teams efficiently. The effectiveness of the team is influenced by a number of elements, including a positive work environment, team incentives, and cohesiveness, which ultimately results in improved employee performance. Gautam (2018) looked into the crucial elements influencing team performance and worker output in the Nepalese service industry. A total of 150 questionnaires were sent out to the chosen employees, of which 100 were used for further study. The approach of convenience sampling has been used. The findings show a favorable correlation between employee performance in Nepali service sector organizations and all six team effectiveness characteristics, including supportive environment, team reward, team skill, role clarity, leadership, and team cohesion. The two factors that have the greatest impact on employee performance are team skill and role clarity, whereas supportive environments and team cohesion

have the least. The other factors, including team reward and leadership, have a moderate effect. The findings of this study might have an impact on how an organization's management is conducted. The importance of team effectiveness, its effects on worker performance, and its relevance in affecting the team members' mental states are all heavily stressed in the study. The management of the company must be aware of the team and its members and serve as a liaison between the team and the company.

The mediating roles of organizational commitment (OC) and person-organization fit (POF) in the causal relationship between a supportive work environment (SWE) and employee retention were examined by Naz et al. (2020). One thousand surveys were given to the targeted audience, which included the employees of all international fast-food chains in Lahore, Pakistan. A cluster sampling method was used to choose the restaurants from various groups of businesses. In order to gather data using a quantitative methodology, some elements from past studies were integrated into questionnaires. The Smart PLS 2.0 M3 software was utilized for statistical analysis and to evaluate the proposed hypothesis using the partial least squares (PLS) structural equation modeling (SEM) technique. The findings of the study proved that SWE and ER had a solid and advantageous association. Additionally, OC and POF acted as middlemen in the connection between an ER and SWE. The results of this study point to the need for human resource (HR) professionals to make an effort to develop methods for imparting a SWE in order to encourage positive interpersonal relationships that result in ER. This study significantly added to the corpus of knowledge about the relationship between SWE and ER while emphasizing key factors in retaining key personnel. The limitations and potential areas for further research were also made clear by this study.

Collaboration has been essential to humanity's development, survival, and progress. According to research, cooperation yields superior outcomes for corporations than individual work. One of the most productive work styles is regarded to be teamwork. Working in teams helps people personally because it satisfies requirements like social connection and affiliation. Despite the abundance of studies demonstrating the benefits cooperation provides to firms, many management staff still do little to foster teamwork. Khawama, DiDonab, and Hernández (2017) looked at gender variations in self-awareness as well as ethnic disparities in preferences for teamwork. With SurveyMonkey, 225 people from around the nation (n = 119 females and n = 106 males)

were asked to complete a 33-question survey. Snowball sampling and social media were used to conveniently recruit the participants (Facebook, Instagram, WhatsApp, emails, etc.). Participants ranged in age from 18 to 80, with 44% of them falling between 25 and 34. White non-Hispanics made up 40% of the sample, followed by Hispanics/Latinos (56%), while other races made up 4%. Unexpectedly, no significant difference was discovered between gender and perceived self-awareness, despite the results showing a substantial relationship between ethnicity and inclination for teamwork. According to the findings, companies are more likely to have productive work teams if they are welcoming and supportive of cultural diversity in the workplace.

A study on *The Interactive Effects of Empowering Leadership and Team Effectiveness on Employee Performance* was conducted in by Chen and Wang (2021). The authors of this study examined how empowering leadership and team effectiveness interacted to impact employee performance. They hypothesized that team effectiveness—defined as the ability of a team to cooperate, communicate effectively, and accomplish goals—would interact with empowering leadership—defined as leaders who delegate authority, promote employee development, and foster employee growth. 372 Chinese workers from a variety of industries who worked for the writers provided information. To evaluate team effectiveness, employee performance, and empowering leadership, they employed self-reported surveys. Statistics analysis was used to test the theories. The results showed how empowered leadership and team effectiveness interacted to significantly impact employee achievement. In instance, there was a stronger link between empowering leadership and employee performance when team efficiency was high as opposed to low. In other words, the impact of empowering leadership on employee performance depended on the effectiveness of the team.

In the Kingdom of Bahrain's telecommunications companies, Alarafat and Doblaz (2021) looked into how successful teamwork—defined as effective communication, level of trust, interpersonal skills, team cohesion, and responsibility—affected employee performance. Additionally, it intends to evaluate how well Bahrain's telecommunications businesses function as a team. It aims to determine the level of performance of the workforce in Bahrain's telecom enterprises. The study employs a quantitative methodology and is a descriptive study. The research tool is a questionnaire form. 200 people who work for telecommunications businesses in the Kingdom of Bahrain make up the sample. The data are evaluated employing descriptive statistics,

Pearson correlation analysis, mean scores, and regression analysis in the Social Sciences (SPSS) version 22. The results show that Bahrain's communications firms have highly productive and collaborative workforces. Also, the findings show that collaboration factors, such as effective communication, trustworthiness, interpersonal skills, and team cohesion, have a substantial impact on employee performance in Bahraini telecommunications organizations.

Adhikari (2020) investigated the impact of teamwork on organizational productivity in the context of Nepalese commercial banks. The author hypothesized that effective teamwork, characterized by factors such as communication, coordination, and collaboration among team members, would positively influence organizational productivity. The author collected data from 180 employees working in Nepalese commercial banks through self-administered questionnaires. The questionnaires measured employees' perceptions of teamwork and organizational productivity. Statistical analysis was conducted to examine the relationship between teamwork and organizational productivity. The results revealed a positive and significant relationship between teamwork and organizational productivity. Specifically, employees who perceived higher levels of teamwork in their organizations reported higher levels of organizational productivity. The findings of the study supported the hypothesis that effective teamwork has a positive impact on organizational productivity in Nepalese commercial banks.

Hidayah, Widodo, and Abdullah (2020) conducted a study in order to ascertain the impact of group cohesion, job satisfaction, and team effectiveness on senior high school teachers' working productivity in South Tangerang City. In this study, which used a quantitative methodology and a path analytic method, 240 senior high teachers from South Tangerang City were chosen as the targeted group. According to the variable analysis's findings, job satisfaction had a 0.247 direct effect on working productivity and group cohesiveness had a 0.225 direct effect. So, in order to increase their working efficiency, teachers must improve team effectiveness, group cohesion, and job satisfaction.

Table 1*Summary of Reviewed Literature*

Study	Theory	Methodology	Variables	Findings
Group Behavior and Performance : Advances in Theory and Research. Hackman and Katz (2010)	Goal-setting theory, contingency theory, Social exchange theory, social identity theory	Comprehensive and systematic review of the existing literature on team effectiveness,	Performance, Result driven structure, Competent and committed member, Collaborative climate and High quality coaching	The variables are interdependent, and their presence together is critical to team effectiveness. Additionally, Hackman and Katz emphasized the importance of designing and managing teams to ensure that these variables are present and functioning optimally.
Teams in organization s: From input-process-output models to IMOI models. Ilgen, D. R., Hollenbeck, J. R., Johnson, M., & Jundt, D. (2005)	Role theory, Social identity theory	A meta-analysis of 45 studies to examine the relationship between team processes and team outcomes	Team processes and Team outcome	Team processes are an important factor in determining team outcomes. Effective communication, coordination, and cooperation among team members can lead to improved team performance and member satisfaction, particularly in tasks that are complex and require interdependence among team

				members.
Desmond McEwan, GERALYN R. Ruissen, Mark A. Eys, Bruno D. Zumbo and Mark R. Beauchamp, 2017	Team Role, Theory of Performance	A random effects model was used to conduct the meta-analysis on 51 papers, 72 (k) distinct interventions, 194 effect sizes, and 8439 participants.	teamwork interventions, team performance	With regard to a number of sample, intervention, and measurement parameters, moderator analyses typically found favorable and substantial effects.
Team Effectiveness and Perceived Employees' Performance in Nepalese Service Sector. Hari Prasad Gautam, 2018	Theory X and Theory Y	A total of 150 questionnaires were sent out to the chosen employees, of which 100 were used for further study. Technique for convenience sampling.	Supportive Environment, Team Reward, Team Skill, Role Clarity, Leadership and Team Cohesiveness, Employees Performance	The findings show that in Nepalese service sector organizations, employee performance positively correlates with each of the six team effectiveness factors.
Employee Engagement : An Empirical Study on Telecom Industry in Bangladesh.	Theory X and Theory Y	Questionnaire was used for pilot survey primarily .The questionnaire was given to 400 corporate executives. Regression	Employee engagement, clear idea about the employees' role, inspiration of the employees, concentration	The study found that employee motivation, involvement in decision-making, willingness to engage in work, job-related skills, and commitment all play a

Md. Kafil Uddin and Sharmin Akther, 2016		analysis was performed using SPSS 19 and the hypothesized correlations..	on employees' role, participation in decision making, willingness of the employees, skills of the employees, and commitment of the employees	significant role in determining the level of employee engagement in Bangladesh's telecom sector.
Does Team Training Improve Team Performance ? A Meta-Analysis. Salas et al. (2008)	Social identity theory, System theory	To investigate the relationships between team training treatments and team functioning, many meta-analytic integrations were done. In total, the database consisted of 93 effect sizes representing 2,650 teams.	Team training effectiveness, Team training, Team content, Team membership stability, Team size	Team training can be an effective way to improve team performance and that it is important to consider the specific needs of the team and its task when designing and implementing training programs.
Impact of Teamwork on Organizational Productivity in Nepalese Commercial Banks. Pitri Raj	Existence, Relatedness and Growth (ERG) Theory	500 respondents from 27 Nepalese commercial banks received structured questionnaires, but only 350 of those replies were collected and used for analysis. We employ a	organizational productivity, teamwork, team trust, working environment, training and development, and esprit de corps	The results showed that, of all the criteria, the working environment has the greatest impact on organizational productivity, while employee happiness and training and development had the

Adhikari, 2020		descriptive and informal comparative study design.	least significant effects.
Intervention s to improve team effectiveness s within health care: a systematic review of the past decade.	Team Role Theory of Performanc e	Systematic searches performed seven databases. 297 papers out of the original 6025 studies found by the search matched the requirements for inclusion.	Training, Tools, Organizational redesign, Programme The intervention that has been studied the most frequently and is most likely to be successful is training. The majority of the studies examined various interventions in the context of (acute) hospital care.
Martina Buljac- Samardzic, Kirti D. Doekhie & Jeroen D. H. van Wijngaarden , 2020		The level of empirical evidence was evaluated using the Grading of Recommendations , Assessment, Development, and Evaluation Scale.	
Analysis of Contribution of Employees' Team Building Programs on Performance of Mobile	Social Identity Theory	There were 6,167 participants in the study, all of whom worked for Mobile Telephone Network Operators in Kenya. Although only 258 questionnaires	Employee team building programs, Profit Margins, Market share The results showed that there is no substantial correlation between the performance of MTNOs in Kenya and staff team building activities. MTNOs accounted for 38.1% of the performance,

