T.C.
GAZI UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

MASTER'S THESIS

THE EFFECT OF TEAMWORK ON EMPLOYEE PERFORMANCE IN SOME SELECTED PRIVATE BANKS IN MOGADISHU-SOMALIA

ADAM ISAK ABDULLE

DEPARTMENT OF BUSINESS ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

AUGUST 2019

GAZİ ÜNİVERSİTESİ

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Adam ISAK ABDULLE tarafından hazırlanan "The Effect of Teamwork on Employee Performance in Some Selected Private Banks in Mogadishu-Somalia" adlı tez çalışması aşağdaki jüri tarafından OY BİRLİĞİ / ~~OY ÇOKLUĞU~~ ile Gazi Üniversitesi İşletme Anabilim Dalında İnsan Kaynakları Yönetimi Bilim Dalında YÜKSEK LİSANS TEZİ olarak kabul edilmiştir.

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....

Prof. Dr. Figen ZAİF

Enstitü Müdürü

ETHICAL DECLARATION

I hereby declare that I have prepared this thesis in accordance with the thesis writing rules of Gazi University's Institute of Social Sciences.

In this regard, I would also like to declare that:

- I have fully cited and referenced all the materials that I used in this thesis.
- All the information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct.
- This is my original work and it has not been submitted to any other university other than the Gazi University,

And in the case of any contrary, I am confessing here that I will accept of the consequences that may rise.

Adam Isak

Adam ISAK ABDULLE

15/08/2019

MOGADİŞU SOMALİDE SEÇİLMİŞ BAZI ÖZEL BANKALARDA TAKIM ÇALIŞMASININ İŞÇİ PERFORMANSLARI ÜZERİNDEKİ ETKİSİ

(Yüksek Lisans Tezi)

Adam ISAK ABDULLE

GAZİ ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

Ağustos 2019

ÖZET

Bu çalışma Mogadişu Somali'deki araştırma için seçilmiş bazı özel bankalardaki çalışanlara yönelik takım çalışmasının işçilerin performansları üzerindeki etkilerini incelemektedir. Dolaysıyla, araştırmanın aşağıdaki şu özelliklerde hedefleri vardır: Takım üyelerinin güvenini, bağlılığı, ruhunu ya da "takım içindeki birlik ruhunu'' ve bilgi paylaşımını Mogadişu Somali'deki seçilmiş bazı özel bankaların çalışanlarının performansları üzerindeki etkisi incelemektir. Araştırma için seçilen bankalar şunlardır; Dahabshiil, Premier ve Amal bankaları. Bu çalışma, hedef kitlenin özelliklerini ve davranışlarını betimlemek için tanımlayıcı bir tasarım benimsemiştir. Bu çalışmanın hedef kitlesi seçilen özel bankalarda çalışan 500 çalışanıyla aynı özelliklere sahip 222 çalışanlardır. Araştırma verileri araştırma için yapılandırılmış bir anket vasıtası ile bir araya getirilmiştir. Bu çalışmanın verileri demografik bilgiler, çapraz tablolama ve tanımlayıcı istatistikler kullanılarak analiz edilmiştir. Ek olarak çalışmanın değişkenleri arasındaki ilişkiyi belirlemek için Pearson korelasyon ve belirleme katsayısı (R^2) gibi ilişkisel analiz yöntemleri kullanılmıştır. Bundan başka, araştırmacı Mogadişu Somali'de seçilen özel bankaların takım çalışmasının çalışanların performansı üzerindeki etkilerini belirlemek için yordayıcı analizler, model özetleri, çelişki analizleri (ANOVA) ve gerilim katsayılarını kullanmıştır. Dahası araştırma için bir araya getirilen verilerin tutarlılığını ölçmek için SPSS (Sosyal Bilimler İçin İstatistik Paketi) veri analiz aracı kullanılmıştır. Mevcut çalışma, bağımsız değişkenlerin çalışan performansına etkisini belirlerken, ekip üyelerinin güveni, bağlılığı, ruhu ve bilgi paylaşımı gibi ekip çalışması ölçütlerini kullanmıştır. Bu nedenle, çalışma bütün takım çalışması ölçülerini; ekip üyeleri arasındaki güven, bağlılık, ruh ya da "takım içindeki birlik ruhu'' ve bilgi paylaşımı, araştırmanın Mogadişu Somali'de seçilen özel bankaların çalışanlarının performanslarına olumlu ve önemli bir katkı yaptığı tespit edilmiştir. Son olarak çalışmanın veri analizinden, yorumlarından ve bulgularından araştırmacı, çalışma özeti, sonuç ve önerilerde bulunarak Mogadişu Somali'de araştırması için seçtiği özel bankaların çalışanlarının ekip üyeleri arasındaki güven, bağlılık, ruh ve bilgi paylaşımını arttırmak için takım çalışmasına yardımcı olacak bir ortam oluşturulması gerektiğini ve bu sayede çalışanların performanslarının artacağını belirtmiştir.

Bilim Kodu	:	114704
Anahtar Kelimeler	:	Takım çalışması, çalışan performansı, takıma güven, takım bağlılığı, takım ruhu, takım bilgi paylaşımı
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THE EFFECT OF TEAMWORK ON EMPLOYEE PERFORMANCE IN SOME SELECTED PRIVATE BANKS IN MOGADISHU-SOMALIA

(M. Sc. Thesis)

Adam ISAK ABDULLE

GAZİ UNIVERSITY

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ABSTRACT

This study was intended to examine the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia. Therefore, the research has the following specific objectives: To assess the effect of team members' trust, cohesiveness, spirit or "esprit de corps", and knowledge sharing on employee performance in the study's selected private banks in Mogadishu-Somalia, namely; Dahabshiil, Premier, and Amal banks. This study adopted a descriptive research design to describe the characteristics and behaviors of the selected target population. The target population of this study was 500 respondents with a sample size of 222 employees who work at the study's selected private banks. The research data was collected using a structured survey as a research instrument. Furthermore, the data of this study was analyzed utilizing demographic information, cross-tabulations, and descriptive statistics. Additionally, correlation analysis such as Pearson coefficient correlation among variables of the study and coefficient of determination (R^2) was used to determine the association among variables of the study. Moreover, the researcher employed regression analysis, model summary, analysis of variance (ANOVA), and regression coefficients to determine the effect of teamwork on employee performance in the study's selected private banks in Mogadishu-Somalia. Besides, to measure the consistency of data gathered for the research, SPSS (Statistical Package for Social Sciences) data analyzing tool was used. The current study used teamwork measures such as trust, cohesiveness, spirit, and knowledge sharing among team members while determining the effect of these independent variables on employee performance. Therefore, this study found that all teamwork measures of the study which are; trust, cohesiveness, spirit or "esprit de corps", and knowledge sharing among members of the team have a positive and significant impact on employee performance of the study's selected private banks in Mogadishu-Somalia. Lastly, from the study data analysis, interpretations, and findings, the researcher drew study summary, conclusions, and recommendations, proposing that the private banks in Mogadishu-Somali should create an environment that assists teamwork to enhance trust, cohesiveness, spirit, and knowledge sharing among their teams since this, in turn, will increase the performance of their employees as the findings of this study indicated.

Science Code	:	114704
Key Words	:	Teamwork, employee performance, team trust, team cohesiveness, team spirit, team knowledge sharing
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Amin.

