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EFFECT OF INTERNAL TEAMWORK PRACTICES ON PERFORMANCE OF PROJECTS IN RWANDA: A CASE OF CORNERSTONE DEVELOPMENT PROJECT

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Abstract: **Evolution of teamwork and its concept started during the industrial revolution, where most organizations shifted from the hierarchical approach and used scientific management to design organizations and jobs. As per the report of formative evaluation of Cornerstone Development Project of December, 2017; the project is equipped by enough resources necessary to implement its activities, however, despite these potential resources available, Cornerstone Development Project did not managed to implement its activities as expected. The findings from that formative evaluation recommended the project owners to improve their internal teamwork practices since the evaluation findings revealed that there are poor internal teamwork practices. Therefore this research aims at to analyze the effect of internal teamwork practices on performance of projects in Rwanda by focusing on Cornerstone Development Project. The study was guided by three specific objectives including determining the effect of internal accountability on performance of Cornerstone Development Project to assess the effect of internal cohesiveness on performance of Cornerstone Development Project and to establish the relationship between internal communications on performance of Cornerstone Development Project. The researcher used descriptive research design where quantitative methods of data collection and analysis were used. The target population of this study was fifty eight (58) employees of Cornerstone Development Project. In this study the researcher calculated the sample size use Yamane formula and come up with a sample size of 51 respondents. To achieve the objective of this study the researcher collected primary data using questionnaires. Means, standard deviation and frequency distribution were used to analyze data. Data presentation was done by the use of frequency tables for easy understanding and interpretations. The study concluded that internal team accountability have an effect on performance of Cornerstone Development Project. The research findings revealed that there is presence of self-assessment practices that enable the team to work accordingly. Furthermore research findings revealed that there is ownership of team members that enable the project team to implement the project accordingly. The research findings revealed that team members support each other and this enables them to implement the project's activities accordingly, there is significant and positive relationship between internal team cohesiveness and performance of Cornerstone project. The study concluded that in Cornerstone Development Project there are effective discussions among the project team members. Furthermore the researcher concluded that there is effective listening among the project team members. The project managers should foster internal team accountability so as to ensure that every project team member is responsible for his/her assigned responsibilities; they should also make sure that there is ownership of team members so as to enable the project to implement the project accordingly. The project managers and owners should foster internal team cohesiveness since it has been seen to be a big factor contributing to project performance. The project team members should respect each other so as to create a favorable working environment that enables the project team to implement the project activities accordingly. The project implementing team should always batter on the internal communication since it is the essence for performance of any project.**

Keywords: **Internal Teamwork Practices, Project Performance.**

1. INTRODUCTION

Evolution of teamwork and its concept started during the industrial revolution, where most organizations shifted from the hierarchical approach and used scientific management to design organizations and jobs. According to Taylor (1911), scientific management methods call for optimizing the way tasks were performed by simplifying the jobs, so workers could be trained to perform their jobs in the best ways. This resulted in more simplified jobs and provided benefits to skilled workers. However, during the 1920s and 1930s, the scientific management model questioned, since it created issues with people's relationship to work, although the model functioned well. Workers become alienated and difficult to motivate, in addition to no task flexibility, changes were difficult to implement. Later on, the Hawthorn studies (Mayo 1933) discovered internal teamwork factors had some implications on effective implementation of organizational activities. This substantial impact on productivity resulted in work groups able to effectively enforce norms-positive or negative to the organization. After World War II, more research was conducted with regards to teamwork.

According to Levi (2007), the research indicated that organizing people into teams was one way to improve the operations of organizations and productivity. It was not until the 1960s and 1970s that the term "team" was refined. Companies in the manufacturing industries were changing their operating methods, as Japanese companies successfully developed high quality products with minimal cost. These changes adopted the team concept and later become the foundation for organizations in the late 1980s.The use of teamwork, a group of employees with interdependent interactions and mutually- shared responsibilities Sundrom has improved dramatically during the past decades. A study conducted by Ostermann (1994) indicated that over 50% of the 700 organizational units studied were using teams and over 40% had more than half of their employees working in teams. Lawler et al. (2005) proved the trend continues to gain momentum, where 60% of the 313 organizations studied stated increments in the use of teams over the next decade. Only 3 % plan to discontinue the use of teams. Additionally, according to Cohan and Bailey (1997), 85% of companies with 100 or more employees use some types of teamwork. Mohrmar et al. (2005) indicated that application of a team is an essential element in a company, where organizations restructuring were determined based on teamwork. Teamwork is no longer applied only to manufacturing, but also to management, service, problem-solving, projects and other works. Recent developments in teamwork and teams in organizations have heightened the need to determine better ways to utilize teams, especially in project management. Highly effective teams have proven to establish good working relationships and potentially achieve greater outcomes, since conflicts within teams are minimized (Demkin, 2008).

