What are the Bottlenecks to Secure Strongly Bonded Teamwork Sprit in Ethiopia's Federal Level Public Institutions? (An Ordered Probit Model)

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Abstract

Team enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones, et.al 2007). This study conducted to explore the factors that affect the culture of team works in federal level ministry offices in Ethiopia and to suggest the mechanisms to overcome those challenges and utilize the good opportunities. In the study the mixed methods of research design have been employed. The study used both primary and secondary data. The primary data has been collected by using questionnaire, focus group discussion and in-depth interview from the members of change army. Secondary data have been collected from different published and unpublished documents. The sample sizes in the study were 322 respondents. The data has been analyzed through ordered probit model with the help of STATA software. The finding of the study showed that almost all identified individual, structural, institutional and managerial challenges, had statistically significant impact for breaking the culture of team work except for Lack of active participation in all three models, Absence of group thinking in second and third model and inappropriate group size, Lack of visionary change army leader, unfair duty and responsibility sharing, Political Interference and lack of decision making skills in third model. Since, more than ninety percent of identified variables had statistically significant impact in terms of breaking down the culture of teamwork in Ethiopia, government and all decision makers in the country should have to work to minimize these identified challenges.

Introduction
Background

A team is a group of people working towards a common goal. Team Building involves the process of enabling the group of people to reach their goals. It consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals. Fajana, 2002 asserts that teamwork is an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually. Katzenbach and Smith, 1993 notes that a team can simply be defined as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable. The suggestion here is that teams must be of a manageable size and that all team members must be committed to reach team goals. Katzenbach and Smith, 1993 list the following requirements for building effective teams: (i) it should be small enough in the number of members. (ii) Adequate levels of complementary skills. (iii) Truly meaningful purpose (iii) specific goal or goals. (iv) established clear approach to the team's work. (v) a sense of mutual accountability. (vi) defined appropriate leadership structure. Effective team functioning requires finding time, selecting team members, empowering team members, providing training in relevant skills and knowledge, developing shared goals, and facilitating team functioning - particularly in the early stages of the team's work (Fapohunda, 2013).

The implementation of teams is, fundamentally, an organizational change and development process. Teams are, therefore, susceptible to all the challenges that can occur during any organizational change process. In particular, employee resistance may result where employees are required to work with other employees with whom they are unfamiliar. In this case, the new teams are breaking up established social relationships. One way in which this can be overcome is through teambuilding. Field & Swift, 1996 notes that teams often face issues that can decrease the effectiveness of the team; specifically, its ability to make decisions. When we evaluate Ethiopia case Salaam (2007), concluded that there were certain cultural norms, 'dysfunctional behaviours', in Ethiopian society, both in the Diaspora and in the homeland, that hamper effective communication, lead to intra-group conflict, and inhibit conflict resolution. These behaviours make cooperation difficult, and so, by definition, inhibit social capital and the growth of civil society, and by extension, democracy. Therefore, this research aimed to identify the main factors that affect the culture of effective team work sprit in federal level ministry office of Ethiopia.

The general objective of the study
The study conducted to explore the main factors that affect the effectiveness of team work in federal level ministry offices in Ethiopia and to suggest the mechanisms to overcome the challenge and utilizing the good opportunity in order to post the culture of team working in federal level ministry offices.

Specific Objective of the Study
- To identify the factors that break culture of team work in Ethiopia.
- To identify the best practice on team work culture in sample institution to share (recommend) for other institution.
- To recommend the best solution on the challenge for poor culture of team work for the decision makers of the country.

Statement of the Problem
In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for an organization (Alie, Beam & Carey, 1998). It is the means of improving man-power utilization and potentially raising performance of individual. With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that employee working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane & Peter, 2007). But in practice the culture of team work is weakened by many factors. Out of which lack of Commitment to team success and shared goals, poor Interdependence among members of the team, poor interpersonal skill, lack of open communication and positive feedback, lack of appropriate team composition and commitment to team processes. All these factors highly affect the growth of the culture of team work. Therefore, this study aimed to identify the main challenge for posting the culture and sprit of team work in Ethiopia federal level ministry office.