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LIST OF ACRONYMS

The abbreviations used in this study are given below with their explanations

Abbreviations	**Explanation**
ANOVA	Analysis of Variance
DV	Dependent Variable
EDC	Esprit de Corps
EP	Employee Performance
HR	Human Resource
HRM	Human Resource Management
IV	Independent Variable
KMO	Kaiser-Mayor-Oklin
KPK	Khyber Pakhtoon Khawa
MBA	Master of Business Administration
MSE's	Medium Scale Enterprises
SA	Strongly agree
SD	Strongly disagree
SPSS	Statistical Package for Social Science
TLA	Turkish Language Association
TM	Teamwork
TMC	Team Members' Cohesiveness
TMEDC	Team Members' Esprit de Corps
TMKS	Team Members' Knowledge Sharing
TMS	Team Members' Spirit
TMT	Team Members' Trust
TUGA	Turbine Engineering and Manufacturing Company
UK	United Kingdom

1. INTRODUCTION

Chapter one of the study is an introduction and it presents the background of the study, problem statement of the study, objectives of the study, research questions, research hypotheses, significance of the study, conceptual framework of the study, operational definitions of the study and general structure of the study.

Background of the study

This research is a partial requirement for completion of an MBA in Human Resource Management at Gazi University. This research has investigated the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia. Teams have existed for many years, have been the subject of uncountable books, and they were celebrated throughout many nations and civilizations (Katzenbach & Smith, 1993). Teamwork creates an atmosphere that fosters friendship, trust, and loyalty among team members. This positive relationship enables team members to support, corporate, share the different skills and knowledge they possess to one another and solve their problems as a team. Comparing team members who are working together to one individual working alone, it is going without saying that, the team members promote more efficient work outcomes than an individual worker. Teamwork also creates synergy –where the sum is greater than the parts. Gatenby, (2008) writes teamwork has been a fashionable management concept in the reform of work for over decades. After he has been observed in UK manufacturing atmospheres in the 1950s, Gatenby said that the notion of teamwork has grown and ranged widely across industries and international settings. Thus, the researcher suggested that management experts throughout all sectors are willingly applying team-working creativities in their organizations.

Suppose how extremely hard it would be to consider a new product idea or design changes to a process and then apply those thoughts and changes all only by yourself. It does not matter how clever you are, the diverse knowledge, skills, and energy you possess, you also need opinions, thoughts, views, and the knowledge of others because they can make things happen efficiently. A smart team knows how to make differences in work. No one can go unaccompanied in the business world, perhaps someone like Leonardo DaVinci or Albert Einstein. For them, excellent thoughts and insights are all in their days' work. The remainder of people requires the assistance of coworkers and companions, who pond their capacities, creativeness, energy, and motivation, to help them reach their shared performance targets (Maginn, 2004).

If someone hears the team term, a variety of well-known thoughts come to his mind, such as basketball or hospital operation team. Scholars discovered that both good and bad basketball teams win more games the longer the team players have been together as teammates. These scholars said that the reason for this success is the “teamwork impact or effect” which generates success to the team since the players know and can understand each other’s moves and playing preferences. Another good example of teamwork is a hospital operation team: academicians have observed that the same heart doctors have lower death percentages for similar procedures when performed in hospitals where they do more operations together. Scholars claim the reason is that the doctors spend more time working together as members of the hospital operation team (Osborn, Uhl-Bien, & John R. Schermerhorn, 2014).

Though this study focuses on the organizational part of teamwork, other authors wrote about the subject of teamwork and they even go beyond the business world. For instance, some scholars argue that not only business organizations but also governments can enjoy the benefits of the teamwork. Thus, they compared Japan and America when it comes to teamwork. Japanese are far better off due to their teamwork attitude. For example, in the wake of the world war II, the Japanese did not have any enviable natural resource, good governmental infrastructure, capital, advanced technologies, however, what they had was strong-minded people who hold a fabulous amount of social capital “the cultural personality to work together”, vision and tolerance to chart a strategy and see it through (Robbins & Finley, 2000).

In organizations, teams can perform better than individuals performing lonely, particularly when individuals need multiple skills, decisions, and abilities to perform their jobs. The majority of the people acknowledge the abilities of teams and they believe that teams have the shared sense to make things done efficiently. Performance challenges empower teams to work together regardless of where they are in a company. No team occurs without a performance confront that is important to those who involved. Decent individual interaction or the desire to “become a team” can raise teamwork ideals; nevertheless, teamwork is not the same thing as a team. Rather, a mutual set of demanding performance objectives that a team considers significant to achieve. Performance, however, is the main objective though a team remains the means, not the end (Katzenbach & Smith, 1993).

Teams are the real means of making work gets done in many companies. To make sure that every team member should possess excellent ideas and endure to make insightful decisions; views and ideas within the firm should be applied in the team sitting. Studies have persistently shown that the quality of decisions and level of creativity evolving from teams are significantly better than regular persons working individually. A huge team creates constant, innovative, wise, critical and solid results or performances (Maginn, 2004).

Robbins & Steven, (2002) write that before thirty years few firms such as General Foods, Volvo and Toyota decided to announce teams into their production processes before any other companies. However, currently, it is just the opposite. This means that almost all the companies around the globe have either realized or realizing the importance of teamwork in their operations. For instance, pick up almost any business today and you will read how teams have become a crucial part of the approach they are being done business in those organizations. Besides, the heart for the study of teamwork states that eighty percent (80%) out of a hundred Fortune 500 companies now have fifty percent (50%) of their workers on teams. Furthermore, Gordon (1992) points out that, the use of teams has increased substantially in reaction to competitive challenges. For example, eighty-two percent (82%) of companies with 100 or more employees stated that they use teams in their organizations. Moreover, other scholars such as Ledford, Lawler, and Mohr-man write in 1995 that, 68% percent of Fortune 1000 companies stated that they used self-managing work teams and ninety-one (91%) reported that they used employee involvement teams in 1993 compared to 28% and 70% correspondingly in 1987 (as cited in Cohen & Bailey, 1997, p. 239-240).

Company's accomplishment can be seen by its organization process, which qualifies to generate something valuable to the firm. In the process of organization, a firm needs two or more individuals to work together to generate value to the organization. Thus, organizations should understand that this value could be reached efficiently if the employees of the firm work together as a team rather than individually (Septiani & Gilang, 2017). Furthermore, Capelli and Rogovsky, (1994) after investigating the records on fifty-six thousands of United States production workers they revealed that one of the most typical skills that new employee should possess is the capacity to work with his coworkers. Researchers have increasingly shown that teams and team effectiveness as vital areas for study in response to the increased use of teams in companies (as cited in Cohen & Bailey, 1997, p 239-240).

Teamwork assists in increasing the abilities and perceptions of the workers through the involuntary interchange of positive views; feedbacks, practices, and opinions among the team colleagues, and this procedure generate continual progress toward the services of the firm and workers' job-related performances. Therefore, companies ought to increase the notion of teamwork among their staffs to enhance the level of outcome and creativeness, and this in return will help them to gain competitive advantages and improve their workers' performance. Moreover, the fundamental benefit of cooperation among the team colleagues is that it will decrease job assignment burden, which assists the staffs of the company to act much better without any sort of job burdens since the duties will be allocated uniformly among all colleagues of the team. In today's businesses, some companies are not developing as a result of inadequate collaboration among their workers, which impacts the performance of that company and its employees in the long-term. Additionally, an enormous amount of capital is also misused because of teamwork insufficiencies that directly threaten the company's improvement (Sanyal & Hisam, 2018).