<p>Telephone Network Operators in Kenya.</p> <p>Grace K. Karemu, Prof. Musa Nyakora, Dr. Erastus Thoronjo and Dr. Evans Nyamboga, 2021</p>	<p>were completed and returned, a total sample size of 361 employees was collected. The stratification formula was proportionate.</p>	<p>and the goodness of fit model showed that team building activities had a favorable impact on their performance ($R^2 = .381$). The study found that team building exercises had a statistically significant impact on performance.</p>		
<p>Factors affecting the effectiveness of team building among employees in small and medium enterprises in Malaysia.</p> <p>Lu Yu Ying and Jane Teng Yan Fang, 2019</p>	<p>Existence, Relatedness and Growth (ERG) Theory</p>	<p>The study used a quantitative methodology. 385 employees from small and medium-sized businesses in Malaysia were selected as the sample. The Statistical Package for the Social Sciences (SPSS) version 20.0 was used to analyze the data. specifically, multiple regression and Pearson correlation</p>	<p>Group size, leadership, social software, video and audio, problem solving ability, flexibility, ability, communication skill, affective commitment, continuance commitment, normative commitment</p>	<p>The effectiveness of team building among employees in Malaysia's small and medium businesses was examined in the study. All of the dependent parameters included in the study are significantly correlated with team building success.</p>
<p>A Study in the</p>	<p>Human Resource</p>	<p>The targeted group, which</p>	<p>Organizational commitment</p>	<p>The study's findings elucidated that SWE</p>

Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators.	Theory	included the staff of all multinational fast-food chain restaurants in Lahore, Pakistan, received 1,000 surveys. The eateries were chosen using a cluster sampling technique from groups of establishments. The structural equation modeling (SEM) method of partial least squares (PLS) was applied for statistical analysis and to test the presented hypothesis.	(OC), supportive work environment (SWE) and employee retention (ER)	has a positive and significant association with ER. In addition, OC and POF acted as mediators between the relationship of a SWE and ER. This study presented implications for human resource (HR) practitioners that they should endure developing mechanisms for imparting a SWE to foster healthy exchange relationships with people, which in turn will result in ER.
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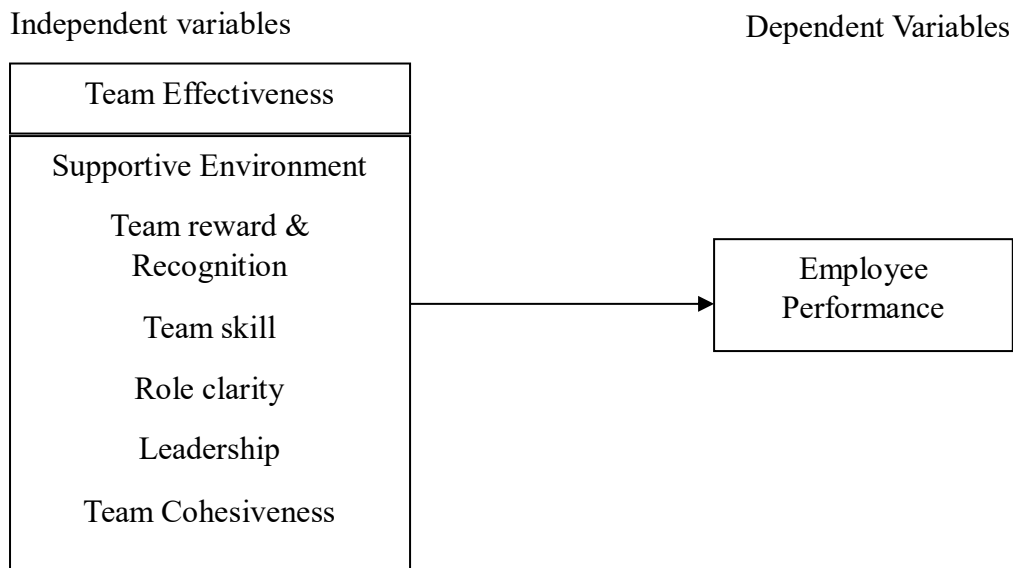
2.3 Research Gap

The first thing to note is that team effectiveness alone, even when well-planned and practiced regularly, cannot produce much without adequate managerial support, professional training, and experience. On the other hand, for a team to be effective, it needs to have goals that are both explicit and well-aligned with the overall objectives of the business. This is where most businesses make mistakes. The majority of the time, team effectiveness programs are started by firms when there are significant workplace difficulties and then abandoned. As a result, these firms do not view team building as a tactic that can improve employee performance and productivity. Concerning the detrimental effects of elements like office politics, competition for advancement, and struggles for supremacy, there is yet another significant study gap. They are likely to appear in a typical workplace and are typically disregarded when assessing a team's

effectiveness. They should be further explored to establish the extent to which they undercut the intended effects of team effectiveness with regard to employee productivity, as they are still harmful to effective team performance. In conclusion, there is still no precise method for evaluating team effectiveness. Some businesses view team building as a way to lessen the frequency of workplace issues, while others see it as a way to increase the workforce's cohesion, collaboration, and effectiveness in meeting objectives. This study attempted to analyze the effectiveness of teams to improve employee performance in the telecommunications industry due to these factors and gaps.

2.4 Conceptual Framework

This study model provides a framework for understanding the factors that affect employee performance and enhance team effectiveness. The independent variable includes Team effectiveness and its dimensions i.e. Supportive environment, Team reward and recognition, Team skill, Leadership, Role clarity and Team cohesiveness. The dependent variable is employee performance. The model looks into the factors that influence an employee's performance by drawing on the social exchange theory, the Theory of X and Y, Tuckman's Team Theory, Team Role Theory, Conservation of Resources Theory, Organizational Support theory and other pertinent theories. The framework of the study was adapted from Gautam (2018).

Figure 1*Theoretical Framework*

Adapted from Gautam (2018)

2.5 Operational Definition of Variables

2.5.1 Supportive Environment

A supportive work environment can be defined as a workplace culture where employees feel valued, respected, and supported in their work tasks and personal needs. This type of environment provides employees with the resources they need to succeed, including social support, leadership support, and resources for personal and professional development (Eisenberger et al., 2017). The bulk of working conditions in emerging nations fall short of expectations. Unfortunately, most businesses do not make significant investments in maintaining a comfortable working environment because they believe that a safe and healthy workplace is unnecessary (Aghaji, Burchett, Oguego, Hameed & Gilbert, 2021).

2.5.2 Team Reward and Recognition

Team reward and recognition can be defined as the process of acknowledging and rewarding the collective achievements of a team. It involves recognizing the efforts of team members, reinforcing positive behavior, and encouraging teamwork (Grawitch, Munz, & Kramer, 2003).

2.5.3 Team Skill

Team skills can be defined as the abilities and competencies that enable individuals to work effectively in a team setting. These skills include effective communication, conflict resolution, decision-making, and leadership (Salas, DiazGranados, Klein, Burke, Stagl, Goodwin, & Halpin, 2008).

2.5.4 Role Clarity

Role clarity can be defined as the extent to which individuals in a team understand their assigned roles and responsibilities, and the expectations that come with those roles (Tims, Bakker, & Derks, 2013).

2.5.5 Leadership

Leadership is a multifaceted and complex phenomenon that encompasses a wide range of behaviors and traits. Research has identified various leadership styles, including transformational, transactional, servant, authentic, and charismatic leadership (Den Hartog, Koopman, & Thierry, 2018). Leadership is also context-dependent and varies across different cultures, organizations, and situations (Hanges, Aiken, Park, & Su, 2016). Leaders need to adapt their leadership style to fit the needs and expectations of their followers and the demands of the environment.

2.5.6 Team Cohesiveness

Team cohesiveness refers to the extent to which members of a team feel connected to one another and to the team as a whole. Research has shown that high levels of team cohesiveness are associated with a range of positive outcomes, including increased team performance, satisfaction, and commitment (Carron, Bray, & Eys, 2002). Team cohesiveness can be fostered through various means, such as creating opportunities for team members to interact and get to know one another, establishing clear team goals and norms, and providing feedback and recognition for team accomplishments (Huang & Chiu, 2021).

CHAPTER III

RESEARCH METHODS

In this chapter, the analysis of data and the results regarding the correlation between team effectiveness and the employee performance are presented. The respondents' demographic profile and descriptive analysis were conducted through IBM SPSS 25. Smart PLS 4 was used to test hypotheses and the overall model. This section provides a general methodology outlining how the researcher conducted the suggested study. It outlines the method used to arrange the official data collection, sort the data, and carry out an analysis to reach a conclusion. The technique employed in this study's investigation of team effectiveness in worker performance in the Nepali Telecommunications industry is described in this chapter.

3.1. Research Design

The study employs a quantitative descriptive research methodology, which is widely employed to extrapolate insightful knowledge about a broad population from sample data. When it's important to handle a problem utilizing empirical facts in order to offer truth through the scientific method, this approach is very beneficial. Using this descriptive design as a whole, it is possible to evaluate teams' effectiveness in the Nepali telecom sector. Additionally, it was anticipated that this design would provide information on the most economical strategies stakeholders may employ to increase team productivity in the telecommunications sector.

3.2 Population and Sample

The target population of the study is made up of all telecom employees in Nepal. Since the population is unknown, the sample size is calculated by the number of individuals required to estimate a proportion with a 95% confidence level, as recommended by Cochran (1963).

$$n_0 = Z^2 pq/e^2$$

Where, n_0 = Sample Size

Z^2 = a portion of the normal curve's abscissa that is cut off at the tails

P = estimated population proportion

e = Error margin

The suggested value of p and q for the unidentified population is 50% for each. At a 95% level of confidence, the z value is 1.96 and the sampling error $e = 5\%$.

$$n_0 = Z^2 pq/e^2 = 1.96^2 * 0.5 * 0.5 / 0.05^2 = 384$$

Thus, sample size was estimated to be 384 Nepalese Telecommunication sector employees.

3.3 Sampling Technique

Convenience sampling technique has been used for the study. Convenience sampling approach is the sampling strategy applied in the study. The respondents choose to engage in the study when the researcher makes an announcement about it. Contrary to other random sampling methods, the Convenience technique's conclusions may not apply to other situations or even the entire population. However, this approach can be helpful for validating theories and testing ideas. (Stratton, 2021).

3.3 Sources of Data and Data Collection

This study's data were gathered from primary data which was provided by survey respondents in a quantitative study. Information from different sources was used in the analysis and discussion of the study's findings. In the study, relevant information was acquired using questionnaires that the researcher delivered. The participants were freely recruited, coded, and guided through the survey procedure while being informed of the study's purpose and goals. Next, information was carefully collected from the respondents, who were requested to complete the questionnaires using Google Form. The study's sample size was set at 384 participants, however due to a poor response rate, only 230 replies were gathered. Therefore, 230 people were chosen as the sample size for the study.