2. STATEMENT OF THE PROBLEM

As revealed by various studies; it's obvious that any organization benefits when its employees are working together synergistically. Good teamwork helps to build morale in the workplace, which makes workers more productive and ultimately improves performance. For organizations that have excellent teamwork, problem-solving is easier since people with different skills and knowledge will work together to produce a creative solution environment which will lead to effective accomplishment of their assignments. Without good teamwork in the workplace, it's difficult to progress as a project. In fact, 86% of employees and executives state that workplace failures are a direct result of a lack of collaboration, lack of cohesiveness, ineffective communication and lack of respect among teammates. The goal for a team is to show its desirability of cooperative relationships through project performance. To ensure that project teams successfully complete their projects, it is necessary for project; to promote measure and evaluate their teams' effectiveness. (Mohrman1995). Organizations from both private and public sector are increasingly embracing the practice of project team effectiveness in anticipation that this will translate to improved project performance, and most of project managers around the world appreciate that project performance is integrally linked to project team effectiveness.

As per the report of formative evaluation of Cornerstone Development Project of December, 2017; the project is equipped by enough resources necessary to implement its activities, however, despite these potential resources available, Cornerstone Development Project did not managed to implement its activities as expected. The findings from that formative evaluation recommended the project owners to improve their internal teamwork practices since the evaluation findings revealed that there are poor internal teamwork practices. Therefore this research aimed at to analyze the effect of internal teamwork practices on performance of projects in Rwanda by focusing on Cornerstone Development Project.

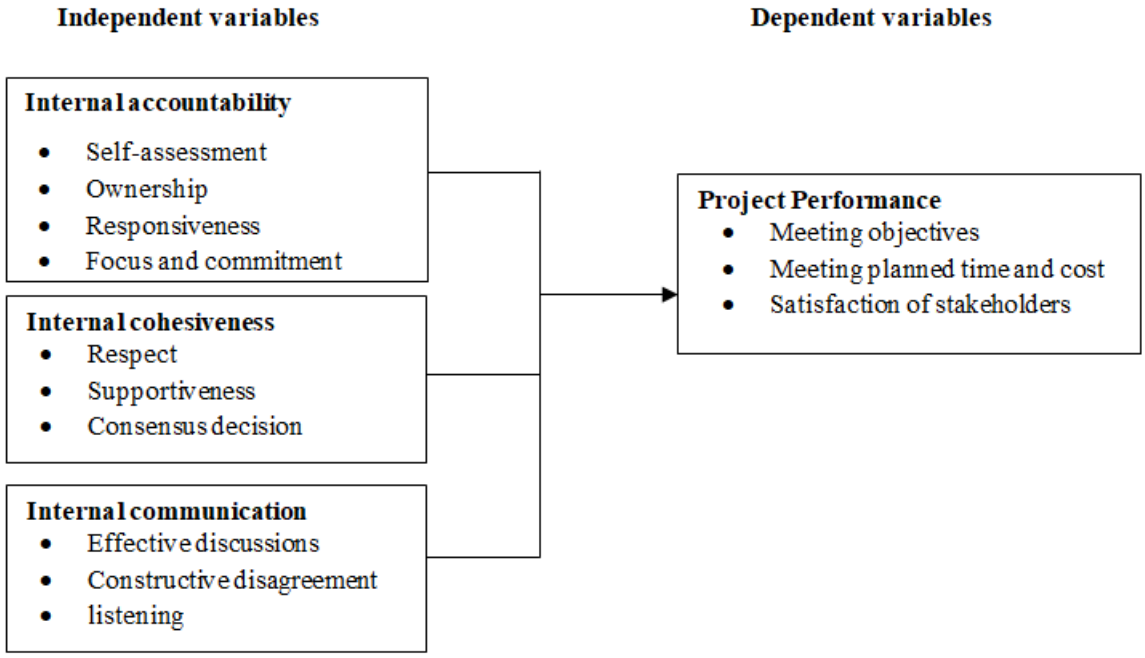
3. OBJECTIVES OF THE STUDY

The general objective of this study was to analyze the effect of internal teamwork practices on project performance in Rwanda

3.1 Specific objectives

1. To determine the effect of internal team accountability on performance of Cornerstone Development Project.
2. To assess the effect of internal team cohesiveness on performance of Cornerstone Development Project.
3. To establish the effect of internal team communication on performance of Cornerstone Development Project.