The Research Question
The study answered the following research questions:
- What are the main factors that cause for poor culture of team work in federal level ministry office?
- What is the best practice that practiced in some federal level ministry offices to post the culture of team work in Ethiopia?
- What are the best solutions that the decision makers have to implement to overcome those main challenges?

Scope and Significance of the Study
The scope of the study mainly focused on identifying the main factors that causes poor culture of team work in Ethiopia federal level ministry office. Specifically, study emphasized on collecting basic data that indicate the culture of team work and its challenge in federal level ministry office like Ministry of Finance and Economic Development, Ministry of Agriculture and Rural Development, Ministry of Education, Ministry of labor and Social affairs and Ministry of Health.

   The rest of the paper divided as follows: The second section is the literature reviews; section three discusses the methods and methodology of the study. The result and discussion is covered in section four. Lastly, the study covers conclusion and policy recommendation.

Chapter two
Literature Review
History of the Civil Service institution and Reform Program
There is a strong consensus in the international development community on the need for civil-service reform in developing countries. The civil services of the more advanced countries enjoy merit selection, insulation from undue political influence, and – to the extent possible arrangements to promote the productivity of civil servants. The civil services of the developing countries tend to be large, underpaid, and politicized. Senior cadres lack professional depth and often fail to provide any chain of continuity in government over the longer term. As a result, delivery of public services tends to be inefficient and, often, beset by corruption. In the last decade or two, we have come to recognize the salience of institutional factors in economic and social development, and the consensus view is that reforming the civil services of developing countries more or less according to the model provided by the advanced countries would be central to making governments more effective (shepherdi, 2003).

   The modern Civil Service in Ethiopia dates back to 1907 when nine of ministries were established, with an objective of ensuring orderly and efficient arrangement for the workings of government. These nine ministries

were (Ministry of justice, Ministry of Interior, Ministry of Commerce and Foreign Affairs, Ministry of Finance, Ministry of Agriculture and Industry, Ministry of Public Works, Ministry of War, Ministry of Pen and Ministry of Palace). The initial years were characterized by inadequate structures, inefficient services, corruption, political interference, and the interference of the nobility in the due process of law in matters of public concern for their private wellbeing. Given the very nature of the regimes and among other things, due to the high regard given to political loyalty in assigning civil service posts and the level of political interference affecting standard operating procedures, the Civil Service failed to deliver the intended service to the public (Ministry of Civil Service, 2012). Emperor Haileselassie was effective after the beginning and mid 20th Century to institutionalize the rule bound public administration by establishing successive legal frameworks. The urge presented to institutionalize the public sector was the resistance and an attempted but failed attempt of overthrow by two foreign learned senior official brothers, Germame Neway and Mengistu Neway who were caught red handed and killed on the spot. Even if significant change has been observed in the affairs of public administration, the basic framework and assumptions were still persisted. The Military government which took power through *coup de at* in 1974 has established its own image in the public service. The Institutions and the mindset of the workers and civil servants were operated against the long lasting development of the country.

The Civil Service Reform Programs, as one of the National Capacity Building Program, was initiated in 1997 in response to weaknesses in the administrative system, challenges encountered in the public service delivery system and in general with the objective of revitalizing the overall development of the country as a whole. It is a large national undertaking in terms of both the human resources and financial commitment. The Civil Service Reform Program has a grand objective of transforming the Civil Service through addressing the key challenges that hinder the performance of the Civil Service and enhancing the capacity. The Program seeks to achieve effectiveness and efficiency of the various aspects at the Federal and regional levels through radical transformational measures. So far, quite numerous attitudinal, structural and systemic changes have been conducted and through these significant positive results have been observed (Mamushet, 2015).