3.4 Instrumentation

For this study, structured questionnaires were employed to collect quantitative data. A range of open-ended Likert scale questions were developed and tailored to quantify the impact of team effectiveness in the Nepalese telecom industry based on the findings of the literature review. The sections into which they were divided were deemed necessary for thorough coverage of all objectives, and these questions were further changed in accordance with the research objectives. Participants were asked to provide descriptive replies to these questions based on the available options.

Table 2*Sources of Instruments*

Instruments	Source
Supportive environment	Gautam (2018)
	Alkhasawneh (2019)
Team reward & recognition	Gautam (2018)
	Kadhim (2021)
Team skill	Gautam (2018)
Role clarity	Gautam (2018)
	Thangavelu and Sudhahar. (2017)
Leadership	Gautam (2018)
	Alkhasawneh (2019)
Team cohesiveness	Gautam (2018)
	Ikon, Onwuchekwa and Okolie (2018)
Team effectiveness	Batema, Wilson and Bingham (2002)
Employee Performance	Andrade et al (2020)

3.5 Validity and Reliability Analysis**3.5.1 Composite Reliability and Validity**

As it has been common practice in research for multiple-item assessments of a concept, Cronbach alpha was calculated to provide a measurement of the items' internal consistency (Tavakol & Dennick, 2011). The internal consistency of the built is judged adequate when the cronbach's alpha and composite reliability are more than 0.7 (Fornell & Larcker, 1981). Convergent validity assesses how closely the elements of the notion

are related to one another. AVE value greater than 0.5 demonstrates excellent convergent validity. (Fornell & Larcker)1981.

Table 3

Composite Reliability and Validity

Construct and Items	Factor loading	Cronbach			
		Alpha	CR (rho_a)	CR (rho_c)	AVE
Employee performance		0.947	0.948	0.955	0.678
EP1	0.742				
EP2	0.811				
EP3	0.83				
EP4	0.816				
EP5	0.836				
EP6	0.855				
EP7	0.873				
EP8	0.824				
EP9	0.832				
EP10	0.811				
Leadership		0.903	0.908	0.932	0.774
L1	0.851				
L2	0.885				
L3	0.907				
L4	0.876				
Role Clarity		0.74	0.746	0.837	0.562
RC1	0.717				
RC2	0.762				
RC3	0.802				
RC4	0.714				
Supportive Environment		0.848	0.853	0.891	0.622
SE1	0.739				
SE2	0.811				
SE3	0.807				
SE4	0.762				

SE5	0.821				
Team					
Cohesiveness		0.813	0.816	0.877	0.641
TC3	0.776				
TC4	0.829				
TC5	0.782				
TC6	0.813				
Team					
Effectiveness		0.839	0.848	0.882	0.556
TE1	0.729				
TE2	0.77				
TE3	0.734				
TE4	0.632				
TE5	0.794				
TE6	0.801				
Team Reward and					
Recognition		0.912	0.912	0.934	0.74
TR1	0.85				
TR2	0.882				
TR3	0.896				
TR4	0.843				
TR5	0.829				
Team Skill		0.783	0.786	0.874	0.698
TS1	0.863				
TS2	0.86				
TS3	0.781				

Based on the table 1, we can see that all of the constructs have high levels of internal consistency reliability, as indicated by the Cronbach's alpha, Factor loading and composite reliability values, which are all above 0.7. Additionally, all of the constructs have acceptable levels of convergent validity, as indicated by the AVE values, which are all above 0.5. In summary, this table provides evidence that the constructs being measured in the study are reliable and valid, which increases our confidence in the results and conclusions drawn from the study.

3.5.2 Discriminant Validity

The effectiveness of study methods and data in achieving the intended goals is referred to as research validity (Saunders, Lewis, & Thornhill, 2012). The researcher initially verified that all survey questions were drawn from a sizable pool of recent academic content pertinent to team effectiveness and employee performance in order to assess the quality of the instruments used to gather the data. To ascertain whether the survey questions would actually produce data on the study's intended outcome, in this example, the effect of team effectiveness on employee performance, Fornell-Larcker test, Cross Loading, and HTMT statistics were utilized.

Table 4

Fornell- Larcker test

Variables	EP	L	RC	SE	TC	TE	TR	TS
EP	0.824							
L	0.324	0.88						
RC	0.458	0.59	0.749					
SE	0.438	0.591	0.645	0.789				
TC	0.535	0.624	0.608	0.575	0.8			
TE	0.596	0.606	0.59	0.573	0.703	0.746		
TR	0.324	0.645	0.578	0.641	0.575	0.583	0.86	
TS	0.511	0.505	0.603	0.63	0.557	0.589	0.61	0.8

The table 4 shows higher-order model's Fornell-Larcker criterion for discriminant validity. The values in the subsequent lower rows (the correlations with other constructs) are lower than the values in the top row for each construct (the squared root of their AVE values). This finding demonstrates that discriminate validity is not a problem for the higher-order constructs.

Table 5*Cross Loading*

	EP	L	RC	SE	TC	TE	TR	TS
EP1	0.746	0.379	0.439	0.375	0.54	0.528	0.355	0.431
EP10	0.806	0.227	0.374	0.332	0.417	0.41	0.212	0.434
EP2	0.815	0.343	0.362	0.447	0.452	0.579	0.315	0.489
EP3	0.832	0.279	0.373	0.404	0.401	0.494	0.242	0.43
EP4	0.817	0.273	0.33	0.372	0.391	0.442	0.289	0.394
EP5	0.837	0.201	0.353	0.32	0.397	0.476	0.263	0.377
EP6	0.854	0.265	0.417	0.387	0.457	0.501	0.256	0.408
EP7	0.87	0.224	0.371	0.356	0.447	0.477	0.241	0.417
EP8	0.822	0.201	0.368	0.278	0.429	0.466	0.248	0.405
EP9	0.829	0.239	0.371	0.303	0.448	0.491	0.223	0.403
L1	0.332	0.849	0.533	0.571	0.578	0.572	0.542	0.486
L2	0.269	0.885	0.545	0.474	0.528	0.507	0.556	0.43
L3	0.286	0.908	0.498	0.514	0.532	0.568	0.607	0.445
L4	0.244	0.877	0.498	0.514	0.554	0.47	0.561	0.409
RC1	0.292	0.423	0.721	0.452	0.402	0.399	0.38	0.41
RC2	0.328	0.407	0.762	0.481	0.448	0.439	0.375	0.44
RC3	0.455	0.387	0.78	0.513	0.467	0.44	0.418	0.495
RC4	0.297	0.539	0.733	0.484	0.496	0.482	0.544	0.457
SE1	0.364	0.401	0.51	0.737	0.4	0.427	0.462	0.487
SE2	0.217	0.447	0.513	0.825	0.46	0.451	0.533	0.491
SE3	0.399	0.549	0.529	0.802	0.464	0.458	0.513	0.503
SE4	0.32	0.391	0.468	0.762	0.406	0.424	0.476	0.472

SE5	0.42	0.53	0.524	0.815	0.527	0.497	0.54	0.528
TC3	0.48	0.48	0.472	0.438	0.761	0.521	0.405	0.53
TC4	0.461	0.431	0.507	0.43	0.821	0.54	0.391	0.432
TC5	0.313	0.577	0.457	0.461	0.8	0.571	0.537	0.374
TC6	0.464	0.504	0.51	0.506	0.818	0.613	0.497	0.455
TE1	0.458	0.372	0.441	0.448	0.525	0.729	0.463	0.517
TE2	0.48	0.422	0.476	0.416	0.561	0.77	0.427	0.48
TE3	0.425	0.445	0.413	0.372	0.528	0.734	0.369	0.442
TE4	0.254	0.552	0.342	0.369	0.383	0.633	0.525	0.257
TE5	0.519	0.499	0.424	0.435	0.593	0.794	0.442	0.435
TE6	0.484	0.46	0.529	0.517	0.529	0.801	0.423	0.466
TR1	0.292	0.519	0.539	0.56	0.524	0.51	0.849	0.588
TR2	0.297	0.529	0.444	0.529	0.434	0.476	0.881	0.514
TR3	0.235	0.56	0.492	0.559	0.495	0.5	0.898	0.508
TR4	0.281	0.614	0.511	0.571	0.526	0.524	0.844	0.481
TR5	0.289	0.546	0.496	0.536	0.488	0.494	0.829	0.53
TS1	0.394	0.504	0.551	0.624	0.533	0.575	0.603	0.888
TS2	0.402	0.437	0.493	0.492	0.474	0.503	0.519	0.873
TS3	0.529	0.289	0.463	0.441	0.365	0.367	0.368	0.733

The Cross Loading table shows the correlations between each item (in rows) and each factor (in columns) in a factor analysis. Each cell in the table represents a correlation between a particular item and a particular factor. The higher the correlation, the more strongly the item is related to that factor. Given that their factor loadings are largest in their respective rows, the results imply that none of the measurements have loaded to any related constructs. In other words, the factor loadings, which are represented by the grayed values, are higher than the cross loadings with the equivalent construct. Discriminant Validity has been established among the constructs using this criterion.

Table 6*HTMT Statistics*

	Original sample (O)	Sample mean (M)	CI 2.50%	CI 97.50%
L <-> EP	0.343	0.342	0.234	0.443
RC <-> EP	0.545	0.542	0.399	0.67
RC <-> L	0.717	0.718	0.609	0.815
SE <-> EP	0.483	0.479	0.332	0.607
SE <-> L	0.67	0.67	0.576	0.757
SE <-> RC	0.813	0.813	0.721	0.895
TC <-> EP	0.608	0.604	0.457	0.732
TC <-> L	0.726	0.727	0.638	0.809
TC <-> RC	0.78	0.78	0.661	0.883
TC <-> SE	0.687	0.686	0.563	0.792
TE <-> EP	0.652	0.648	0.532	0.749
TE <-> L	0.703	0.703	0.614	0.783
TE <-> RC	0.741	0.741	0.635	0.837
TE <-> SE	0.677	0.676	0.561	0.774
TE <-> TC	0.842	0.842	0.741	0.932
TR <-> EP	0.346	0.344	0.212	0.465
TR <-> L	0.708	0.708	0.622	0.787
TR <-> RC	0.696	0.696	0.601	0.78
TR <-> SE	0.727	0.728	0.65	0.8
TR <-> TC	0.662	0.662	0.546	0.766

TR <-> TE	0.676	0.676	0.574	0.765
TS <-> EP	0.612	0.607	0.461	0.727
TS <-> L	0.582	0.582	0.474	0.68
TS <-> RC	0.789	0.789	0.679	0.889
TS <-> SE	0.762	0.761	0.657	0.854
TS <-> TC	0.69	0.688	0.541	0.817
TS <-> TE	0.702	0.7	0.58	0.804
TS <-> TR	0.704	0.704	0.603	0.797

The table 6 displays the results of a hierarchical multilevel model with latent variables (HTMT) analysis. This technique is used to assess the discriminant validity of latent constructs in a structural equation modeling (SEM) framework. In this table, the latent constructs being analyzed are leadership, role clarity, supportive environment, team cohesiveness, team effectiveness, team reward and recognition, and team skill. Each construct is being evaluated for its discriminant validity with the other constructs, meaning that the analysis is assessing whether each construct is measuring a distinct and unique concept, rather than overlapping with other constructs. For each pair of constructs, the table displays the original sample correlation coefficient (O), the sample mean correlation coefficient (M), and the 2.50% and 97.50% confidence intervals for the correlation coefficient. The confidence intervals provide a range within which we can be confident the true correlation lies. The HTMT values should ideally be below 0.9 to indicate discriminant validity, meaning that the estimated correlation between two constructs is not significantly higher than what would be expected by chance. This requirement has been fulfilled as demonstrated in the table, where no HTMT values exceed 0.9.