4. CONCEPTUAL FRAMEWORK



Source: Researcher compilation (2018)

5. RESEARCH METHODOLOGY

- **Research Design**: The researcher used descriptive research design where quantitative methods of data collection and analysis were used; this involved the collection of data from the respondents and analyzing their responses with the relation to the topic and area of the study.

- **Target Population:** The target population of this study was fifty eight (58) employees of Cornerstone Development Project.

- **Sample Size**: There are several approaches to determine the simple size. In this study the researcher calculated the sample size use Yamane formula and come up with a sample size of 51 respondents. The formula used to calculate the sample size states that: $n = \frac{N}{1+N(e)^2}$ .Where: n= sample size, N= target population, e= level of precision which is equal to 0.05 and confidence level is 95%. Using this formula; $n = \frac{58}{1+58(0.05)2} = 50.6 = 51$ Respondents. Therefore; the sample size of the study equaled to 51 employees of Cornerstone Development Project in Rwanda.

- **Data Collection Instruments and Procedure:** To achieve the objective of this study the researcher collected primary data. These ones were collected through questionnaire. A questionnaire is a document containing all respondent's answers or reactions. A questionnaire has been developed and distributed to the employees of Cornerstone Development Project in Rwanda. A questionnaire was suitable because with it, it is easier to collect information from the respondents; it is less expensive since it saves time as well as human and financial resources and it offers greater anonymity and in some situations where sensitive questions are asked, it helps to increase the likelihood of obtaining accurate information. To collect primary first-hand data; the questionnaires were self-administered through a drop and pick later method where the researcher delivered the questionnaires in person at the respondent's places of work.

- **Data processing and analysis**: The primary data collected were checked for completeness and comprehensibility. Data were then summarized, coded and tabulated. Means, standard deviation and frequency distribution were used to analyze data. Data presentation was done by the use of frequency tables for easy understanding and interpretations. Linear regression was used to establish the relationship between the independent and dependent variables. The linear regression equation that has been used for this study is: $Y= \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$. Where: Y represents the dependent variable which is project performance**,** $\beta 0$ represents Constant,X_1 represents internal accountability index,X_2 represents internal cohesiveness index, X_3 internal communication index**,** β_1; β_2; β_3; β_4 represent regression coefficient and e represents the error term.

6. SUMMARY OF RESEARCH FINDINGS

6.1 Demographic Data

Table1: Distribution of respondents by gender

Sex	Frequency	Percentage	Cumulative Percentage
Female	36	70.6	70.6
Male	15	29.4	100.0
Total	51	100.0	

Source: Field Data (2018)

The Table1 shows that 70.6% were male while 29.4% were female. The majority of respondents involved in this study were male.

Table 2: Distribution of respondents by age category

Years	Frequency	Percentage	Cumulative Percentage
30 years and Below	7	13.7	13.7
31-40 Years	35	68.6	82.4
41-50 Years	9	17.6	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings from Table2 revealed that the ages of the respondents were grouped in three categories. Majority of them aged 68.6% had 31 to 40 years, 17.6% of the respondents are between 41 to 50 years while only 13.7% of the respondents aged in the range of 30 years and below.

Table 3: Distribution of respondents by education qualification

Education	Frequency	Percentage	Cumulative Percentage
Bachelor's degree	41	80.4	80.4
Masters	10	19.6	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Table3 indicated that 80.4 % obtained bachelor's degree and 19.6% had master's degree. It is clear the project has no PhD degree holder and no Diploma holder.

Table 4: Distribution of respondents by years of service the project

Experience	Frequency	Percentage	Cumulative Percentage
One to five years	45	88.2	88.2
Five to ten years	6	11.8	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Table4 showed that most of the respondents (88.2%) have worked for Cornerstone project for a period of one to five years, and 11.8%of all respondents have worked for the project for the period of five to ten years.