Civil Service Change Army (*YelewitSerawit*) is one of the tools for implementing civil service reform program. *YelewitSerawit* is being implemented to create a structured approach to implement, monitor and evaluate the operations at each level. *Yelewitserawit* is nothing but an organized platform where team members build their capacity, evaluate the basic challenges and problems they encounter and relieve them through democratic way, measure the performance collectively and individually and identify pioneers (*ginbarkedemfesami*). *YelewitSerawit*can be equated to quality circles established in Kaizen and Total Quality Management (TQM) for the purpose of ensuring quality. It is the most dynamic platform available and suitable for our condition to identify strategy, to clearly articulate basic shortcomings in the implementation of the strategy, build the capacity of performers, and the key circle of excellence. Change Army in general is the combination key actors in the implementation of strategy which comprises the government wing, the key stakeholders and the ruling party (Civil Service Ministry, 2012).

Factors affecting the Culture of Teamwork
A team is a unit of two or more people who are interacting and coordinating their work in order to accomplish performance goals. The main tasks involved in a team is to allow for exchange of information, generate suggestions for coordinating units that are represented, development of new ideas and solutions for existing problems and also assist in the development of new practices and policies. Successful teams must have task specialist behaviors where they initiate, give options, seek information and energize the people to do the work. The teams should also have socio emotional behaviors in that they encourage, harmonize, reduce tension, and follow all the instructions that have been given unto them by the management (Frederick, D., Scott and Elizabeth, 2010).

Leadership
Leadership should reflect the team's stage of development. Leaders need to maintain a strategic focus to support the organization's vision, facilitate goal setting, educate, and evaluate achievements (Barczak, 1996; Proctor-Childs, Freeman and Miller, 1998). When leaders delegate responsibility appropriately, team members become more confident and autonomous in their work (Capko, 1996).

Conflict Management
Team conflict can source both creativity and destruction. For teams to value creative contributions and promote effective problem solving, diversity needs careful management (Payne, 1982). Teams need mediation strategies to manage conflict and avoid its destructive interference (West, 1994). Conflict management influences individual's well-being, group performance and organizational effectiveness (Carsten et al., 2001).

Decision Making
A broad range of members' knowledge and skills usually contributes expanded information and generates more

legitimate decisions. However, individual autonomy may decrease as decisions are shared and responsibility diffused to all team members (Kirkman and Rosen, 1999).

Communication

Communication involves an observable interchange of information and subtle interactions of power, attitudes and values (Loxley,1997). Effective teams require reliable communication processes, with clearly defined responsibilities and appropriate delegation (Husting,1996). Joint decision making and formal and informal interchanges can also enhance communication (Headrick et al., 1998).

Unclear Goals

An employer provides the description of a job when it advertises a position. This, in itself, is not enough. When you select a person to fill the position, take the individual through the job description face to face. People have different ways of interpreting a job posting. If the company does not communicate its expectations, the new employee gets confused and ends up underperforming. Unclear goals lead to poor communication and frustration.

Cultural Diversity

The world is turning into more of a global village. It is common to find people from different backgrounds and locations converging in the same workplace. This diversity, encouraged in businesses, still can prove a cause of poor communication. Different cultures have their own way of interpreting things, especially with nonverbal language. For instance while pointing with the index finger is normal to Americans, the Asians consider it rude. If the company does not bridge the differences, there is a danger that misunderstandings will arise

Personal Issues

Though you encourage employees not to let personal matters interfere with their work, there are times when it is hard to divorce a person from situations the individual may be facing outside of work. A distracted employee is irritable and may wrongfully communicate disrespect and lack of interest in the job. Give distracted employees some time off, where necessary and possible, to allow them deal with a personal matter.

Methods and Methodology
Description of the study area

This study conducted in Ethiopia. Ethiopia is the ninth largest country in Africa and is located in the northeastern region, popularly referred to as the Horn of Africa. Ethiopia adopted a new constitution that established the Federal Democratic Republic of Ethiopia (FDRE) in July 1995. According to this constitution the country has two government body federal and regional governments. In federal government there are around 24 ministries offices. Thus, the study focused only on these ministry offices.

Research Design, data type, source and methods

To assess the challenge and the prospect of the culture of team work in a new civil service reform strategy, the researcher used both qualitative and quantitative research design. The mixed methods of research design have been employed in the study.