3.6. Statistical Analysis

Prior to being structured and validated using the relevance and appropriateness of replies in accordance with the desired interpretations, the quantitative data collected from the field survey were first sorted (Saunders, Lewis, & Thornhill, 2012). After passing the verification test, valid data sets were examined statistically and

exploratorily. In order to come to findings that were pertinent to the study's goals, the results of these two methodologies were discussed.

To analyze the data, the researcher used SPSS version 25.0 and Smart PLS. Several methods were used to assess the strength and importance of any positive or negative relationships between the study variables. These studies were specifically designed to assess how team effectiveness affected organizational performance in the Nepali telecoms sector.

3.7 Data Presentation Tools

By compiling and summarizing the analyzed quantitative data, the results were then clearly presented in tables. According to the researcher, using this way of data display makes it easy to evaluate the results. It is significant to note that the explanatory discussion includes both qualitative and quantitative findings. These significant and in line with the objectives of the study conclusions and suggestions are generated from the findings.

3.8 Ethical Consideration

The researcher considered the ethical aspects because it is crucial in social studies that include people. The researcher received the official approval she required to conduct the research project from Tribhuvan University. In a similar vein, permission from the sampled telecoms to conduct the study was secured in accordance with the researcher's intent. In order to help ensure the quality of this study, all procedural steps for data collection, processing, and analysis were carried out as instructed by the research supervisor.

Most importantly, the researcher made sure that the subjects were chosen voluntarily and with informed consent. The name and confidentiality of research participants were also preserved. Each respondent was also given a brief explanation of the survey's purpose and a guarantee that their opinions and the study's findings wouldn't be used in any way that would be detrimental to them or their companies.

CHAPTER IV

ANALYSIS AND RESULTS

In this chapter, the analysis of data and the results regarding the correlation between team effectiveness and the dependent variables are presented. The respondents' demographic profile and descriptive analysis were conducted through IBM SPSS 25. Smart PLS 4 was used to test hypotheses and the overall model.

4.1 Demographic Profile of Respondents

Table 7

Demographic profile of the Respondents

Demographic Variables	Categories	Frequency	Percent
Gender	Female	95	40.4%
	Male	140	59.6%
Marital Status	Married	68	28.9%
	Unmarried	163	69.4%
	Divorced	4	1.7%
Education Level	Intermediate or below	18	7.7%
	Bachelor	161	68.5%
	Masters or Above	56	23.8%
Current Working Organization	Ncell	129	54.9%
	NTC	82	34.9%
	Smart telecom	9	3.8%
	UTL	15	6.4%

Current Job Position			
	Entry Level	66	28.1%
	Mid Level	131	55.7%
	Senior Level	33	14%
	Top or Executive level	5	2.1%
Year of Employment			
	Less than a Year	42	17.9%
	1-2 Years	109	46.4%
	2-4 Years	63	26.8%
	More than 5years	21	8.9%
Job Department			
	Customer Service	26	11.1%
	Finance	39	16.6%
	Human Resource	65	27.7%
	Marketing	82	34.95
	Sales	23	9.8%
Monthly Income			
	Less than 15000	14	6%
	RS. 15000-Rs. 40000	146	62.1%
	RS. 40000-Rs. 60000	58	24.7%
	Above Rs. 60000	17	7.2%
Familiarity with the way of Team Effectiveness			
	Not Familiar	14	6%
	Somewhat Familiar	154	65.5%

	Very familiar	67	28.5%
Work done to improve Team Effectiveness			
	I have delegated task to maximize efficiency	9	3.8%
	I have encouraged collaboration and open communication	104	44.3%
	I have set clear goals and defined roles	41	17.4%
	I have taken steps to better understand each team member's strength and weakness	72	30.6%
	Others	9	3.8%
Most Important strategy for Team Effectiveness			
	Clear goals and roles	72	30.6%
	Collaboration	28	11.9%
	Delegating Task	9	3.8%
	Open Communication	57	24.3%
	Understanding Team members Strength and Weaknesses	6	2.6%
	Other	63	26.8%

Biggest challenge to Team Effectiveness		
Lack of Trust	54	23%
Poor Collaboration	31	13.2%
Poor Communication	83	35.3%
Unclear role and responsibilities	60	25.5%
Others	7	3%

Table 7 presents the demographic variables of the Participant of the study. Of the 235 respondents, the sample is predominantly male, with males comprising almost 60% of the total sample. Looking at the marital status of respondents out of the 235 respondents, 68 were married, representing 28.9% of the total sample. The remaining 163 respondents were unmarried, representing 69.4% of the total sample. Only 4 respondents reported being divorced, which represents 1.7% of the total sample. Overall, the table shows that the majority of the sample is unmarried, with almost 70% of the respondents reporting being unmarried. Next is the educational level of respondents. The table shows that the majority of the sample has a bachelor's degree, with almost 70% of respondents reporting having a bachelor's degree. A significant portion of the sample (23.8%) reported having a master's degree or higher. Next is data on the current organization of respondents. The table shows that Ncell and NTC are the two most common organizations among the respondents, with Ncell having a slight majority at almost 55% of the total sample. The remaining respondents are from smaller organizations like Smart Telecom and UTL. Regarding the data on the current job position of respondents out of the 235 respondents, 66 reported being in an entry-level position, representing 28.1% of the total sample. 131 respondents reported being in a mid-level position, representing 55.7% of the total sample and the remaining 38 respondents were either in senior-level or top-level executive positions, with 33 respondents in senior-level positions and 5 respondents in top-level executive positions. Similarly, the years of employment of respondents shows that out of the 235 respondents, 109 reported having 1-2 years of employment, representing 46.4% of the

total sample. 63 respondents reported having 2-4 years of employment, representing 26.8% of the total sample. The remaining 63 respondents were either in their first year of employment, with 42 respondents having less than a year of employment and 21 respondents having more than 5 years of employment. Regarding the job department of the respondents, the table shows that the largest departments within the organization are Marketing and Human Resources, with a combined total of over 60% of the respondents. The Sales and Customer Service departments are the smallest, representing less than 15% of the respondents combined. The Finance department is also a significant department within the organization, representing over 16% of the respondents. Likewise, the table shows that the majority of the respondents have a monthly income between Rs. 15,000 and Rs. 40,000. The proportion of respondents with a monthly income above Rs. 60,000 is relatively low.

Analyzing the above table, their familiarity with the ways team effectiveness can be seen as the cumulative percentages show the distribution of respondents based on the increasing levels of familiarity with the topic. Similarly, the various works done by the respondents to improve team effectiveness in the past can be seen as respondents value collaboration, communication, and understanding each other's strengths and weaknesses as important factors in improving team effectiveness. Likewise, regarding the respondents' choice for the most important strategy for team effectiveness can be seen as having clear goals and roles and open communication are the most popular strategies among the respondents for achieving team effectiveness. And lastly, the biggest challenges to team effectiveness as reported by the respondents are that effective communication and clear roles and responsibilities are crucial for team effectiveness.

4.2 Descriptive Statistics of Independent Variables and Dependent Variables

Table 8

Supportive Environment

Code	Statements	Mean	S. D
SE1	Our team has a supportive environment.	3.70	0.835
SE2	Our team works with a great deal of flexibility so that we can adapt to changing needs.	3.70	0.913
SE3	Our team is organized in a way that best supports achieving our objectives.	3.76	0.941
SE4	Our team has established trusting and supportive relationships with other teams.	3.74	0.941
SE5	We have a decent working environment where team members can do their jobs in an ideal, secure, healthy, and comfortable way.	3.83	0.942
	Supportive Environment	3.746	0.9144

Table 8 provides information about the supportive environment construct, with five statements represented by codes SE1 to SE5. The highest-rated statement is SE5, indicating that team members feel they have a decent working environment where they can perform their jobs in an ideal, secure, healthy, and comfortable way. The overall mean rating for all the statements, suggests that the team has a moderately supportive environment. The standard deviation for the overall mean is relatively small at 0.9144, suggesting that there is a moderate level of agreement among team members about the supportive environment.

Table 9*Team Reward and Recognition*

Code	Statements	Mean	S. D
TR1	My team has good reward system to motivate team members.	3.52	0.958
TR2	My team motivates team members with proper reward.	3.47	1.043
TR3	My team encourages team members with performance related reward.	3.44	1.101
TR4	I am satisfied with opportunities for getting promotion or better job in my organization.	3.57	1.066
TR5	Our individual achievements and team accomplishments are included in yearly performance evaluations.	3.38	1.108
	Team Reward and Recognition	3.476	1.0552

Table 9 provides information about the team's reward and recognition construct, with five statements represented by codes TR1 to TR5. According to the table, the team's reward and recognition system is moderately positive. The highest-rated statement is TR4, indicating that team members are relatively satisfied with opportunities for promotion or better jobs within the organization. The overall mean rating for all the statements combined suggests that the team's reward and recognition system is moderately effective in motivating team members. However, the standard deviations indicates that there is considerable variability in the ratings for each statement. The highest standard deviation is for statement TR5, which suggests that team members have diverse opinions about whether individual achievements and team accomplishments are included in yearly performance evaluations. The table indicates that while the team's reward and recognition system is moderately effective, there is room for improvement in terms of motivating team members and ensuring that performance-related rewards are provided consistently.