6.2 Determination of the effect of internal team accountability on performance of Cornerstone Development Project

To determine the effect of internal team accountability on performance of Cornerstone Development Project, respondents were asked to highlight how effect internal accountability in regards to the following variables:

Table 5: Self-assessment practices in Development Project Cornerstone

Response	Frequency	Percentage	Cumulative Percentage
Strongly agree	8	15.7	15.7
Agree	35	68.6	84.3
Disagree	8	15.7	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the findings in Table5, 68.6% of all respondents agreed that in Cornerstone Development Project they have self-assessment practices that enable them to work accordingly, 15.7% of all respondents strongly agreed that in Cornerstone Development Project they have self-assessment practices that enable them to work accordingly while only 15.7% of all respondents disagreed that in Cornerstone Development Project they have self-assessment practices that enable them to work accordingly.

Table 6: Ownership of team members in Cornerstone Development Project

Response	Frequency	Percentage	Cumulative Percentage
Strongly agree	13	25.5	25.5
Agree	38	74.5	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Table6 demonstrated that 74.5% of all respondents agreed in Cornerstone Development Project, there is ownership of team members that enable them to implement the project accordingly and 25.5 % of all respondents strongly agreed that in Cornerstone Development Project there is ownership of team members that enable them to implement the project accordingly. The study findings revealed that all of the respondents confirmed that in Cornerstone Development Project there is ownership of team members that enable them to implement the project accordingly.

Table 7: Being responsible for project team member in Development Project Cornerstone

Response	Frequency	Percentage	Cumulative Percentage
Strongly agree	4	7.8	7.8
Agree	34	66.7	74.5
Disagree	13	25.5	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Table7 revealed that 66.7% of all respondents agreed that in Cornerstone Development Project every project team member is responsive to his/her assigned responsibilities, 25.5% of respondents disagreed that in Cornerstone Development Project every project team member is responsive to his/her assigned responsibilities while only 7.8% of all respondents strongly agreed that in Cornerstone Development Project every project team member is responsive to his/her assigned responsibilities.

Table 8: Effective implementation of the project activities in Development Project Cornerstone

Response	Frequency	Percentage	Cumulative Percentage
Agree	26	51.0	51.0
Strongly disagree	10	19.6	70.6
Disagree	15	29.4	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the findings in Table8, 51% of all respondents agreed that in Cornerstone Development Project every project team member is focused and committed to effective implementation of the project's activities, 29.4 % of all respondents disagreed that that in Cornerstone Development Project every project team member is focused and committed to effective implementation of the project's activities while only 19.6 % of all respondents strongly disagreed that in Cornerstone Development Project every project team member is focused and committed to effective implementation of the project's activities.

Table 9: Descriptive Statistics on determination of the effect of internal team accountability on performance of Cornerstone Development Project

Indicators	N	Mean	Std. Deviation
Self-assessment	51	2.16	.880
Ownership of team members	51	1.75	.440
Assigned responsibilities	51	2.43	.964
Effective implementation	51	2.78	.879
Valid N (listwise)	51		

Source: Field Data (2018)

From Table9, the mean values for the effect of internal team accountability on performance of cornerstone development project are respectively 1.75; 2.43 and 2.16 which are rounded off to 2 the code for agree and the mean values for effective implementation which is rounded off to 3 the code for strongly disagree. The standard deviation of three statements is greater than 0.5 meaning that respondents' answers on these statements were far different from the mean, in other words, their answers to the statement were heterogamous expect ownership of team members which presented the standard deviation which is less than 0.5meaning that respondents' answers on this statement were not far different from the mean in other words their answers to the statement were homogeneous.

6.3 Assessment of the effect of internal team cohesiveness on performance of Cornerstone Development Project

Table1: Internal respect among the team members in Cornerstone Development Project

Response	Frequency	Percentage	Cumulative Percentage
Strongly agree	31	60.8	60.8
Agree	20	39.2	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the information from Table10, 60.8% of all respondents strongly agreed that in cornerstone development project team members respect each other and this enable them to implement the project accordingly and 39.2% of all respondents strongly agreed that in cornerstone development project team members respect each other and this enable them to implement the project accordingly.

Table 11: Supporting of team members in Cornerstone Development Project

Response	Frequency	Percentage	Cumulative Percentage
Agree	20	39.2	39.2
Strongly disagree	16	31.4	70.6
Disagree	15	29.4	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Tabl11 indicate that39.2% of all respondents agreed that in Cornerstone Development Project team members support each other and this enable you to implement the project's activities accordingly, 31.4% of all respondents strongly disagreed that in Cornerstone Development Project team members support each other and this enable you to implement the project's activities accordingly and 29.4% of all respondents disagreed that in Cornerstone Development Project team members support each other and this enable you to implement the project's activities accordingly.