A well-known of teamwork theory is Tuckman's team development theory. In 1965 Bruce Tuckman reviewed fifty articles about the phases that teams pass while developing and he noted that there are five stages of team development, which are: forming, storming, norming, performing, and adjourning. The forming stage is the initial phase of the development of any team. In this stage members of the team are interested in getting to know each other and discover the behavior of their coworkers. The storming stage of team development is a phase of extreme emotionality and nervousness among the team members. In this stage, aggression and backbiting may arise, and the team naturally experiences numerous transformations. The next stage is norming; in this phase team members start to come jointly as a harmonized unit, the tensions of the storming stage will finish and teammates start to understand and work together as a team. Then, there is a forming stage, during the performing phase team associates are capable to deal with multifaceted jobs and handle inner disagreements between them is innovative means. The last stage is adjourning. This stage occurs when the project or tasks of the team come to an end and the team associates moving off into different directions. The adjourning phase of team development is especially significant for the numerous short-term teams such as task forces, commissions, project teams, and the like, who their members ought to convene fast, perform their jobs in a specified period and separate when their job is completed (Uhl-Bien, John R. Schermerhorn, & Osborn, 2014). Furthermore, there are other teamwork theories such Hierarchy of Needs Theory by Abraham Maslow; for instance, in his theory, Maslow indicated one of the individual needs is the need of love and belonging to a team or group. Besides, according to this theory by Belbin, there are nine team roles. Three of them are action-oriented roles “shaper, implementer, and completer finisher”, three are people-oriented roles “coordinator, team worker and resource investigator” while the remaining three are cerebral roles “plant, monitor evaluator and specialist. Moreover, another teamwork theory is Tajfel’s theory of social identity, which is a great way to define inter-group conduct or behavior (Belsan, 2014).

This study aimed to examine the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia. This research concentrated on the private banking sector to determine how teamwork affects employee performance in the study’s selected private banks. The researcher of this study used teamwork measures or independent variables such as team members’ trust, team members’ spirit, team members’ cohesiveness and team members’ knowledge sharing to determine how these measures or variables affect employee performance, which is the dependent variable of the study. These teamwork measures or variables are described in different studies that they have an impact on employees’ performance within the workplace. However, this study tried to discover the effect of these independent variables on employee performance in the study’s selected private banks in Mogadishu city. Furthermore, in the previous studies, it is emphasized how these variables influence employee performance either positive or negative. However, this study will determine again if such an effect exists in the study’s selected private banks in Mogadishu-Somalia. This study is quantitative in type and research data were collected by using questionnaires gathered form 222 employees who are working at the study’s selected private banks in Mogadishu city. To analyze study data of this research, the researcher employed various data analysis techniques such as descriptive statistics, correlation, and multiple regression analyses via SPSS (23 version) software.

Problem statement of the study

Organizations around the globe are realizing the importance of teamwork and how it leads to high performance within their organizations. Firms whether they are public or private, service or manufacturer, large or small, use different resources such as capital resources, physical resources, and most importantly human resources, to achieve their performance goals and objectives. Human resource managers are responsible for looking after the employees of the firm by motivating, training and developing, solving their problems and helping them build a better relationship not only with the employer or their organization but also among themselves as a team. Human resources are the best assets that every organization has to use to accomplish their business goals. Team members have different skills such as technical, interpersonal, problem-solving, and decision-making skills; these skills are complementary to each other. If all members of the team have the same ideas, opinions, skills, and knowledge they would not be innovation in the organizations anymore. Thus, employees need to appreciate their diversity, whether their different skills, culture, views, etc., because if they do so, this could help them to work together brilliantly and this in return enhances their performance or the firm's performance as a whole. Therefore, organizations need to create an atmosphere that fosters teamwork to enjoy the greater benefits of their teams. According to Agarwal and Adjirackor, (2016) companies may be able to increase their employee performance by enhancing the capacity of their teams, which in return will increase the performance level of their employees.

Kemanci, (2018) writes that the effect of teamwork in enhancing employee performance in the era of increased competition cannot be overstressed. Teamwork improves the efficiency and effectiveness of the team. It provides the team with the spirit of possessions that allows them to put their greatest effort in accomplishing organizational performance-related goals. Additionally, teamwork brings about different skills and talents, which in turn inspires and helps individual development within the team.

Developed countries' economies have acquired competitive gains by accepting teamwork techniques almost in every area. Yet, the service industry particularly the sector of banking has not widely applied the notion of teamwork. As companies progressing there is a need to change the performance criteria to team-based performance instead of individual-based standards to make them fashionable to the current state (Khan & Mashikhi, 2017).

However, nowadays' organizations have been concentrating on accomplishing the work-related purposes and aims individually rather than team-based approach. Peculiarly, the significance of teamwork as a key instrument in work setting appears to be omitted by both companies and workers and this has led to poor performance and deficient output in organizations (Sanyal & Hisam, 2018).

Furthermore, there is inadequate support to proof the effect of teamwork on employee performance within firms, and the subject did not attract sufficient research interest. This might be seen from the rare obtainable empirical study on this topic. Besides, the common teamwork measures or independent variables that the previous scholars used to determine the effect of teamwork on employee performance, range from interpersonal skills to communication without focusing on the capabilities of the teammates, team spirit or esprit de the corps, etc., as variables that can better predict the effect of the two variables Arinze et al., (2018).

Moreover, Khan & Mashikh, (2017) carried out a study to investigate the impact of teamwork on employees' performance of Oman banking sector and argues that owing to rise in local and global banks in the region, it has become hard for the banks to attract and retain their client. For this reason, currently, the banking sector around the region and the globe as a whole are striving to increase their human capital or employee performance to achieve maximum efficiency and retain their customers whether internal "employees" or external "buyers/consumers".

As far as the researcher of the current study is concerned there is no research about the effect of teamwork on employee performance in Mogadishu-Somalia —specifically in the private banking sector context. Thus, this noticeable gap encouraged the researcher to carry out this study to highlight how teamwork measures or independent variable of this study effect on employee performance in the study's selected private banks. In this study, the researcher used teamwork measures such as team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing to foresee how this teamwork measures affect employee performance, which the dependent variable of this research. Therefore, the main purpose of this study was to fill the above-mentioned gap that existed in the literature by investigating the impact of teamwork on employee performance in some selected private banks in Mogadishu-Somalia.

Objectives of the study

The main objective of the study was to investigate the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia. The specific objectives of the research were the following:

1. To examine the effect of team members' trust on employee performance in Mogadishu private banks, Somalia.
2. To investigate the effect of team members' cohesiveness on employee performance in Mogadishu private banks, Somalia.
3. To analyze the effect of team members' spirit/esprit de corps on employee performance in Mogadishu private banks, Somalia.
4. To assess the effect of team members' knowledge sharing on employee performance in Mogadishu private banks, Somalia.

Research questions

In this research, the following research questions were considered to guide the research:

1. How significant is the effect of team members' trust on employee performance in Mogadishu private banks, Somalia?
2. How significant is the effect of team members' cohesiveness on employee performance in Mogadishu private banks, Somalia?
3. How significant is the effect of team members' spirit/esprit de corps on employee performance in Mogadishu private banks, Somalia?
4. How significant is the effect of team members' knowledge sharing on employee performance in Mogadishu private banks, Somalia?

Research hypotheses

To guide the objectives of the research and to strength the analysis, the hypotheses of this study were formulated as the following:

H_1: Team members' trust has a significant effect on employee performance in Mogadishu private banks, Somalia.

H_2: Team members' cohesiveness has a significant effect on employee performance in Mogadishu private banks, Somalia.

H_3: Team members' spirit/esprit de corps" has a significant effect on employee performance in Mogadishu private banks, Somalia.

H_4: Team members' knowledge sharing has a significant effect on employee performance in Mogadishu private banks, Somalia.

Furthermore, based on the research objectives, hypotheses, research questions, previous literature reviews, and the researcher's understand of the subject matter, the investigator of this study has identified four teamwork measures or independent variables, which are; team members' trust, team members' cohesiveness, team members' spirit and team members' knowledge sharing while determining the effect of teamwork on employee performance of study's selected private banks in Mogadishu-Somali. Thus, the researcher adopted the underneath conceptual framework for the study.