The study used both primary and secondary data. The primary data has been collected by using survey (questionnaire), focus group discussion and in-depth interview from the member of change army. The questionnaire has been filled by member of the change army, the leader of the change army has been invited for focus group discussion and the director (coordinator) for change army has been invited for interview. The main sources of secondary data was offices bulletin, books, journal, different research conducted in this research area, internet and other published and unpublished document form the sample institution. In the study the dependent variable is the culture of team work and it is measure by level of mistrust or uneven communication, disagreement over power, personal issues, conflict among team members, inability to resolve conflict, absence of problem solving and planning skill, disagreement among the members of the team and difference in Knowledge, Skill and Knowhow among the change army team members.

Prior to running Principal component factor analysis with SPSS, the data was screened by examining descriptive statistics on each item, interitem correlation, and possible univariate and multivariate assumption violations. From this initial assessment, all variables were found to be interval-like, variables appeared to be normally distributed, and all cases were independent of one another. The KMO measure of sampling adequacy and Bartlett's test of sphericity indicated that factor analysis was useful with the data that was collected. The KMO statistic was 0.88 which greater than the required minimum value. The Bartlett's test of sphericity was significant p value was 0.000. The graphical inspection of the scree plot suggest that since there is only one factor with an Eigen value greater than 1, only one factor should be extracted. The Cronbach's alpha value displayed values was greater than 0.6 for all the variables (α= 0.861). All this statistics reflect as these seven variables were combined

to form a single variable which called as the culture of team work.

In order to get an index for dependent variables, the most commonly used approach is to calculate the average of the items in the scale (Hair, Black, Babin and Amderson, 2009). Accordingly, scores on all seven items stated above were summed up and averaged (Fasil, 2015).

Sampling procedures and sample size
Sampling procedures
Sampling is the process of selecting a number of individuals for a study in such a way that the individuals represent the larger group from which they were selected. The study conducted in Federal level Ministry offices. Out of the total 24 federal level ministries offices by using simple random sampling technique the researcher select five ministries: Ministry of Finance and Economic Cooperation, Ministry of Agriculture and Natural Resource Management, Ministry of Education, Ministry of Health and Ministry of Labor and Social Affairs. These ministries have large number of employees in which researcher expect they can represent for other ministries. In these ministries the total target population is 2000. The target population in Ministry of Finance and Economic Cooperation, Ministry of Agriculture and Natural Resources Management, Ministry of Education, Ministry of Labor and Social Affairs and Ministry of Health are 500, 500, 200, 200 and 600 employees, respectively. Simple random sampling technique will be employed to select the civil service change army teams. The teams stratified according to sex to ensure proportionate representation of women and men. Employees from each stratum were selected by using purposive sampling technique.

Sample Size
Calculating the right sample size is crucial to gain accurate information. In the study the sample size determined by using these formulas (Kothari, 2004):

1. Sample Size Calculation:

$$Sample\ size = \frac{Distribution\ of\ 50\%}{[(margin\ of\ error\ \%/confidence\ level\ score)^2]}$$

2. Finite Population Correction:

$$True\ sample = \frac{sample\ size\ X\ population}{sample\ size + (population - 1)}$$

In this formula the confidence level score is the standard deviation value that goes along with confidence level. In the case of a confidence level of 95%, the confidence level score would equal to 1.96. Distribution, on the other hand, reflects how skewed the respondents are on a topic. In the survey world it is almost always safest to stick with a 50% distribution. In all five ministries the total population of the study is 2000, and a desired confidence level is 95% and margin of error is 5%:

1. Sample Size = (0.5 x (1-0.5)) / ((0.05/1.96)^2)
   Sample Size = 0.25 / ((0.02551)^2)
   Sample Size = 0.25 / 0.00065077
   Sample Size = 384.16
2. True Sample = 384.16 x 2000 / 384.16 + 2000 – 1
   True Sample = 1152480/3383.16
   True Sample = **322**

Therefore, in order to have a 95% confidence level with a 5% margin of error in the study, researcher would need to survey at least 322 out of 2000 total population. To calculate sample size form each ministry the researcher will use the following formula (Kothari, 2004):

$$sample\ size\ for\ 'x'\ secror = \frac{N(sector'x')\ X\ n(all\ sectors)}{N(all\ sectors)}$$