Table 10*Team Skill*

Code	Statements	Mean	S. D
TS1	We get various forms of training to keep our skills up-to-date	3.80	0.868
TS2	In my opinion, our team receives adequate training to enable us to attain our objectives.	3.75	0.951
TS3	Our team believes that job related skill is essential to accomplish the task.	4.14	0.794
	Team Skill	3.8966	0.871

Table 10 provides information about the team's skill level, with three statements represented by codes TS1 to TS3. According to the table, the team's skill level is generally positive and high which indicates that team members strongly believe that job-related skills are essential to accomplish tasks. It also indicates that team members receive various forms of training to keep their skills up-to-date and believe that they receive adequate training to attain their objectives. The standard deviations, indicates that there is some variability in the ratings for each statement. However, the standard deviation for the overall mean is relatively small, suggesting that there is a moderate level of agreement among team members about the team's skill level. The table indicates that the team has a positive perception of their skill level and believes that job-related skills are essential for accomplishing tasks. The team also receives adequate training to keep their skills up-to-date and attain their objectives, suggesting that the team is well-equipped to handle their tasks.

Table 11*Role Clarity*

Code	Statements	Mean	S. D
RC1	My team has clear role of team members.	3.77	0.709
RC2	When team members' roles change, specific plans are implemented to help them assume their new responsibilities.	3.77	0.815
RC3	I am clear about my own role in meeting the team's objectives.	4.02	0.872
RC4	Our organization has clearly defined the roles for the employees in various groups and provides a structured feedback mechanism for the employees.	3.66	0.908
	Role Clarity	3.805	0.826

Table 11 presents data on the team's role clarity, with four statements represented by codes RC1 to RC4. The overall mean rating for all the statements combined, indicates a high level of role clarity within the team. The standard deviation suggests that there is some variability in the ratings for each statement. However, the standard deviation for the overall mean is relatively small, suggesting a moderate level of agreement among team members about role clarity. In summary, the table indicates that the team has a positive perception of their role clarity, and they are clear about their roles in meeting the team's objectives. The organization also provides support for role transitions and feedback mechanisms, indicating that the team is well-supported in their roles.

Table 12*Leadership*

Code	Statements	Mean	S. D
L1	Our team supervisor guides team members to accomplish the task.	3.63	0.939
L2	My supervisor expresses confidence that goals will be achieved.	3.58	1.028
L3	My supervisor suggests new ways of looking at how to complete the task.	3.50	1.099
L4	My supervisor offers direction on the specifics of work and collaborates with team members to integrate unique skills.	3.53	1.099
	Leadership	3.56	1.0412

Table 12 provides data on the team's perception of leadership, with four statements represented by codes L1 to L4. The overall mean rating for all the statements combined indicating a moderate to positive perception of leadership within the team. The standard deviations range, suggests that there is some variability in the ratings for each statement. However, the standard deviation for the overall mean is relatively small, suggesting a moderate level of agreement among team members about leadership. In summary, the table indicates that the team has a moderate to positive perception of their supervisor's leadership. The supervisor guides team members to accomplish tasks, expresses confidence in goal achievement, suggests new ways of looking at how to complete tasks, and offers direction on the specifics of work and collaborates with team members to integrate unique skills.

Table 13*Team Cohesiveness*

Code	Statements	Mean	S. D
TC1	Team members display high levels of cooperation and mutual support	3.65	0.836
TC2	Team members frequently go beyond what is required and do not hesitate to take initiative.	3.60	0.902
TC3	Team members help one another deal with problems or resolve issues.	3.80	0.855
TC4	There is a common sense of purpose among our team.	3.76	0.890
TC5	Our collaborations with other teams are productive, worthwhile, and yield good results.	3.45	1.082
TC6	Our team believes that cohesion among members results in efficient organizational service delivery, market value creation, and profitability.	3.68	0.900
	Team Cohesiveness	3.6566	0.9108

Table 13 shows the results of the survey regarding team cohesiveness. The table consists of six statements, each with a code, mean, and standard deviation. The statements assess team members' cooperation, initiative, support, common purpose, collaboration with other teams, and belief in cohesion among members. The highest variability of response was seen in taking initiative and lowest in showing cooperation. The mean score and standard deviation indicates moderate to high levels of agreement among team members in these areas.

Table 14*Team Effectiveness*

Code	Statements	Mean	S. D
TE1	A sense of purpose is shared among team members in my organization.	3.79	0.799
TE2	There are clear performance objectives which have been established by the team, work activity or throughout levels which are monitored on an ongoing basis.	3.66	0.843
TE3	Team members are adequately trained and competent to do their work, and there is flexibility in the use of skills.	3.69	0.834
TE4	All resources, including people, buildings and equipment, are used effectively and to their optimal potential.	3.21	1.246
TE5	The team is constantly looking for ways of improving products and systems of work in my organization.	3.80	0.824
TE6	There is a high level of customer awareness and standards are identified and monitored in my organization.	3.77	0.845
	Team Effectiveness	3.6533	0.8985

Table 14 shows that the construct of Team Effectiveness is measured using six statements (TE1 to TE6). The mean score and standard deviation for each statement suggests that, on average, team effectiveness is rated positively by the survey respondents, although there is some variability in their responses.

Table 15*Employee Performance*

Code	Statements	Mean	S. D
EP1	I perform hard tasks properly	4.27	0.730
EP2	I try to update my technical knowledge to do my job.	4.40	0.770
EP3	I do my job according to what the organization expects from me.	4.33	0.817
EP4	I plan the execution of my job by defining actions, deadlines and priorities.	4.31	0.757
EP5	I plan actions according to my tasks and organizational routines.	4.32	0.798
EP6	I take initiatives to improve my results at work.	4.36	0.817
EP7	I seek new solutions for problems that may come up in my job.	4.35	0.816
EP8	I work hard to do the tasks designated to me.	4.38	0.777
EP9	I execute my tasks foreseeing their results.	4.44	0.716
EP10	I seize opportunities that can improve my results at work.	4.40	0.791
	Employee Performance	4.356	0.7789

Table 15 consists of 10 items that assess various aspects of employee performance. The mean score for this section indicates that employees, on average, perform their job duties at a high level. The standard deviation suggests that there is some variability in employee performance, with some employees performing at a higher level than others. Overall, the results suggest that employees are committed to doing their jobs well and taking initiative to improve their performance.

4.3 Normality Test

Table 16

Kolmogorov-Smirnova Test

	Statistic	Df	Sig.
Supportive Environment	.260	2	0.01
Team Reward and Recognition	.260	2	0.01
Team Skill	.260	2	0.01
Role Clarity	.260	2	0.01
Leadership	.260	2	0.01
Team Cohesiveness	.260	2	0.01
Team Effectiveness	.260	2	0.01
Employee Performance	.260	2	0.01

a Lilliefors Significance Correction

Table 16 shows the test statistics, degrees of freedom (df), and the significance levels (Sig.) for each variable. The Kolmogorov-Smirnov test is used to assess whether a sample follows a normal distribution, and the Lilliefors significance correction is a modification of the Kolmogorov-Smirnov test that adjusts for smaller sample sizes. The table indicates that for all the variables tested, the calculated test statistic is 0.260, and the degree of freedom is 2. The significance level (Sig.) is 0.01, which suggests that the data is different from a normal distribution.

4.4 Collinearity Test

Table 17

VIF

	Team Effectiveness	Employee Performance
Employee Performance		
Leadership	2.188	
Role Clarity	2.219	
Supportive environment	2.353	
Team Cohesiveness	2.069	
Team Effectiveness		1
Team Reward and Recognition	2.309	
Team Skill	2.065	

The table 17 shows the variance inflation factors (VIF) for a set of independent variables in a regression model. The VIF measures the degree of multicollinearity between each independent variable and the other variables in the model. When two or more independent variables in a regression model have a high correlation with one another, multicollinearity arises. The value of 2.188 in the (TE, L) cell indicates that the VIF value for variable L with respect to the other variables in the model is 2.188. Similarly, the value of 1 in the (TE, EP) cell indicates that the VIF value for the constant term (intercept) in the model is 1, which is expected as it has no correlation with other variables. Overall, a VIF value of 1 indicates no multicollinearity, while values greater than 1 indicate increasing levels of multicollinearity. In general, VIF values above 5 or 10 are considered problematic and may require further investigation or remediation in the regression model. It seems that the variables TE, L, RC, TR, and TS all have VIF values greater than 1, indicating some degree of multicollinearity. The highest VIF value is for the variable SE, indicating that this variable may be particularly problematic in terms of multicollinearity.

4.5 Correlation Matrix

Table 18

Co-relation Analysis

	EP	L	RC	SE	TC	TE	TR	TS
EP	1							
L	0.324	1						
RC	0.458	0.59	1					
SE	0.438	0.591	0.645	1				
TC	0.535	0.624	0.608	0.575	1			
TE	0.596	0.606	0.59	0.573	0.703	1		
TR	0.324	0.645	0.578	0.641	0.575	0.583	1	
TS	0.511	0.505	0.603	0.63	0.557	0.589	0.61	1

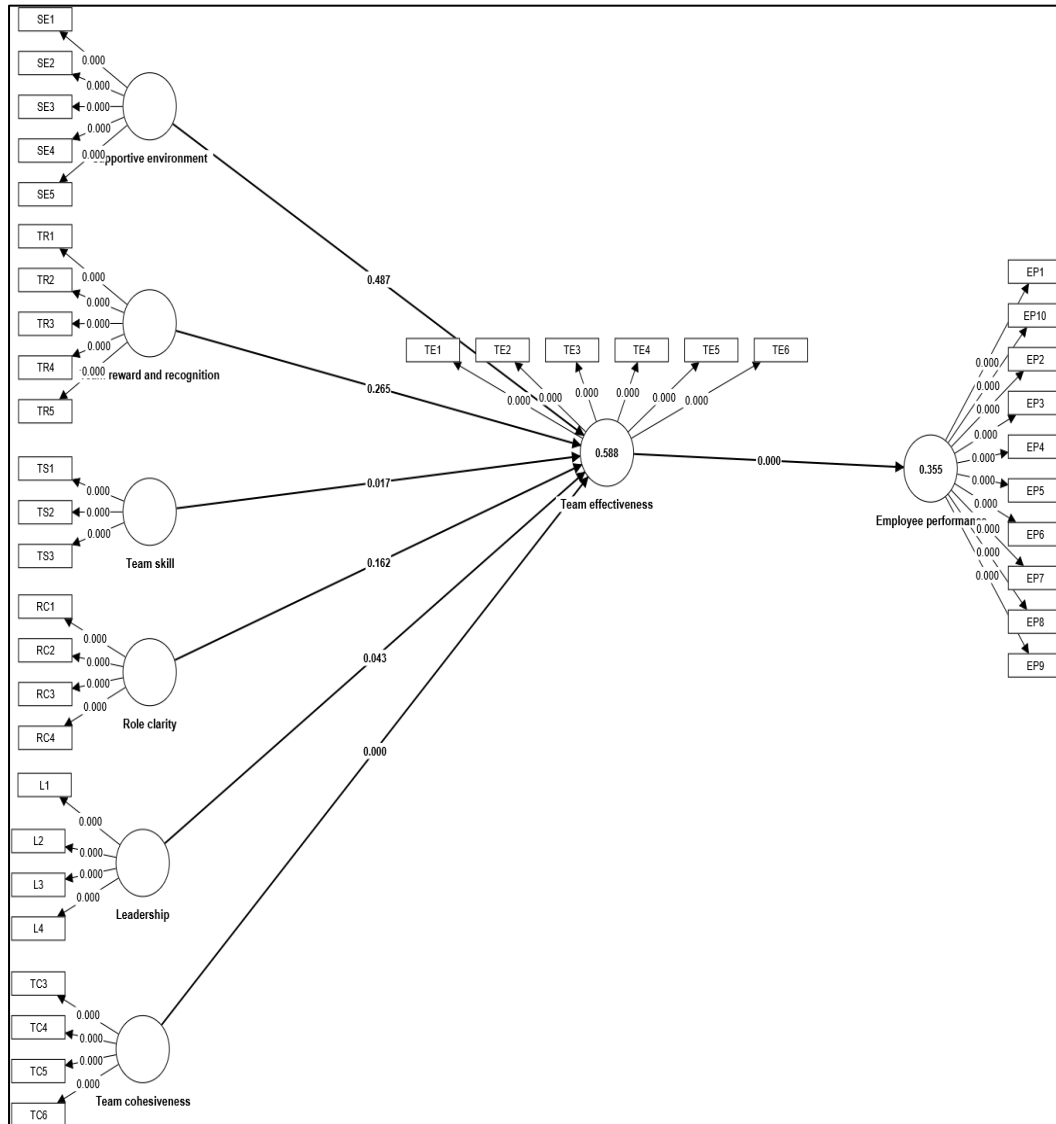
4.5.1 Correlation between Team Effectiveness and Employee Performance