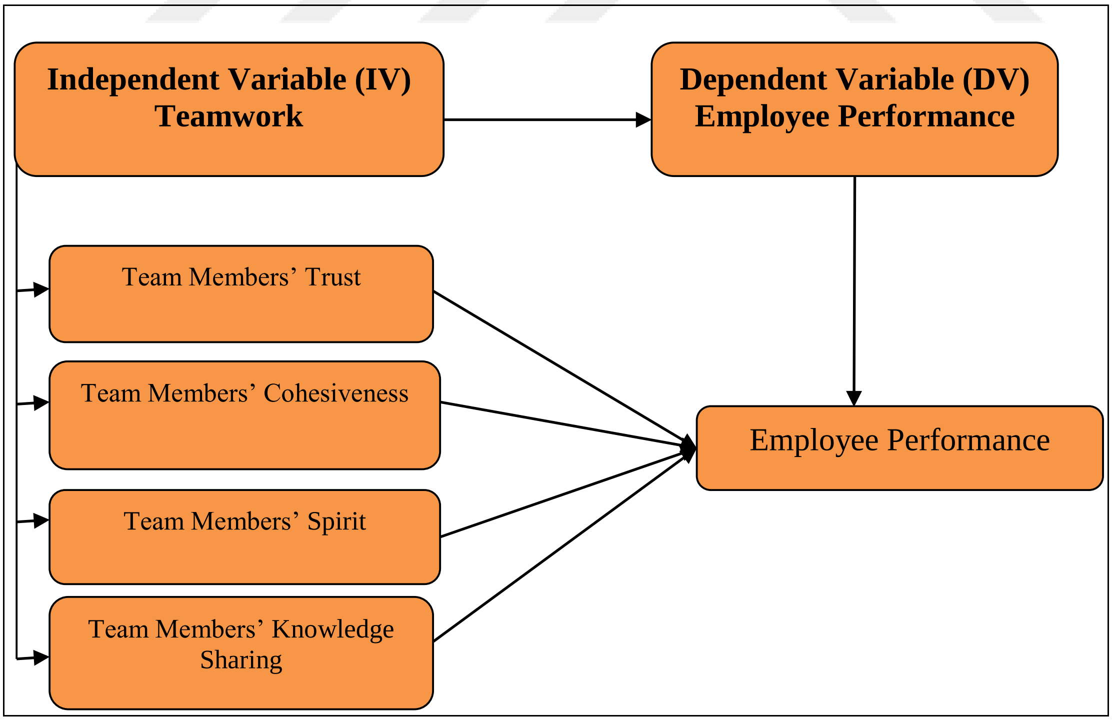

Figure 1.1. Conceptual framework of the study

Significance of the study

This current research was significant in the following ways: To meet a partial fulfillment of the award of the Master of Business Administration (MBA) Certificate in Human Resources Management (HRM). Furthermore, due to the increase in competitions among organizations, it has become very difficult for firms to attract employees, convince them to work with one another as a team, and retain them. Consequently, many organizations around the globe are thriving to improve their human resource or employee performance to achieve a maximum organizational outcome in return. Therefore, this study attempted to help management and employers of study's selected private banks and other service organizations to understand the effect of teamwork on their employee performance. For instance, as the study highlighting the managers need to adopt teamwork approaches in their organizations because it creates an atmosphere that fosters companionship, trust, cohesion and spirit among coworkers and this will help the employees or team members to work together as a team. Moreover, this positive relationship enables team associates to support, corporate, share their different knowledge and skills and to overcome any challenge as a team since this will help them enhance their performance. Again, this research helps the study's selected private banks and other service or private organizations' employees to understand the advantages of teamwork variable or measures of this study such as trust, cohesion, spirit, and knowledge sharing for the team members and the effect of these variables on their performance. Thus, if the employees want to increase their performance, they should trust, become united, and share their job-related knowledge as the findings of this research indicate. Finally, this research will help for students and readers to understand the topic of the study in detail and it also assists as a good starting point for future researchers who may want to conduct further investigation in the area of the research.

Operational definitions of the study

Team: A team "is a group of people with different abilities, talents, experience, and backgrounds who have come together for a shared purpose. Despite their individual differences, that common goal provides the thread that defines them as a team" (Maginn, 2004).

Teamwork: Teamwork “is the process of working collaboratively with a group of people in order to achieve a certain goal” (Agarwal & Adjirackor, 2016).

Trust: Trust “is the highest form of human motivation. It brings out the very best in people. But it takes time and patience, and it doesn't preclude the necessity to train and develop people so that their competency can rise to the level of that trust” (Covey, 2004). Or Trust “is reciprocal faith in other’s intentions and behavior” (Kreitner & Kinicki, 2004).

Team Trust: Team trust “appears when the team members believe in each other’s competence and occupational activities” (Sanyal & Hisam, 2018).

Cohesiveness: Cohesiveness “is the degree to which group members are attracted to each other and are motivated to stay in the group” (Robbins & Judge, 2018).

Team Cohesiveness: Team cohesiveness “is we-feeling” binding group together (Kreitner & Kinicki, 2004).

Team Spirit/esprit de corps: Esprit de corps or team spirit “is described as the degree to which worker feel obliged to shared goals to one another” (Reisel, Chai & Maloles, 2005).

Team spirit/Esprit de corps: Cambridge dictionary (2019) defined team spirit “as a feeling of belonging together that the members of a group have towards others in the group”.

Knowledge sharing: Knowledge sharing “is an organization’s related knowledge, skills, expertise and information shared by employees with each other” (Bilal, 2016).

Team Knowledge Sharing: Team knowledge sharing “occurs when an organization’s related knowledge, skills, expertise, and information is shared among members of a team within an organization” (Bilal, 2016).

Employee Performance: Employee performance “is considered as the key and most significant human resources asset in each company as it is also the way through which companies attain their final aims which can only be attained efficiently and effectively through better performance of their employees” (Ahmad & Manzoor , 2018).

Generally, this study contains six chapters. Chapter one is an introduction of the research as Gazi University research manual recommends. The introduction section of this study presents the background of the study, problem statement of the study, objectives of the study, research questions, research hypotheses, conceptual framework or research model of the study, significance of the study, and operational definitions of the study.

Chapter two discusses the concepts, views, and ideas of the subject of the study based on what the previous researchers, authors, and experts wrote on the topic of the research, which is the effect of teamwork on employee performance. Overall, this chapter includes the following heading: Teamwork and employee performance.

Chapter three is about an overview of the effect of teamwork on employee performance. Therefore, this chapter considers the effect of each independent variable or each teamwork measure “e.g. team members’ trust, team members’ cohesiveness, team members’ spirit/esprit de corps, and team members’ knowledge sharing” and their effect on employee performance. Hence, it includes these headings: the effect of team members’ trust on employee performance, the effect of team members’ cohesiveness on employee performance, the effect of team members’ esprit de corps or team spirit on employee performance, and the effect of team members’ knowledge sharing on employee performance.

Chapter four offers a detailed description of the research methodology used in this study. Thus, incorporates the following sections; study design, the target population of the study, the sample size of the study, sampling procedure, research instrument, validity and reliability of the research, data collecting procedure, research data analysis, ethical considerations, and limitations of the current research.

Chapter five presents the analysis and interpretations of the collected research data. In this section, the results of the demographic information of the respondents, cross-tabulations, descriptive statistics, correlation between the variables of the study and their regression analysis have been outlined. Chapter six, which is the last unit of this research, presents a detailed description of the research conclusion and discussion of findings. Additionally, based on the research findings the researcher of this study suggested some recommendations to the study’s selected private banks and service companies as a whole.