N(sector x) represent the total population of the study at the given institution, n(all sectors) represent the sample size of the study, N(all sectors) represents total population of the study

Thus, the number of respondent from Ministry of Finance and Economic cooperation (MoFEC), Ministry of Agriculture and Natural Resource Management (MOANRD), Ministry of Education, Ministry of Labor and Social Affairs (MoLSA) and Ministry of health (MOH) was:

$$n(MoFEC) = \frac{500\ X\ 322}{2000} = 80\ ,\ n(MoANRD) = \frac{500\ X\ 322}{2000} = 80\ ,\ n(MoE) = \frac{200\ X\ 322}{2000} = 33\ ,\ n\left(MOH = \frac{600\ X\ 322}{2000}\right) = 96,\ n(MOLSA) = \frac{200X322}{2000} = 33,\ \text{Respectively,}$$

Econometric Model Specification
Ordered-response models recognize the indexed nature of various response variables; in this application, poor

culture of team work is the ordered response. Over the last three decades or so these models have been widely used as a methodological framework for analyzing ordered data since the pioneering work of McKelvey and Zovoina (1975). Many researchers prefer ordered probit model than other model including OLS (DeCanio 1986, Mason et al. 1995; Boex 2000; Chan, Miller and Teha 2005). In contrast to ordered-response models, multinomial logit and probit models neglect the data's ordinality, require estimation of more parameters (in the case of three or more alternatives, thus reducing the degrees of freedom available for estimation), and are associated with undesirable properties, such as the independence of irrelevant alternatives (IIA, in the case of a multinomial logit [see, e.g., Ben-Akiva and Lerman, 1985]) or lack of a closed-form likelihood (in the case of a multinomial probit [see, e.g., Greene 2000]).

Consider the following model which is built around a latent regression

$$y^* = x'\beta + \varepsilon \text{-- (1)}$$

Where y^* is unobserved culture of team work. What is observable is:

$$Y = 0 \text{ if } y^* \leq -\infty$$
$$= 1 \text{ if } 0 < y^* \leq \mu_1$$
$$= 2 \text{ if } \mu_1 < y^* \leq \mu_2$$
$$= 3 \text{ if } \mu_2 < y^* \leq \mu_3$$
$$= 4 \text{ if } \mu_3 < y^* \leq \mu_4$$
$$= 5 \text{ if } \mu_4 < y^* \leq \infty \text{ --- (2)}$$

The μ's are unknown threshold parameters to be estimated with β. Thresholds parameters determine the estimations for different observed value of y. These threshold parameters can be interpreted as intercepts in equation (1).

Consider, for example, an opinion survey or a customer survey in which respondents express their intensity of feeling that depend on some factors that can be measured and a few unobservable factors represented by ε. An ordinal scale of say 1-5 represents a spectrum of subjective feeling with 1 implying strong disagreement and 5 strong agreements. The respondents are likely to choose the cell most closely representing their feeling or perception on a certain question. It is assumed that ε is normally distributed with an expected value of zero and variance of unity. One has the following probabilities (Mohammad and Clem, 2006):

$$\text{Prob}(y=0|x) = \Phi(-x'\beta) \quad (\mu_0 = 0)$$
$$\text{Prob}(y=1|x) = \Phi(\mu_1 - x'\beta) - \Phi(-x'\beta)$$
$$\text{Prob}(y=2|x) = \Phi(\mu_2 - x'\beta) - \Phi(\mu_1 - x'\beta)$$
$$\text{Prob}(y=J|x) = 1 - \Phi(\mu_{J-1} - x'\beta) \text{_____ (3)}$$

Methods of data analysis

In the study, the data has been analyzed by using both exploratory and descriptive as well as interpreting the outcome form Ordered probit model. The Statistical Package for social Scientists (SPSS) and STATA were used to generate percentages, tables and graphs to critically assess and explore the factors that cause poor culture of team work.

Chapter Four
The Demographic Characteristic of the Respondents
Demographic characteristics describe the household characteristics of Sex, age, family size, education level and marital status of the respondents.