Table 12: Sitting together before making crucial project decisions and make a consensus decision

Response	Frequency	Percentage	Cumulative Percentage
Agree	15	29.4	29.4
Strongly disagree	18	35.3	64.7
Disagree	18	35.3	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the information from Table12, 35.3% of all respondents agreed that in Cornerstone Development Project before making crucial project decisions they sit together and make a consensus decision, 35.3% of all respondents strongly disagreed that in Cornerstone Development Project before making crucial project decisions they sit together and make a consensus decision while 29.4% of all respondents agreed that in Cornerstone Development Project before making crucial project decisions they sit together and make a consensus decision.

Table13: Descriptive Statistics on assessing the effect of internal team cohesiveness on performance of Cornerstone Development Project

Indicators	N	Mean	Std. Deviation
Team members respect each other	51	1.39	.493
Team members support each other	51	2.51	1.286
Sitting together and make a consensus decision	51	3.06	.810
Valid N (list wise)	51		

Source: Field Data (2018)

The findings from Table13 showed that the mean values for the second and third statements are 2.51 and 3.06respectively which are rounded off to 3 the code for strongly disagree. This means that in general respondent were strongly disagree on assessing the effect of internal team cohesiveness on performance of Cornerstone Development Project and the first meanis1.39 respectively which is rounded off to 1 the code for Strongly Agree, the standard deviation of all statements is above 0.5 meaning that respondents' answers on these statements were far different from the mean, in other words, their answers to the statement were heterogamous. This means that respondents' views on the above statements were varied.

6.4: Establishment of the effect of internal team communication on performance of Cornerstone Development Project

Table 14: Effective discussions among the project team members

Response	Frequency	Percentage	Cumulative Percentage
Agree	21	41.2	41.2
Strongly disagree	12	23.5	64.7
Disagree	18	35.3	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the information from table14, 41.2% of all respondents agreed that in Cornerstone Development Project there is an effective discussion among the project team members, 35.3% of all respondents disagreed that in Cornerstone Development Project there is effective discussions among the project team members while only 23.5% of all respondents strongly disagreed that in Cornerstone Development Project there is an effective discussion among the project team members.

Table 15: Constructive disagreement among the project team members

Response	Frequency	Percentage	Cumulative Percentage
Agree	5	9.8	9.8
Strongly disagree	18	35.3	45.1
Disagree	28	54.9	100.0
Total	51	100.0	

Source: Field Data (2018)

According to the information from table15, 54.9% of all respondents disagreed that in Cornerstone Development Project there is constructive disagreement, 35.3 % of all respondents strongly disagreed that in Cornerstone Development Project there is constructive disagreement while only 9.8% of all respondents agreed that in Cornerstone Development Project there is constructive disagreement among the project team members

Table16: Effective listening among the project team members

Response	Frequency	Percentage	Cumulative Percentage
Strongly agree	12	23.5	23.5
Agree	32	62.7	86.3
Disagree	7	13.7	100.0
Total	51	100.0	

Source: Field Data (2018)

The findings in Table 16 indicated that 62, 7% of all respondents agreed that in Cornerstone Development Project there is effective listening among the project team members, 23.5% of all respondents strongly agreed that in Cornerstone Development Project there is effective listening among the project team members while only 13, 7% of all respondents disagreed that in Cornerstone Development Project there is effective listening among the project team members.

Table 17: Descriptive Statistics on establishing the effect of internal team communication on performance of Cornerstone Development Project

Indicators	N	Mean	Std. Deviation
Project effective discussions	51	2.94	.881
Project constructive disagreement	51	3.45	.673
Project effective listening	51	2.04	.894
Valid N (listwise)	51		

Source: Field Data (2018)

From Table17, the mean values for the first and the second statements are rounded off to 3 the code for strongly disagreed expect the third statement which is round of to 2 the code for agree. The standard deviation of all statements is above 0.5 meaning that respondents' answers on these statements were far different from the mean, in other words, their answers to the statement were heterogamous. This means that respondents' views on the above statements were varied.