2. LITERATURE REVIEW

This chapter discusses the concepts, views, and ideas of the subject of the study based on what the previous researchers, authors, and experts wrote on the topic of the research, which is the effect of teamwork on employee performance. Overall, this chapter includes the following heading: Teamwork and employee performance.

2.1. Teamwork

The concept of teamwork is as old as human beings, and many firms practiced it in their different divisions “e.g. manufacturing and marketing processes”. Furthermore, they are different types of teams such as management teams, production teams, marketing teams; sales teams, virtual teams or even sometimes we can describe the entire organization as a team. Collaboration is commonly acknowledged as a helpful force for teamwork in any firm since it helps coworkers to work together towards achieving the organizational performance-related aims goals. Teams assist its members to inspire each other and to surge advantages from cooperative of working together as a team. Besides, working together with other individuals, teamwork also allows coworkers to better recognize the significance of teamwork on their performance. Thus, firms should encourage an outlook and attitude of teamwork to gain its benefits (Agarwal & Adjirackor, 2016).

Every employee has a job in the firm. For instance, some of the firm’s employees operate the machines that make products, some of them work as customer service and answers customer phone calls or solve customer complaints, some work as marketers to attract new customers, some are salesmen who sell the products and services that the firm produces, some manages departments and supervise employees’ performance, others keep track of cash inflow and outflows, and some others are top directors who examine the big picture and make crucial decisions that affect the whole organization. All these employees or groups should work together as teams because without working as a team they cannot reach their performance-related goals efficiently. The central reason teams are created is to increase organizational performance. Remember, the wise words of Aristotle “The whole is greater than the sum of its parts”. Furthermore, most of the religions encourage teamwork. For instance, Islam inspires its believers to exercise and acquire qualities of collaboration and teamwork. As cited in Sahih al-Bukhari, 481, The Prophet (PBUH) said, “A faithful believer to a faithful believer is just like the bricks of a wall, enforcing one another.” Whilst saying that the Prophet (PBUH) clasped his hands, by interlinking his fingers.

In the area of increased competition, business leaders understand the significance of collaboration among their workers more than ever before. Teams can increase the performance of the individuals through working together as a team (as cited Manzoor, Ullah, Hussain, & Ahmad, 2011, p.111). Kemanci, (2018) writes that the effect of teamwork in enhancing workers’ outcome in the era of increased rivalry cannot be overstressed. Teamwork improves the efficiency and effectiveness of the worker. It provides them the spirit of belongings and it also allows them to put in their greatest in accomplishing organizational aims. Additionally, teamwork brings about different skills and talents, which in return inspires individual development within the team. Hence, drawbacks opposed in the process and employee who are planning to quit or leave their jobs are solved instantaneously throughout the abundant recommendations and help from the other team members.

When an employee is in a team his performance is steadily enhanced and his job satisfaction also will increase. A team offers its members an excellent use of skills and reduces the tendency to leave from the company. In organizations to accomplish efficiently, there is a need for the members of the team to have some level of skills such as technical, problem solving, decision-making as well as interpersonal skills. Without having the above-mentioned skills, it is hard for the team to reach their performance goals (Arinze et al., 2018).

Team members can expand their skill sets; discover fresh ideas from colleagues since every team member possesses different talents, skills, abilities, knowledge, experience, strengths, and habits. Thus, organizations should create an environment that encourages teamwork because an atmosphere that is not inspired by teamwork can give rise to many challenges towards achieving employees’ performance targets and that will become a barrier in achieving the overall organizational performance-related objectives. As we hear the team term, some of us may think it is entirely for sports, while some may refer to a group of people that work together as a team. Others may think that the concept of teamwork has the same meaning of supporting, sharing and cooperating. However, teams have existed for centuries and many authors wrote on the subject of countless books. Thus, presently everyone can predict how teams work and the benefits they provide to organizations toward enhancing their performance. Therefore, firms around the globe are realizing the best creative ways to improve the performance of their employee is to use teamwork (Katzenbach and Smith, 1993).

According to Sharp et al., (2000) numerous reasons such as; the need for increasing competency, the aggressiveness of business competition, complexity and speed of change in organizations have led businesses to change their traditional organizational structures from an individual-based model to team-based model to achieve high performance in return. Otherwise, because of the complexity and speed of change organizations cannot achieve their goals effectively, thus they should adopt a team-based model instead of an individual-based model in their work to achieve their performance goals efficiently (as cited in Hakanen et al., 2015, p. 43-45).

Helen Keller "Alone we can do so little, together we can do so much", Patrick Lencioni "Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability", Ken Blanchard "None of us is as smart as all of us", Henry Ford "Coming together is a beginning. Keeping together is progress. Working together is a success", Andrew Carnegie "Teamwork is the ability to work together toward a common vision or the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results", Michael Jordan "Talent wins' games, but teamwork and intelligence win championships." Phil Jackson "The strength of the team is each member. The strength of each member is the team." We can understand from the above quotations and proverbs the importance of teamwork for both organizations and teammates. It is also can be very well comprehended that each worker is dependent on his colleagues to contribute his firm to the best way he can. No worker can work individually; he has to acquire the assistance of his coworkers to do his job efficiently. It also can be observed that the performance will enhance when staffs work together as a team rather than individually.

It is very difficult to come up with one definition that combines what teamwork means. Numerous views exist and academics in the field of teamwork and they vary their interpretation of the meaning of what teamwork means. Besides, when business organizations use teamwork concept they can mean to different range of teams, like; quality circles teams, self-managing teams, cross-functional teams or even cybernetic/virtual teams (MBAH, 2014).

Therefore, at first glance, the researcher of this study tried to define the team term based on prior scholar definitions. Afterward, he also described what teamwork means based on the previous scholars' definitions.

Business dictionary (2019), defined a team "as a group of people with a full set of complementary skills required to complete a task, job, or project." or "as the process of working collaboratively with a group of people to achieve a goal. Teamwork means that people will try to cooperate, using their skills and providing constructive feedback, despite any personal conflict between individuals".

TLA (2019) described a team "as a group of people who complete each other in terms of tasks".

A team "is 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" (Katzenbach and Smith, 1993).

A team "is a group of people with different abilities, talents, experience, and backgrounds who have come together for a shared purpose despite their differences, that common goal provides the thread that defines them as a team" (Maginn, 2004).

A team can be defined "as a group of individuals who work collectively to achieve the same purposes and goals to provide excellent quality of services" (Sanyal & Hisam, 2018).

Schermerhorn, Hunt, & Osborn, (2014) described a team "as a group of people brought together to use their complementary skills to achieve a common purpose for which they are collectively accountable". Besides, they added that actual or real teamwork arises once teammates acknowledge and live up to their shared responsibility through enthusiastically working together so that all of their abilities and skills are best used to accomplish team aims or goals.

Teamwork is defined by Webster's New World Dictionary “as a joint action by a group of people, in whom each person subordinates his or her interests and opinions to the unity and efficiency of the group”.

According to Angarwal and Adjirackor, (2016), teamwork “is the process of working collaboratively with a group of people to achieve a goal”. The scholars also mentioned that the concept of teamwork is very old and existed as long as humankind existed, also they added that the organizations use the concept or term of teamwork in different ways hence different divisions of the organizations have different teams. For instance, in the production division, there is a production team, in marketing, there is a marketing team, or in another way, the entire company can be referred to as a team.

Teamwork “occurs when team members accept and live up to their collective accountability for goal accomplishment” (Osborn, Uhl-Bien, & John R. Schermerhorn, 2014).