Table one: sex and educational level of respondents

Sex	Educational Level						Total
	10 grade completed	10+2 completed	TVET completed	Diploma	Bachelor Degree	Masters and Above	
	Count	Count	Count	Count	Count	Count	Count
Male	1	7	19	11	55	45	138
Female	6	6	14	18	41	15	100
Total	7	13	33	29	96	59	238

Table one above shows sex and educational level of respondents. Accordingly, out of the total respondent 138 of them are male and 100 of them are female, in terms of educational level more than 75 percent of the respondents have bachelor degree and above. Out of the total 322 distributed questionnaire, 238 returned. Therefore, the response rate for this study was 74 percent.

Table two: age and marital status of respondents

Marital status	Age				
	18-30	31-40	41-60	>60	Total
	Count	Count	Count	Count	Count
Married	27	65	58	0	150
Not Married	50	27	11	0	88
Total	77	92	69	0	238

Table two above shows age and marital status of respondents. Out of the total sample 150 persons are married and 88 persons are not married. In terms of age 92 persons are in between 31-40 age, 77 in between 18-30 age and 69 persons are in between 41-60 age.

Table three: Result from ordered probit model

Variable	Model one B(S.E)	Model Two () B(S.E)	Model Three B(S.E)
Absence of creativity and innovation	.5061198(.0766628)***	.4240205(.0843633)***	.4062666 (.0894139)***
Lack of motivation	.0395857(.0262577)	.0395279(.0284088)	.0154828 (.031189)
Lack of active participation	.095001(.0446348)**	.0896859(.048806)**	.0829056 (.054058)
Poor communication	.6784981 (.0816618)***	.3649423(.0965459)***	.4138726 (.106142)***
Absence of group thinking		.0176824 (.0158323)	.0212077 (.0189514)
Conflict over position, strategies or opinion		.4929493(.1033575)***	.3757594 (.115855)***
Large group size		.2173386 (.083352)***	.0963591 (.091346)
Small group size		.2086968 (.0836981)**	.164838 (.0907547)
Lack of tolerance		.4350859(.1016595)***	.4185017 (.1088305)***
Interference from decision makers			.2785551 (.1033839)***
Lack of visionary change army leader			.1491909 (.1156572)
Unclear goal, purpose and mission			.3340959(.1256252)***
Unfair duty and responsibility sharing			.0235576(.1015512)
Political Interference			.1066223(.1025562)
Lack of decision making skill			-.0332315(.1079512)
N	229	229	229
Pseudo R^2	0.5508	0.4804	0.5508
-2 Log Likelihood	-201.84651	-158.64231	-137.14864
Source: Field Survey, 2016			

As we can see from table three in model one out of four factors that identified as individual related variables that can affect the culture of team work in Ethiopia absence of creativity and innovation, lack of active participation and poor communication have statistically significant impact. As the level of creativity and innovation decrease by one level the spirit and culture of team work more likely declined to the lower level. Lack of active participation is also the other factors that cause poor culture of team work among the public servant in sample institutions. One level decrease in motivation for active participation among the employee in the group, it will decrease and discourage the culture of team work.

The same interpretation will also apply for the case of poor communication among employee in civil service institution under change army arrangement. The result in the above table show that one levels decrease in the communication among the public staff negatively affect the culture of team work. So, poor communication is the main factors that decrease the interest and sprit of working in team among the workers in federal level ministry offices in Ethiopia. This result goes in line with the result of Fapohunda, 2013 and Ashish abd Biswajeet, 2016, in which they mentioned as the level of communication among team members matter for effectiveness of team building.

Model two show the interaction between the culture of teamwork and individual and structural related factors that break up the culture of team work. From the result above all identified individual and structural challenges are statistically significant except for the lack of motivation and absence of group thinking which didn't have any significant impact on poor culture of team work in Ethiopia civil service institutions. On the other hand absence of creativity and innovation, lack of active participation, poor communication among the member of the teamwork, conflict over position, strategies or opinion, inappropriate group size and lack of tolerance among the members of the change army have statistically significant impact in terms of breaking the culture of team work in Ethiopia. If the members of the change army lack the skill and knowhow for creativity and innovation, all members of the group discouraged to work as a team in the group. This resulted in distraction of the team. Lack of active participation and poor communication are also the other major factors that negatively affect the good culture of teamwork. In this model lack of motivation among the team members became insignificant in terms of affecting the culture of teamwork in the country. This indicates as the public servants have strong commitment and dedication to realize the vision of their institution through teamwork.