Table 18 is a correlation matrix, which shows the pair wise correlation coefficients between the variables listed on the rows and columns of the table. L and RC have a 0.59 correlation value, which shows a reasonably significant positive link between these two variables. The direction of the association is indicated by the sign of the correlation coefficient, with positive correlations indicating a tendency for the variables to rise or fall together and negative correlations indicating a tendency for the variables to move in opposition directions. Based on the values in the table, we can see that EP is positively correlated with L, RC, SE, TC, TE, and TS, with correlation coefficients ranging from 0.324 to 0.596. This suggests that EP tends to increase or decrease along with these variables. Among the other variables, we can see that L, RC, SE, and TC are moderately to strongly positively correlate with each other, with correlation coefficients ranging from 0.591 to 0.645. TE is also positively correlated with these variables, but to a somewhat lesser extent (correlation coefficients ranging from 0.573 to 0.606). TR and TS have weaker positive correlations with the other variables, ranging from 0.324 to 0.61.

4.6 Structural Equation Model Analysis

Figure 2

Graphical Output of SEM



The graphical representation provided demonstrates the factor loading of each item, the path coefficient and R² values of mediating and dependent variables. It is evident that the team effectiveness moderate prediction ability is comparatively strong, with an R² value of 0.588 indicating that approximately 41.2% of the variance in the endogenous variable can be attributed to the independent variables. Conversely, the model's predictive power for employee performance is relatively weak, with an R² value of 0.355 signifying that only 64.5% of the variance in this variable is accounted for.

Table 19*Path Coefficient*

	Beta	Sample mean	SD	T stat	P value	Bias	CI 2.50%	CI 97.50 %
L -> TE	0.143	0.147	0.071	2.024	0.043	.004	-0.002	0.28
RC ->TE	0.089	0.091	0.063	1.4	0.162	.003	-0.041	0.21
SE -> TE	0.05	0.051	0.072	0.695	0.487	.001	-0.09	0.192
TC ->TE	0.394	0.397	0.074	5.341	0	.004	0.241	0.53
TE -> EP	0.596	0.597	0.052	11.362	0	.001	0.483	0.689
TR ->TE	0.082	0.079	0.074	1.114	0.265	-.003	-0.064	0.228
TS -> TE	0.163	0.157	0.068	2.392	0.017	-.005	0.033	0.299

The table 19 shows the results of a path analysis, which is a statistical method used to examine the relationships among variables in a theoretical model. The model includes seven variables: L, RC, SE, TC, TE, EP, TR, and TS. From the table, we can see that the path coefficient between Leadership (L) and Team Effectiveness (TE) has the highest T statistic (2.024) and the lowest P value (0.043). This indicates that the difference between the sample mean and the original sample is statistically significant at the 5% level and that the L has a strong influence on TE. The path coefficient between the RC and TE has a lower T statistic (1.4) and a higher P value (0.162). This indicates that the difference between the sample mean and the original sample is not statistically significant at the 5% level and that the RC has a weaker influence on TE.

We can also see that the path coefficient between the Supportive Environment (SE) and Team Effectiveness (TE) has the lowest T statistic (0.695) and the highest P value (0.487). This indicates that the difference between the sample mean and the original sample is not statistically significant at the 5% level and that the SE has the weakest influence on TE. The path from TC to TE has a path coefficient of 0.394, which is statistically significant ($p < 0.001$). The T statistic is 5.341, indicating that the path coefficient is large relative to its sampling variability. The bias of the estimate is 0.004, which means that the estimated value is slightly larger than the true value. The lower

and upper bounds of the confidence interval are 0.241 and 0.53, respectively. This indicates that we can be 95% confident that the true path coefficient falls between these two values.

Table 20

R Square

	Original sample	Sample mean	SD	T Value	P value	Bias	CI 2.50%	CI 97.50%
EP	0.355	0.359	0.062	5.724	0	0.004	0.234	0.475
TE	0.588	0.603	0.048	12.306	0	0.015	0.472	0.664

Table 20 provides information about the correlation between two samples, EP and TE. EP has a sample mean of 0.359 and a standard deviation of 0.062. TE has a sample mean of 0.603 and a standard deviation of 0.048. The T statistics for EP is 5.724, which indicates that it is significantly different from the original sample mean. The T statistics for TE is 12.306, which indicates that it is also significantly different from the original sample mean. The P values for both EP and TE are 0, indicating that the difference between the original sample mean and the sample mean is statistically significant.

Table 21*F Square*

	Original sample	Sample mean	SD	T value	P value	Bias	CI 2.50%	CI 97.50 %
L -> TE	0.023	0.03	0.026	0.884	0.377	0.124	-0.132	0.041
RC ->TE	0.009	0.014	0.015	0.582	0.56	0.082	-0.164	0.051
SE -> TE	0.003	0.008	0.011	0.242	0.809	0.048	-0.18	0.096
TC ->TE	0.182	0.197	0.082	2.216	0.027	0.215	0.082	0.082
TE -> EP	0.551	0.575	0.157	3.507	0	0.045	0.377	0.611
TR ->TE	0.007	0.013	0.015	0.466	0.642	0.072	-0.206	0.082
TS -> TE	0.031	0.036	0.028	1.119	0.263	0.126	-0.137	0.039

This table 21 represents the results of a statistical analysis that compares the relationship between different variables. The variables being compared in this analysis are labeled as L, RC, SE, TC, TE, TR, and TS. The relationships being analyzed are between TE (dependent variable) and the other variables (independent variables). The results show that the relationship between TE and TC is statistically significant ($p = 0.027$), while the relationships between TE and the other variables are not statistically significant ($p > 0.05$).

Table 22*SRMR Statistics*

	Original sample	Sample mean	95%	99%
Saturated model	0.068	0.045	0.051	0.054
Estimated model	0.076	0.05	0.058	0.063

The table 22 displays the values of standardized root mean square residual for a saturated model and an estimated model. The SRMR is a measure of the discrepancy between the observed correlations and the predicted correlations in a structural equation model. The SRMR values for the saturated model and the estimated model are provided in the first and second rows of the table. The SRMR for the estimated model is slightly higher than that of the saturated model, indicating that the estimated model has a slightly poorer fit to the data than the saturated model. However, the difference between the two SRMR values is small, indicating that the estimated model is still a reasonable fit to the data.

4.8 Hypothesis Testing Summary**Table 23***Hypothesis Testing Summary*

Hypothesis	Path Coefficient	P Values	Hypothesis Support
H1: SE -> TE	0.05	0.487	No
H2: TR ->TE	0.082	0.265	No
H3: TS -> TE	0.163	0.017	Yes
H4: RC ->TE	0.089	0.162	No
H5: L -> TE	0.143	0.043	Yes
H6: TC ->TE	0.394	0	Yes
H7: TE -> EP	0.596	0	Yes

The table 23 summarizes the results of the hypothesis testing analysis that explores the relationships between the variables used in this study. The variables under consideration are labeled as SE, TR, TS, RC, L, TC, TE, and EP. The researchers have used path analysis, a statistical method that examines the relationship between variables by estimating the strength and direction of the associations between them.

Looking at the first hypothesis, H1, the researcher aimed to test whether supportive environment (SE) has a positive effect on team effectiveness (TE). The table shows that the path coefficient is 0.05, which is a relatively small positive value, and the p-value is 0.487, which is greater than 0.05. Thus, the relationship between SE and TE is not statistically significant, and the hypothesis is not supported.

The second hypothesis, H2, examines whether team reward and recognition (TR) are positively related to team effectiveness (TE). The path coefficient for this relationship is 0.082, which is positive, but the p-value is 0.265, which is greater than 0.05. Therefore, the researchers conclude that the relationship between TR and TE is not statistically significant, and the hypothesis is not supported.

Moving on to the third hypothesis, H3, the researcher tests whether team skill (TS) is positively related to team effectiveness (TE). The path coefficient for this relationship is 0.163, which is positive, and the p-value is 0.017, which is less than 0.05. As a result, the relationship between TS and TE is statistically significant, and the hypothesis is supported.

The fourth hypothesis, H4, aims to test whether role clarity (RC) has a positive effect on team effectiveness (TE). The path coefficient for this relationship is 0.089, which is positive, but the p-value is 0.162, which is greater than 0.05. Therefore, the researchers conclude that the relationship between RC and TE is not statistically significant, and the hypothesis is not supported.

Moving on to the fifth hypothesis, H5, the researcher tests whether leadership (L) is positively related to team effectiveness (TE). The path coefficient for this relationship is 0.143, which is positive, and the p-value is 0.043, which is less than 0.05. Hence, the relationship between L and TE is statistically significant, and the hypothesis is supported.

The sixth hypothesis, H6, investigates whether team cohesion (TC) and team efficiency (TE) are positively correlated. The p-value for this association is 0, and the path coefficient is 0.394, a significant positive number. This indicates that the hypothesis is supported and that there is a statistically significant association between TC and TE.

Finally, the seventh hypothesis, H7, aims to test whether team effectiveness (TE) is positively related to employment performance (EP). The p-value for this association is 0, and the path coefficient is 0.596, a significant positive number. This indicates that the hypothesis is supported and that there is a statistically significant association between TC and TE.