This study intended to investigate the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia, thus in the following section, the researcher of this study briefly discussed the concept of employee performance based on what the prior scholars wrote on the subject.

2.2. Employee Performance

Every firm exists to attain certain mission and vision. Organizations can attain this mission and vision by utilizing their resources, whether they are physical resources “machines”, financial resources “capital” and human resources “employees”. Each of these resources plays a vital role in the achievement of the organizations to their aims. However, out of these resources, manpower or human resource is the most important asset or resource that any organization has. Assume, your company is using the latest technologies “machines” or has millions of dollars, yet, let’s not forget that there are also countless other companies out there, which have the same machines and even much money as yours. However, what about if your company has the best employees who are motivated, well-educated and possess different skills, abilities, and experience. Then, it is going without saying that, your firm can reach its performance goals better than any other firm. Therefore, the genius way to make your company unbeatable is to invest in your manpower “human resources”. If a firm ensures that its success is guaranteed even in the competitive market since no one can imitate or copy its human resources like they can copy all the other resources you have – machines, money, etc. Furthermore, employee performance is linked to teams who can reach their performance targets throughout the standards stated by the company in which they are working for, and then they are rewarded or appraised based on the difference between their performance and the stated performance standers (Chen, 2011).

Other scholars state that when the employees of a company are highly qualified they can be a better source of reaching a great performance and output and they also allow their companies to gain competitive gain or advantage Pfeffer (1994). According to Darden and Babin (1994), described the term of employee performance as an assessment process that many companies used to assess the abilities and competence of their workers. Griffin et al., (1981) go beyond that and state that, better worker performance is crucial for the well-adjusted economy since great performance increases the living standards of workers, also as their income rise and as result of this the consumption of a products or goods will increase, therefore employee performance is vital not only for business companies but also for the whole society. Furthermore, Ramlall (2008) writes that employee performance is crucial for every company; however, the company’s success also depends on other factors such as employee inventiveness, trustworthiness, and training (as cited in Ahmad & Manzoor, 2018, p. 382).

The business world is changing rapidly and they’re many factors affecting business companies and these factors are cultural, social, legal, political, economic, technology and competition, however, what makes this even more difficult is that since some of these factors are beyond the control of the management of the firms as it is very hard to foresee what will happen in the world business even in the near future. Thus, the need for highly skilled, motivated, educated, committed and enthusiastic human resource or employee is seen as the only way companies can beat the cutthroat or aggressive competitors and come up with the best output or performance. Moreover, the performance of employees on different jobs depends on their level of collaboration and working as a team as this is crucial for the success of an organization. Thiyakesh & Julius, (2016) identified that the employees’ performance as one of the most important factors influencing the overall organization performance and the success of the organization in the competitive market.

They also said that performance is the art to complete the task within the defined boundaries. In the following paragraphs, the research attempted to define employee performance term based on how the previous different scholars and authors described.

The Business Dictionary (2019) defines employee performance “as the job-related activities expected of a worker and how well those activities were executed”. Most of human resources directors evaluate the performance of their workers on annually or quarterly basis, to help them identify if some areas which need improvements and to reward those who achieved high performance and also to make sure that the overall performance of the organization targets is achieved.

Ahmad & Manzoor, (2018) employee performance “is considered as the key and most significant human resources asset in each company as it is also the way through which companies attain their final aims which can only be attained efficiently and effectively through better performance of their employees”. Delarue and De Prins (2004) write that businesses have begun to search for new methods of work that would inspire better interpersonal relations to attain greater work performance (as cited in MBAH, 2014, p.106).

There are numerous factors, which are responsible for inspiring employees to work honestly and give their best effort to enhance their organizations’ performance. Some of these factors included organizational culture, employees’ capabilities, skills, training, motivation, education, management policies, fringe benefits, salary and packages, promotion, better communication, etc. However, the researcher of this study focused on teamwork measures or independent variables that affect employee performance, such as team members’ trust, team members’ cohesiveness, team members’ spirit or esprit de corps and team members’ knowledge sharing. Therefore, the importance of employee performance ought to be understood by the management of the business organizations whichever level they are and to encourage employees to work together as teams for the greater good of the organization and themselves as well.

In the following section, the researcher of this study has exhibited a general overview of the effect of teamwork on employee performance. Additionally, in this unit, it is considered the effect of each independent variable or each teamwork measure “e.g. team members’ trust, team members’ cohesiveness, team members’ spirit/esprit de corps, and team members’ knowledge sharing” on employee performance, which is the dependent variable of the current research.

3. THE EFFECT OF TEAMWORK ON EMPLOYEE PERFORMANCE

This chapter displays an overview of the effect of teamwork on employee performance. Therefore, this chapter considers the effect of each independent variable or each teamwork measure “e.g. team members’ trust, cohesiveness, spirit/esprit de corps and knowledge sharing” on employee performance.

3.1. An Overview of the Effect of Teamwork on Employee Performance

Organizations around the globe are realizing the importance of teamwork and how it leads to high performance to the organizations. Firms whether public or private, service or manufacturer, large or small, use different resources such as capital resources, physical resources, and most importantly human resources to achieve their performance goals and objectives. Human resource managers are responsible for looking after the employees of the firm by motivating, training and developing them, solving their problems and helping them build a better relationship not only with the employer but also as among themselves as a team. Human resources are the best assets that every organization has used to accomplish their business goals. Team members have different skills, which are complementary to each other whether they are technical skills, interpersonal skills, problem-solving and decision-making skills. If all the human beings would have the same ideas, opinions, skills or knowledge they would not be innovation anymore in the organizations. So, the only thing that employees need is to appreciate themselves in their diversity, if they do so, they can work brilliantly together and this enhances their performance, which in return enhances the firm’s performance. Therefore, organizations need to create an atmosphere that fosters teamwork to their employees to enjoy the greater benefits of their teams that in return help them reach their organizational goals.

Manzoor et al., (2011) conducted a study to assess the impact of teamwork on employee performance of the employees of the Higher Education Department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. In their study, the scholars used numerous teamwork measures such as team members’ spirit, team members’ trust, and recognition and reward to foresee the effect of these teamwork measures or independent variables on employee performance. Besides, as a study instrument, the researcher of this study employed self-administered surveys, which was distributed to four government degree colleges of boys and girls located in Peshawar and Kohat region. Furthermore, the scholars used a mixed of regression and correlation analyses to explain and analyze research data. Correlation analysis was aimed to determine the association among variables of the study, whereas the regression analysis was executed to examine the effect of teamwork on employee performance of Higher Education Department of Khyber Pakhtoon Khawa. The researchers concluded their study that, there is strong proof which indicates, teamwork measures or independent variables, which are; team members' spirit, team members' trust, and recognition and rewards have a positive and significant influence on employee performance of Higher Education Department of Khyber Pakhtoon Khawa (KPK), Peshawar Province of Pakistan.

Khan & Mashikhi, (2017) carried out a study on the same subject, the main objective of the research was to determine the effect of teamwork on employee performance of Oman banking sector. The data of the study gathered from one hundred twenty (120) employees who were working at a bank in Oman. Furthermore, the researchers of this study used various statistical tests such as correlation and regression analyses. The former analysis was meant to examine the relationship between teamwork and employee performance, while the latter analysis was intended to prove if the teamwork measure or independent variable, which in this case was team members' knowledge sharing has an affect employee performance. Lastly, based on the correlation and regression analyses, the investigators of the study discovered that the teamwork has a strong significant effect on employee performance of the study's selected bank.