Model three in table above identify the individual, structural, institutional and administrative related challenges that cause weak culture of team work in sample institutions. According to the result out of all individual related challenges absences of creativity and innovation as well as poor communication have statistically significant impact for causing weak culture of team work. On the other hand out of structural related variable conflict over position, strategies or opinion and lack of tolerance are the major factors that cause for the poor culture of team work in sample institutions. Conflict in the team members cause disagreement among them which resulted in poor culture of team work among the members. The same is true for the lack of tolerance among team members. On the other hand, from institutional and managerial related challenge only two identified variable have statistically significant impact on team work culture in Ethiopia. These two variables are interference from decision makers and unclear goal, purpose and mission. Interference from the decision maker discourages the members as well as decreases the trust among the team members which resulted in poor culture of team work. Ashish and Biswajeet, 2016 also found out that lack of full mandate to make decision in the team and interference form different body of the government reduce the effectiveness of team building. Unclear goal, purpose and mission in the team work are the other main obstacle for the development of the sprint of team work. This finding goes in line with Fapohunda, 2013 conclusion. Therefore it is recommendable for the decision maker of the country to work more on solving the above mentioned bottleneck to build strongly bonded teamwork sprit in Ethiopia.

In contract to the finding of Peterson, Smith, Martorana and Ownen 2003 and Aaron and Jared, 2016, in this study lack of visionary leaders, political interference, unfair duty and responsibility sharing and lack of decision making skill didn't have any significant impact in terms of breaking the culture of team work in the federal level ministry office in Ethiopia. As a good experience to share for other institution in the country the researcher prepared open ended question and conducted focus group discussion with respondents. Most of the respondents mentioned the existence of the following good experience to share for other institutions. Existence of tolerance, transparences, freely explaining their views and existence of quick exchange of any information, weekly learning process from each other, all duties are assigned in group and group work is highly appreciated by higher official.

Chapter Five
Conclusion and Policy Recommendation
Conclusion

The role of the civil service as an instrument in a country's socio-economic and political development is incontestable. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth

functioning of an organization. This study conducted to explore the main bottleneck to secure strongly bonded teamwork in federal level ministry offices in Ethiopia and to suggest the mechanisms to overcome the challenge and utilizing the good opportunity in order to post the culture of team working. The study analyzed identified individual, structural, institutional and managerial related variables and its effect on the culture of the teamwork through three models. In model one which analyzed only individual variables found out that absence of creativity and innovation, lacks of active participation and poor communication are the major bottleneck in building strong teamwork sprit. In model two which analyzed individual and structural variables found out that lack of creativity and innovation, lack of active participation, poor communication among the members, conflict over position, strategies or opinion, inappropriate group size and lack of tolerance among the members of the change army have statistically significant impact in terms of breaking the culture of team work in Ethiopia. In model three which analyzed individual, structural, institutional and managerial related variable found out that absence of creativity and innovation, Poor communication, Conflict over position, strategies or opinion, Lack of tolerance, unclear goal, purpose and mission and interference from decision makers are significantly affect the culture of team work. On the other hand existence of tolerance, transparences, freely explaining their views and existence of quick exchange of any information and weekly learning program from each other were mentioned as best practice to be shared for other institutions in the country.

Recommendation

In the study more than ninety percent of identified individual, structural, institutional and managerial variables have statistically significant impact in terms of breaking down the culture of teamwork in Ethiopia. This implies government and all decision makers in the country should have to work to minimize these identified challenges.
It is recommendable for the government and all decision makers at ministry level to design a mechanism to develop the culture of team work by enhancing the awareness of the employee on importance of teamwork.

The status of the culture of teamwork in sample institutions is at different stages. In some institution like Ministry of Finance and Economic Cooperation, it is on good truck. Therefore, it is recommendable for other ministry to arrange experience sharing forum for each other as well as even to the regional level.

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