4.9 Major Findings

The major findings of this study can be summarized as follows:

- The responses were collected from 235 respondents. Out of them, 140 were male, which represents 59.6% of the total sample. The remaining 95 respondents were female, representing 40.4% of the total sample.
- 68 were married, representing 28.9% of the total sample. The remaining 163 respondents were unmarried, representing 69.4% of the total sample. Only 4 respondents—or 1.7% of the entire sample—reported having been divorced. Nearly 70% of the respondents that made up the sample said they were not married, making up the majority of the sample.
- The majority of the sample has a bachelor's degree, with almost 70% of respondents reporting having a bachelor's degree. A significant portion of the sample (23.8%) reported having a master's degree or higher.
- Ncell and NTC are the two most common organizations among the respondents, with Ncell having a slight majority at almost 55% of the total sample. The remaining respondents are from smaller organizations like Smart Telecom and UTL.
- The majority of the sample is in mid-level positions, with over 55% of respondents reporting being in a mid-level position. The remaining respondents are fairly evenly distributed between entry-level, senior-level, and top-level executive positions.
- 109 respondents reported having 1-2 years of employment, representing 46.4% of the total sample. 63 respondents reported having 2-4 years of employment,

representing 26.8% of the total sample. The remaining 63 respondents were either in their first year of employment, with 42 respondents having less than a year of employment and 21 respondents having more than 5 years of employment.

- The largest departments within the organizations are Marketing and Human Resources, with a combined total of over 60% of the respondents. The Sales and Customer Service departments are the smallest, representing less than 15% of the respondents combined. The Finance department is also a significant department within the organization, representing over 16% of the respondents.
- The majority of respondents earn between Rs. 15,000 and Rs. 40,000 each month. The percentage of responders who have a monthly salary of more than Rs. 60,000 is not very high.
- Out of total respondents, 14 (6.0%) indicated that they are not familiar with the ways team effectiveness can be improved. 154 (65.5%) respondents indicated that they are somewhat familiar, while 67 (28.5%) respondents indicated that they are very familiar with the ways team effectiveness can be improved.
- The most common practice reported by 44.3% of the respondents to improve team effectiveness is encouraging collaboration and open communication among team members. About 30.6% of the respondents reported that they had taken steps to better understand each team member's strengths and weaknesses. Setting clear goals and defined roles is reported by 17.4% of the respondents. Only 3.8% of the respondents reported delegating tasks to maximize efficiency or practicing other works to improve team effectiveness.
- 30.6% of the respondents believe that clear goals and roles are the most important strategy for team effectiveness, followed by open communication at 24.3%, and other strategies such as collaboration, delegating tasks, and understanding team members' strengths and weaknesses were chosen by 11.9%, 3.8%, and 2.6% of the respondents, respectively.
- The most common challenge reported was poor communication, with 35.3% of respondents selecting it as their biggest challenge. This was followed by unclear roles and responsibilities at 25.5%. Lack of trust was reported by 23% of respondents, while poor collaboration was reported by 13.2%.
- The overall mean rating for all the statements in SE construct is 3.746,

suggesting that the team has a moderately supportive environment. The standard deviation for the overall mean is relatively small at 0.9144, suggesting that there is a moderate level of agreement among team members about the supportive environment.

- The overall mean rating for all the statements in TR construct is 3.476, suggesting that the team's reward and recognition system is moderately effective in motivating team members. However, the standard deviation for overall mean is 1.0552, indicating that there is considerable variability in the ratings for each statement.
- The overall mean rating for all the statements in TS construct is 3.8966, suggesting that the team's skill level is relatively high. The standard deviation for the overall mean is relatively small at 0.871, suggesting that there is a moderate level of agreement among team members about the team's skill level.
- The overall mean rating for all the statements combined in RC construct is 3.805, indicating a high level of role clarity within the team. However, the standard deviation for the overall mean is relatively small at 0.826, suggesting a moderate level of agreement among team members about role clarity.
- The overall mean rating for all the statements in L construct is 3.56, indicating a moderate to positive perception of leadership within the team. However, the standard deviation for the overall mean is relatively small at 1.0412, suggesting a moderate level of agreement among team members about leadership.
- The mean score for the overall team cohesiveness is 3.6566, with a standard deviation of 0.9108. The mean scores for the individual statements range from 3.45 to 3.80, indicating moderate to high levels of agreement among team members in these areas.
- The mean score for each statement in TE construct is as follows: TE1 = 3.79, TE2 = 3.66, TE3 = 3.69, TE4 = 3.21, TE5 = 3.80, and TE6 = 3.77. The overall mean score for Team Effectiveness is 3.6533, and the S.D is 0.8985. This suggests that, on average, team effectiveness is rated positively by the survey respondents, although there is some variability in their responses.
- The mean score for the EP construct is 4.356, indicating that employees, on average, perform their job duties at a high level. The standard deviation is 0.7789, suggesting that there is some variability in employee performance, with

some employees performing at a higher level than others.

- The normality test shows that calculated test statistic is 0.260, and the degrees of freedom is 2. The significance level (Sig.) is 0.01, which suggests that the data is different from a normal distribution.
- According to correlation matrix, EP is positively correlated with L, RC, SE, TC, TE, and TS, with correlation coefficients ranging from 0.324 to 0.596. This suggests that EP tends to increase or decrease along with these variables. Among the other variables, we can see that L, RC, SE, and TC are moderately to strongly positively correlated with each other, with correlation coefficients ranging from 0.591 to 0.645. TE is also positively correlated with these variables, but to a somewhat lesser extent (correlation coefficients ranging from 0.573 to 0.606). TR and TS have weaker positive correlations with the other variables, ranging from 0.324 to 0.61.
- • An R2 value of 0.588 indicates that roughly 41.2% of the variance in the endogenous variable can be attributed to the independent variables, indicating that the team's moderate prediction ability is relatively strong. The model's ability to predict employee performance, on the other hand, is not very strong; an R2 value of 0.355 indicates that only 64.5% of the variance in this variable is accounted for.
- The path coefficient between the Supportive Environment (SE) and Team Effectiveness (TE) has the lowest T statistic (0.695) and the highest P value (0.487). This indicates that the difference between the sample mean and the original sample is not statistically significant at the 5% level and that the SE has the weakest influence on TE.

CHAPTER V

DISCUSSION, CONCLUSION AND IMPLICATION

5.1 Discussions

This study tried to address the impact of team effectiveness in employee performance in Nepalese telecommunication industry. Seven hypotheses were created to test the impacts of supportive environment, reward and recognition, team skill, role clarity, leadership, team cohesiveness in team effectiveness and employee performance.

The research findings show that the relationship between SE and TE is not statistically significant in Nepalese Telecommunication industry. This finding is inconsistent with the conclusion of most of the past studies which observed that the supportive environment was found to be a major determiner of team effectiveness and enhanced employee performance. Zhenjing et al. (2022) found that a good working environment could raise staff productivity. A favorable work atmosphere also considerably increased employees' commitment levels and capacity for goal-setting. Employee commitment and ability to pursue goals increased employee performance. While in the mediation instance, it was also noted that the work atmosphere sparked employee devotion and achievement-striving ability, further enhancing employee performance. Rasool et al. (2021) concluded that a toxic work environment has a detrimental effect on employee engagement. Also, the results of this study support the notion that employee engagement and a toxic workplace are considerably mediated by organizational support and employee well-being.

Similarly, the data revealed that relationship between TR and TE is not statistically significant in Nepalese Telecommunication industry. This finding is consistent with the results of the past study by DeMatteo, Eby, and Sundstrom (1998) which concluded that the relationship between team rewards and team effectiveness is complex and may not always be significant. The authors highlighted the importance of considering factors such as team composition, task characteristics, and contextual factors when studying the impact of team rewards on team effectiveness.

The researcher found that test team skill (TS) is positively related to team effectiveness (TE), which is consistent with the findings of some studies (Farid & Taher, 2021; Anggiani, 2017; Kandel, 2020). Farid and Taher (2021) found that skill development

has a favorable effect on worker performance and motivation. The findings of this study showed a favorable effect on staff retention and performance through proper skill development. Anggiani (2017) found that both hard skills and soft skills have a big impact on how well employees perform. Soft skill was discovered to be major variable to impact employee performance. This study's managerial implications include the necessity for frontline personnel to manage and enhance their emotional intelligence through additional training programs, as well as the requirement to keep their technical skills up to date, particularly in light of new information technology and facilities. Kandel (2020) demonstrated that training has a distinct impact on employees' performance. Managers of human resources, decision-makers in human resource policy, as well as governmental and academic organizations, can all benefit from the findings of this study.

With respect to role clarity (RC), the study found that the relationship between RC and TE is not statistically significant and this is inconsistent to past studies (Hassan, 2013; Mishra & Kumar, 2019). Hassan (2013) concluded that workplaces that had a high level of role clarification experienced significantly greater levels of job satisfaction and reduced turnover rates. Also, the overall role clarity experienced in these workplaces acted as a mediator between the impacts of job clarification on work satisfaction and turnover behavior. Mishra and Kumar (2019) found that individuals who were clear about their job responsibilities contributed to the organizational efficiency and team effectiveness.

However, the study's findings regarding the impact of leadership on team effectiveness is consistent with many studies (Priyashantha, 2016; Amegayibor, 2021; Achunguh, 2020). Priyashantha (2016) identified the effects of authoritarian, democratic, and laissez-faire leadership styles on employee retention and job performance and found that democratic leadership plays an important role in enhancing the employee performance. Amegayibor (2021) indicated that mistake reduction is influenced by authoritarian, charismatic, and visionary leadership styles. Once more, the outcome demonstrates the impact of visionary and paternalistic leadership on the caliber of work produced by employees. Achunguh (2020) determined that transnational leadership is beneficial across all time horizons and short-term transactional leadership is useful.

This study found a positive relationship between team cohesiveness and team

effectiveness and is consistent with findings of many studies (Iskandar, 2019; Hidayah, Widodo, and Abdullah, 2020. Iskandar (2019) concluded that there is a direct relationship between group cohesion and production, according to the research, job happiness has a direct impact on productivity and workplace satisfaction is directly impacted by group cohesion. However our result is inconsistent with the result of Poort (2018), who found that team cohesion did not influence team effectiveness or the application of problem-solving techniques.

Lastly, this study found a statistically significant relationship between team effectiveness and employee performance. This result is consistent with some other studies (Gautam, 2018; Alarafat and Doblaz, 2021). Gautam (2018) found a favorable correlation between employee performance in Nepali service sector organizations and all six team effectiveness characteristics, including supportive environment, team reward, team skill, role clarity, leadership, and team cohesion. The two factors that have the greatest impact on employee performance are team skill and role clarity, whereas supportive environments and team cohesion have the least. Alarafat and Doblaz (2021) found that Bahrain's communications companies have high levels of employee performance and collaboration. Also, the findings show that collaboration factors, such as effective communication, trustworthiness, interpersonal skills, and team cohesion, have a substantial impact on employee performance in Bahraini telecommunications organizations. However, Khawama, DiDonab, and Hernández (2017) produced inconsistent result, claiming that companies are more likely to have productive work teams if they are welcoming and supportive of cultural diversity in the workplace.