This research sought to assess the impact of teamwork on employee performance of an entertainment organization in Kuala Lumpur the capital city of Malaysia. The research design was a mixture of descriptive and explanatory research designs. The researchers of this study have done numerous analyses such as reliability and validity analysis, descriptive, correlation and regression analyses via SPSS 20. In their study the scholars used numerous independent variables to gauge the effect of teamwork on employee performance, these measure or variables included; team members' cohesiveness, team members' accountability, team members' communication, team members' level of trust, team members' leadership, and team members' interpersonal skills, whereas the dependent variable of the research, was employee performance. Furthermore, researchers used a random sample probability as sample technique while the respondents were (107) employees in an entertainment company in Kuala Lumpur. In the conclusion of this study, the investigators revealed that most of the independent variables or teamwork measures of their study such as team members’ accountability, team members’ communication, team members’ level of trust, and team members’ leadership have a significant effect on employee performance. However, the researchers discovered that team members’ cohesiveness, team members’ interpersonal skills have no significant effect on employee performance (Al Salman & Hassan, 2016).

Another study explored the impact of teamwork on employee performance in some selected companies in Anambra State, Nigeria. The research design of this study was a descriptive one. In this research, the researcher used statistical tools such as regression and correlation analyses. The correlation analysis designed to highlight the degree of association amid teamwork and employee performance, while the regression analysis intended to examine the effect of the independent variable on the dependent variable. The data of this study gathered from two hundred four (204) respondents from the study’s selected companies in Anambra State, Nigeria. From the correlation analysis, the main finding that the scholar of the study discovered was that there is a strong positive association amid the independent variables of the study, which were team trust, team spirit, rewards and recognition and the dependent variable of the study, which was an employee performance. Furthermore, from regression analysis, this research also found that teamwork measures or independent variables have a significant and positive effect on employee performance. Thus, the researcher of this study suggested that companies could enjoy a competitive advantage, and better output “performance” by applying a teamwork-based model. Therefore, organizations ought to endorse strategies that can assist teamwork in their firms (MBAH, 2014).

Similar research had been carried out to gauge the effect of teamwork on employee performance in Dhofar University faculty members’ performances in Oman. The study intended to highlight the aspects related to the notion of teamwork within the job atmosphere. In this study, the scholars examined several variables associated with teamwork, such as the term trust, performance assessment, leadership, structure and remunerations/rewards. To determine the objectives of the study the scholars of this study employed various data analyzing tools such as correlation and regression analyses. Form the correlation analysis the study found that there is a strong relationship among the independent variables or teamwork measures of the study, which are: climate of trust, leadership and structure, performance evaluation and rewards and dependent variable, which is employee performance of Dhofar University in Sultanate of Oman. Moreover, based on the regression analysis they employed the investigators of this research also found that teamwork has a strong significant effect on the performance of Dhofar University faculty members. Furthermore, the researchers of the study argue that there are numerous other variables, which may influence the performance of employees, thus these may need to be studied further (Sanyal & Hisam, 2018).

Another study investigated the impact of teamwork on employee performance in some selected medium enterprises in Anambra State in Nigeria. This study used descriptive research survey design. The investigators of the study used a structured questionnaire as a research instrument to obtain information from the respondents who were the two hundred ninety-five (295) senior staffs from study's selected medium scale enterprises (MSEs) in Anambra State. To analyze study data, the scholars of this research employed various data analyzing tools such as Pearson correlation analysis, multiple regression analysis, and summary statistics of percentages. The summary statistics of percentages were employed to answer the study questions. The correlation analysis was used to identify if there is a relationship among variables of the study, whereas regression analysis was employed to accept or reject the claims of the hypotheses or to assess the impact teamwork on employee performance. From the correlation analysis the scholars found that there is a positive relationship between teamwork measures or independent variables, which were team members' abilities, team members' spirit or "esprit de corps", team members' team trust, and team members' recognition and reward and employee performance. Moreover, the regression analysis of this study indicated that teamwork measures or independent variables "e.g. team members' abilities, team members' spirit or "esprit de corps", team members' team trust, and team members' recognition and reward" have positive and significant effect on employee performance, which is the dependent variable of the study (Arinze et al., 2018).

Furthermore, Septiani & Gilang, (2017) carried out a study to investigate the effect of teamwork on employee performance in a state-owned enterprise in Bandung, Indonesia. The researchers of this study used a mixture of descriptive and casual research designs. Besides, the scholars of this research used primary data acquired thought a mixture of interviews and questionnaires research data collected instrument tools. Furthermore, as a sampling technique to collect research data, the researchers used simple random sampling. Furthermore, methods of the data analysis used in this study included; descriptive analysis such as mean averages, simple linear regression, hypothesis test (test-t) and coefficient of determination with the help of SPSS as a software of processing and analyzing the research data. The result of this research indicate that teamwork measures or independent variables that the researcher used in this study such as coordinating, cooperating, communicating, comforting, and conflict resolving have influence of 23.5% on the performance of employees, while rest of 76.5% are other factors that affect the employee performance that has not examined in this research.

Companies may be able to increase their performance by enhancing the capacity of teamwork they use, which in return will increase the performance level of the employees, however, to achieve this firms should pay attention to the size and kind of teamwork the use. Thus, teamwork practice in the company will be very useful since it has a direct influence on employee performance. When a worker receives sufficient opportunities for cooperation or teamwork his/her performance spontaneously increases (Agarwal and Adjirackor, 2016).

In this study various teamwork measures or independent variables were used to determine the effect of teamwork on employee performance, these measures or variables included; team members' trust, team members' cohesiveness, team members' esprit de corps/esprit de corps, team members' knowledge sharing. Thus, for the section below the researcher reviewed the effect of each teamwork measure or independent variable on employee performance. Starting from team members' trust as a measure of teamwork effects on employee performance.

3.1.1. The Effect of Team Members' Trust on Employee Performance

Nowadays, trust is a very hot topic more than ever before, and it's increasingly recognized as an indispensable advantage to promote teamwork, increase collaboration, drive engagement, and direct the endless process of change in any organization. When trust exists, individuals can perform their best, jointly and cost-effectively. Besides, individuals can perform their best within high trust atmosphere. They are also pleased to be a part of their teams and inspired to produce better outcomes. Furthermore, they feel self-reliance within themselves and also their teammates. Moreover, they knew what their organization expected from them and what to get in return if they do so. They also can craft, invent and learn new things, and they are aware that they can get help and support from other members in case such need arises. Besides that, they voluntarily share knowledge, cooperate, and distribute each other’s talents and capabilities efficiently and effectively. Furthermore, when the teammates trust each other they become around a shared drive, think out of their comfort zones, support one another, and they interconnect willingly and truthfully. On the other hand, when trust is absent, people compete for vacancies, do not share job-related information and talk about one another instead of talking to each other (Reina, Reina, & Hudnut, 2017).

At first glance, the study explained the concept of trust before discussing the effect of team members’ trust on employee performance. However, trust is a fundamental relationship notion that requires more theoretical investigation, not just empirical search. Trust has been described in numerous means by several academics throughout various disciplines that a typology of the many kinds of trust is sorely required (Mcknight & Chervany, 2000). Presently, the concept of trust became a crucial part of research analyses in numerous social sciences, history and their associated disciplines (Guinnane, 2005).

Aljazzaf, Perry, & Capretz, (2010) write that, most trust studies concentrated on trust formation without classifying and bearing in mind the key trust description components and trust values. Nevertheless, trust is a complex subjective concept. The meaning of trust should encompass the notions of dependence, confidence expectation, defenselessness, trustworthiness, comfort, value, context specificity, risk attitude, and absence of control.