Table 18: Descriptive Statistics on Performance of cornerstone project

Indicators	N	Mean	Std. Deviation
Meeting the Project objectives	51	2.43	1.082
Meeting Planned time and cost	51	2.59	1.099
Satisfying stakeholders	51	2.98	1.010
Valid N (list wise)	51		

Source: Field Data (2018)

From Table18, the mean values for all statements are rounded off to 3 the code for strongly disagree. This means that all respondents have strongly disagree that the performance of cornerstone project. The standard deviation of all statements is above 0.5 meaning that respondents' answers on these statements were far different from the mean, in other words, their answers to the statement were heterogamous. This means that respondents' views on the above statements were varied.

6.5: Estimated parameters for Internal Accountability, Internal Cohesiveness and Internal Communication with the Performance of cornerstone project

Table19: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704[a]	.496	.464	.792

Source: Field Data (2018)

a. Predictors: (Constant), **Internal accountability, Internal cohesiveness and Internal communication.**

From the table 19An$R^2 = 0.496$, indicates that 49.6% of internal accountability, internal cohesiveness and internal communication can be explained by the performance of cornerstone project leaving only 50.4% of the variation in the dependent variable being explained by the error-term or other variables other than project success.

Table 20: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.016	3	9.672	15.413	.000[b]
Residual	29.493	47	.628		
Total	58.510	50			

Source: Field Data (2018)

a. Predictors: (Constant), Internal accountability, Internal cohesiveness and Internal communication
b. Dependent Variable: Performance of cornerstone project

The table20 shows that predictors: Internal accountability, internal cohesiveness and internal communicationan effect on dependent variable, Performance of cornerstone project. This is statistically significant with a p-value (.000).

Table 21: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.970	.539		1.801	.078
Internal accountability	.558	.170	.454	3.279	.002
Internal cohesiveness	.700	.299	.319	2.343	.023
Internal communication	-.243	.138	-.198	-1.764	.084

Source: Field Data (2018)

a. Dependent Variable: Performance of cornerstone project

The results indicate that internal accountability, internal cohesiveness and internal communication have statistically significant effect on Performance of cornerstone project with a positive coefficient of determination of 0. 704 (table 19) indicates that there is a strong positive correlation between internal accountability, internal cohesiveness and internal communication with Performance of cornerstone project. The coefficients of independent variables (IA, IC and IC) β_1, β_2 *and* $\beta_3$are respectively 0.558; 0.700 and -0.243 with a statistically significant ($p = 0.00$). Therefore, the model equation derived is: $y = 0.970 + 0.558x_1 + 0.700x_2 - 0.243x_2 + e$. The positive coefficient further demonstrates that a 1% increase in the internal accountability attributed to 0.558% improvement in Performance of cornerstone project the t-statistic value (3.279) indicates the effect is statistically significant at 95% confidence level. An increase of 1% on internal cohesiveness will increase Performance of cornerstone project given by 0.7 % at the t-statistic value (2.343) indicates the effect is statistically significant at 95% confidence level while a negative coefficient demonstrates that a 1% decrease in internal communicationa decrease of -0.243 on Performance of cornerstone project with t-statistic value (-1.764) indicates the confidence level of 95% the effect is statistically significant. This demonstrates that Performance of cornerstone project exhibited in terms of internal accountability, internal cohesiveness and internal communication.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

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

i. The study concluded that internal team accountability have an effect on performance of Cornerstone Development Project. The research findings revealed that there is presence of self-assessment practices that enable the team to work accordingly. Furthermore research findings revealed that there is ownership of team members that enable the project team to implement the project accordingly.

ii. The research findings revealed that team members support each other and this enable them to implement the project's activities accordingly, there is significant and positive relationship between internal team cohesiveness and performance of Cornerstone project

iii. The study concluded that in Cornerstone Development Project there are effective discussions among the project team members. Furthermore the researcher concluded that there is effective listening among the project team members.

7.2 Recommendations

After analysis and interpretation of data, the researcher came up with the following recommendations:

i. The project managers should foster internal team accountability so as to ensure that every project team member is responsible for his/her assigned responsibilities; they should also make sure that there is ownership of team members so as to enable the project to implement the project accordingly.

ii. The project managers and owners should foster internal team cohesiveness since it has been seen to be a big factor contributing to project performance. The project team members should respect each other so as to create a favorable working environment that enables the project team to implement the project activities accordingly.

iii. The project implementing team should always batter on the internal communication since it is the essence for performance of any project.

7.3 Areas for future research

i. Based on the findings of this study, the researcher suggests that future studies to be carried out on the same topic in order to approve or disapprove the findings of this study and

ii. The effect of teamwork on performance of governmental projects in Rwanda.

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