5.2 Conclusion

The Nepalese telecommunications sector is well renowned for having a varied spectrum of personnel, especially in sales and marketing roles, which necessitate great orientation and assistance to internalize business goals and manage the demanding work environments. The study conducted on the industry's employees revealed that team effectiveness plays a vital role in enhancing employee performance. The results demonstrated that team skill, leadership, and team cohesiveness positively impact the need for and choice to employ team effectiveness, leading to better employee performance. The research highlighted that developing high-performing teams in real-world settings requires effective team. In the Nepalese telecommunications sector, it

was discovered that having an effective team helped employees fulfill their projects within the limitations of time, money, and related logistics by bridging the gap between theoretical knowledge and actual application of skills. According to the study, employee performance is positively impacted by team effectiveness, which raises total productivity. The study discovered that team skill, leadership, and cohesion all contribute to team performance in this sector, particularly in organizations that employ a diverse workforce and operate with team-based organizational structures. Team effectiveness is considered a crucial strategy for supporting a diverse workforce in understanding and communicating organizational goals in tangible terms. The telecommunications industry in Nepal has adopted this strategy to meet sales targets, maximize customer satisfaction, and keep up with technological advancements that are constantly changing the local market. The need to maintain a lucrative revenue stream in the face of global economic downturns has made Nepal's telecommunications market competitive and vibrant. This has led to a work environment where human resources are heavily pressured to deliver genuine results.

The study also found that team effectiveness contributes to team development, as it helps uphold cohesion and motivation for a common objective. The benefits of team effectiveness go beyond creating a cohesive workforce. It instills skills like excellent time management and organization, which are helpful in planning, prioritizing, and carrying out tasks objectively and effectively. The study comes to the conclusion that enhanced employee performance in the telecommunications sector is influenced by team effectiveness. In conclusion, the study's findings show that team effectiveness is crucial for building successful firms, especially in fields that employ workers with a diversity of educational and professional backgrounds. In order to preserve a competitive edge, increase customer satisfaction, and keep up with technical improvements, the telecommunications sector in Nepal has embraced this strategy. Team effectiveness contributes to improved employee performance, and combining it with other employee-preferred strategies like monetary pay, incentives, and recognition for superior performance can maximize staff productivity.

5.3 Implications

The outcomes of the study may have important consequences for how organizations are managed. Specifically, the study highlights the crucial role of team effectiveness in shaping employee performance and cognitive states among team members.

5.3.1 Managerial Implication

The research highlights the importance of team effectiveness in enhancing employee performance. Managers in the Nepalese telecommunication sector should invest in team effectiveness activities such as providing skills training, team cohesion, better leadership, communication, and collaboration. Effective communication is crucial in enhancing team effectiveness and employee performance. Managers should ensure that there are clear lines of communication within teams and between different departments. They should also encourage employees to communicate openly and freely to share their ideas, concerns, and feedback. The research suggests that effective leadership is critical in promoting team effectiveness and employee performance. Managers in the Nepalese telecommunication sector should invest in leadership development programs for their managers and supervisors to improve their leadership skills and abilities.

The study emphasizes the value of staff development and training in raising team effectiveness and worker productivity. Managers should offer their staff training chances to improve their talents, knowledge, and skills so they can carry out their duties more successfully. The research suggests that recognition and rewards are important motivators for employees, and they can enhance employee performance. Managers should recognize and reward employees who perform well to promote a culture of excellence and high performance.

Overall, the research underscores the importance of teamwork, effective communication, leadership, training and development, and recognition and rewards in promoting team effectiveness and employee performance in the Nepalese telecommunication sector.

5.3.2 Implication for future research

The future research implication for the researcher is that future studies should focus on exploring the effectiveness of different employee-preferred strategies, such as monetary pay, incentives, and recognition for superior performance, in combination with team effectiveness to maximize staff productivity in the Nepalese telecommunications industry. Organizational research has extensively examined the connection between team effectiveness and worker performance. One future research implication is to investigate how different factors can influence this relationship. For example, recent

research suggests that leadership style can moderate the relationship between team effectiveness and employee performance (Chen et al., 2021).

Furthermore, examining the impact of team diversity, including demographic, cognitive, and cultural diversity, on team effectiveness and employee performance can be another important direction for future research. Understanding how diversity influences team processes and outcomes can provide insights into how to effectively manage diverse teams and leverage diversity for improved performance. Future research should investigate how organizations in this industry can effectively encourage and support team development to maintain cohesion and motivation for a common objective, and how this can contribute to improved employee performance. Additionally, future research could also explore how the industry can effectively incorporate supportive policies to enhance the impact of team building on employee performance.

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APPENDIX

Survey Questionnaire

Dear Respondents,

This study entitled "Team Effectiveness and Employee Performance in Nepalese Telecommunication sector" is a Graduate Research Project conducted as a partial fulfillment of the requirement for the Masters in Business Administration (MBA) at School of Management, Tribhuvan University. The major objective of the study is to assess the impact Team effectiveness in employee Performance of Nepalese telecommunication Sector.

The researcher sincerely requests you to spare a few minutes of your valuable time and share your opinions regarding various aspects of the subject. Your opinions will really be helpful for the researcher to draw conclusions for the study. Your information will be kept confidential, and only be used for academic purposes.

Thank You!

Sincerely

Silima Gurung

MBA Research Scholar,

School of Management, Tribhuvan University

A. Demographic Questions

1. Gender
 - Male
 - Female
2. Marital Status
 - Married
 - Unmarried
 - Divorced
 - Widowed
3. Educational Level
 - Intermediate or below

- Bachelor Level
 - Masters Level or above
4. Organization you are working for
- NTC
 - NCELL
 - Smart Telecom
 - CG Telecom
 - UTL
 - Hello Mobile
5. Current Job Position
- Entry Level
 - Mid Level
 - Senior Level
 - Top Level or Executive
6. How many years have you been employed?
- Less than a year
 - 2-4 years
 -
 - More than 5 years
7. Current Job Department
- Finance
 - Marketing
 - Human Resource
 - Sales
 - Customer Service
8. Monthly Income (NRS)
- Less than 15,000
 - 15,000-40,000
 - 40,000-60,000
 - More than 60,000
9. How familiar are you with the ways team effectiveness can be improved?
- Very familiar
 - Somewhat familiar
 - Not familiar

10. How have you worked to improve the effectiveness of your team in the past?
- I have taken steps to better understand each team member's strengths and weaknesses
 - I have encouraged collaboration and open communication
 - I have set clear goals and defined roles
 - I have delegated tasks to maximize efficiency
 - Other
11. Which of these strategies do you think are most important for teams to be effective?
- Clear goals and roles
 - Open communication
 - Understanding team member strengths and weaknesses
 - Collaboration
 - Delegating tasks
 - Other
12. What do you think are the biggest challenges to team effectiveness?
- Poor communication
 - Lack of trust
 - Unclear roles and responsibilities
 - Poor collaboration
 - Other

B. Likert-Scale questionnaires

Dear respondents, please complete the questionnaire by selecting only one answer for the each statement where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Questions regarding Supportive Environment

SN	Statements	1	2	3	4	5
SE1	Our team has a supportive environment.					
SE2	Our team works with a great deal of flexibility so that we can adapt to changing needs.					

SE3	Our team is organized in a way that best supports achieving our objectives.					
SE4	Our team has established trusting and supportive relationships with other teams.					
SE5	We have a decent working environment where team members can do their jobs in an ideal, secure, healthy, and comfortable way					

Questions Regarding Team Reward and Recognition

SN	Statements	1	2	3	4	5
TRR1	My team has good reward system to motivate team members.					
TRR2	My team motivates team members with proper reward.					
TRR3	My team encourages team members with performance related reward.					
TRR4	I am satisfied with opportunities for getting promotion or better job in my organization.					
TRR5	Our individual achievements and team accomplishments are included in yearly performance evaluations					

Questions Regarding Team Skill

SN	Statements	1	2	3	4	5
TS1	We get various forms of training to keep our skills up-to-date.					

TS2	In my opinion, our team receives adequate training to enable us to attain our objectives.					
TS3	Our team believes that job related skill is essential to accomplish the task.					

Questions Regarding Role Clarity

SN	Statements	1	2	3	4	5
RC1	My team has clear role of team members.					
RC2	When team members' roles change, specific plans are implemented to help them assume their new responsibilities.					
RC3	I am clear about my own role in meeting the team's objectives.					
RC4	Our organization has clearly defined the roles for the employees in various groups and provides a structured feedback mechanism for the employees					

Questions Regarding Leadership

SN	Statements	1	2	3	4	5
L1	Our team supervisor guides team members to accomplish the task.					
L2	My supervisor expresses confidence that goals will be achieved.					
L3	My supervisor suggests new ways of looking at how to complete the task.					

L4	My supervisor offers direction on the specifics of work and collaborate with team members to integrate unique skills					
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Questions Regarding Team Cohesiveness

SN	Statements	1	2	3	4	5
TC1	Team members display high levels of cooperation and mutual support.					
TC2	Team members frequently go beyond what is required and do not hesitate to take initiative.					
TC3	Team members help one another deal with problems or resolve issues.					
TC4	There is a common sense of purpose among our team.					
TC5	Our collaborations with other teams are productive, worthwhile, and yield good results.					
TC6	Our team believes that cohesion among members results in efficient organizational service delivery, market value creation, and profitability					

Questions Regarding Team Effectiveness

SN	Statements	1	2	3	4	5
TE1	A sense of purpose is shared among team members in my organization.					
TE2	There are clear performance objectives which have been established by the team, work activity or					

	throughout levels which are monitored on an ongoing basis.					
TE3	Team members are adequately trained and competent to do their work, and there is flexibility in the use of skills.					
TE4	All resources, including people, buildings and equipment, are used effectively and to their optimal potential.					
TE5	The team is constantly looking for ways of improving products and systems of work in my organization.					
TE6	There is a high level of customer awareness and standards are identified and monitored in my organization.					

Questions Regarding Employee Performance

SN	Statements	1	2	3	4	5
EP1	I perform hard tasks properly.					
EP2	I try to update my technical knowledge to do my job.					
EP3	I do my job according to what the organization expects from me.					
EP4	I plan the execution of my job by defining actions, deadlines and priorities.					
EP5	I plan actions according to my tasks and organizational routines.					
EP6	I take initiatives to improve my results at work.					

EP7	I seek new solutions for problems that may come up in my job.					
EP8	I work hard to do the tasks designated to me.					
EP9	I execute my tasks foreseeing their results.					
EP10	I seize opportunities that can improve my results at work.					

THANK YOU!