Though most of the academics of this field approve the significance of trust increasing efficiency and outcome of the organization, the researchers of this subject haven’t united in defining the concept of trust. One reason for this disagreement is the gigantic applicable of the concept to diverse frameworks and level of investigations. In organizational literature, trust has been studied based on interpersonal job relationships, associations, teams, government structures or even communities as a whole (Costa, 2003). It is globally accepted that there is no exact or consensus definition of trust and researchers and authors defined the term trust in different ways. However, this study tried to describe the term of trust and team trust based on the definitions of prior scholars.

Here are some definitions of trust based on previous different scholars' definitions:

Trust "is reciprocal faith in other's intentions and behavior" (Kreitner & Kinicki, 2004).

Lewicki, Mcallister, & Bies, (2016) describe trust "in terms of self-possessed positive expectations concerning other's conduct".

Trust "is the highest form of human motivation. It brings out the very best in people. But it takes time and patience, and it doesn't preclude the necessity to train and develop people so that their competency can rise to the level of that trust" (Covey, 2004). He also quoted that; trust "is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships."

Trust "is the willingness of the trust giver to rely on a trustee to do what is promised in a given context, irrespective of the ability to monitor or control the trustee, and even though negative consequences may occur" (Aljazzaf et al., 2010).

Trust "is a psychological state that manifests itself in the behaviors towards others, it is based on the expectations made upon behaviors of others, and on the perceived motives and intentions in situations entailing risk for the relationship with others" (Costa, Roe, & Taillieu, 2010).

Trust "is a positive expectation that another person will not act opportunistically" (Robbins & Judge, 2012).

Mayer et al., (2007) define trust "as a willingness to be vulnerable to another party."

Marsh, (1994) described the term trust "as a judgment of unquestionable utility —as humans, we use it every day of our lives." He also, argued that trust is:

> "A means for understanding and adapting to the complexity of the environment."
>
> "A means of providing added robustness to independent agents."
>
> "A useful judgment in the light of the experience of the behavior of others."
>
> "Applicable to inanimate others."

Oxford English Dictionary (2019) defined trust "as the firm belief in the reliability, truth, or ability of someone or something or acceptance of the truth of a statement without evidence or investigation".

The recognition that trust is vital for the accomplishments of firms has enlarged the request for an investigation into exhibiting how this significance is mirrored on the performance of its employees (Costa et al., 2010).

Erdem et al., (2003) carried out a study sought to establish the association between optimal trust and teamwork: from groupthink to team-think. The scholar used empirical study encompassing one hundred forty-two (142) members of twenty-eight (28) to classify aspects, which relate to this ideal level of trust. In conclusion, the researcher discovered that excessive trust could affect adversely on performance. Furthermore, the researcher suggested that there is an optimum level of trust in many team conditions. Subsequently, to increase team or employees' performance, teams must show critical query and positive condemnation in order to understanding each other better, and this helps them trust one another, which in return enhance their performance, however, this trust must not be too much, because it might affect performance of the employee negatively as the researcher revealed.

According to Mcknight & Chervany (2001), the individual drama regularly contains two parties who trust and distrust each other at the same time. For instance, during the World War II, Joseph Stalin and Franklin D. Roosevelt had to trust one another for their mutual help and collaboration against their shared enemy, however, at the same time they were distrusting one another since each of them had his comforts or interest to operate. Nevertheless, each of them trusted the other and offered adequate honesty to accomplish treaties they formulated to conduct the battle in certain approved ways. Despite their differences, they were willing to trust one another knowing the possible difficulties in their association. If even the enemies can trust each other to accomplish their mutual goals, how about teams who work at the same organization should trust and rely on each other to reach their mutual performance-related targets, which they cannot reach if every one of them works individually.

Working as a team is completely different from working in a very hierarchical association. Within teams, team members need to discover, accept, and maybe adopt some techniques of creating team spirit among their coworkers, thus this can lead to profound, constant and joint associations among the teammates which in turn support collaborative behaviors even in the case of severe burden. When the relationships among the team members initiated and continued their performance will become “greater than the sum of its parts”. Moreover, teamwork is recognized as a necessary tool since it is a crucial part of every organizational success, thus teamwork is a vital aspect of organizational achievement. There are numerous factors such as training, technology, and inspiration, which defines team members’ achievement of extraordinary levels of performance, however, trust is an essential keystone in this process. Therefore, companies’ policies and procedures that related to selection, education, development, guidance, etc., ought to accept that building trust among their team members since it is a vital part of the company’s success (Erdem, Ozen, & Atsan, 2003).

One of the crucial factors of success in business is team building while one of the key factors of creating successful teams is trust. Trust is critical in the team-building process and the top ten-sport team is an actual example of this. High performing teams need team members who are capable of what they perform; however, trust-based teamwork is also the keystone for the process. Trust helps two-way behavior among the members of the team. Trust can build through mutual understandings, effective interaction, frankness, and shared respect. If there is a trust among members of the team, personal thoughts and meaningful information can be discovered because of the existing trust-based relationship among the colleagues. Additionally, trust is a keystone to the challenge of fostering team performance to a high-level one. In their study, the scholars discovered that there is a positive and strong relationship between trust and high performing teams. Furthermore, they state that, despite the missing of the broad conceptual definition of trust, high performing teams attracted great attention, as a phenomenon in business studies (Hakanen et al., 2015)

Another study on the same topic of trust is conducted by Costa, (2003). The main objective of this research was to analyze the character and functioning of trust within working teams. The data of the study gathered form 112 teams working in three social care organizations in the Netherlands by using survey. The researcher chose 395 respondents as a sample size of the study among these teams. Additionally, the study tested a model relating trust with perceived task performance, team satisfaction, and two dimensions of structural commitment (attitudinal and continuance). The results of this study discovered that trust is multi-component structure, and also its significance for the functioning of the teams and organizations. Moreover, teamwork and trust seemed to be powerfully linked with team members' mindset towards the company. Also, trust among teammates was strongly linked with attitudinal commitment, while negatively related to continuance commitment. Lastly, trust was also positively associated with perceived task performance and team satisfaction.

Jones & George, (2013) conducted a study sought to examine the manner that trust progresses in companies and how it affects collaboration and teamwork. In the study, the scholars used the perspective of figurative interactionism to examine how trust evolves and changes over time, while also describing conditional and unconditional forms of trust. Additionally, they looked at the aspects involved in the dissolution of the trust. The scholars projected that the trust experience among teammates is decided by the interaction of individuals' values, attitudes, feelings, and emotions. Finally, the scholars explored that there is a link between trust —as a critical element of organizational performance and competitive benefits such as interpersonal collaboration and teamwork.

Acceleration of development is more about good, truthful interactions than money. Trust is a compelling power for business formation, thus to establish an intercontinental business, for instance, you are required to create a team that is qualified of meeting the global challenges. Trust is an essential factor in team formation and it is also a crucial facilitator for teamwork. Generally, trust-building is a gradual method, however, it can be speeded with open communication, blameless interaction and sharing skills among team members. Furthermore, the journey of building trust also requests individual knowledge and continuous open communication, sympathy, admiration, frank and effective listening. The rapid development and dynamical nature of international business make necessary for collaboration and team creating, particularly for startup businesses. Trust enhances interaction among members of the team and this open interaction is vital for creating high performing teams. Other factors which also essential in building teams are a mutual vision, clear job descriptions, enthusiasm for collaboration and inspiring team leader (Hakanen & Soudunsaari, 2012).

Mickan and Rodger (2000) carried out a study on the relationship between team performance and trust and they founded that there is a strong association between team performance and trust. Additionally, they said that trust among team members creates the foundation of teamwork behavioral, which in turn leads to organizational synergy and enhanced output or performance. Development of trust among team members within the company is the responsibility of the team members, whereas the creating of a promising and trustable environment for teamwork synergy is the responsibility of the organization.

Manz and Neck (2002) write that high performing teams within the firm can occur when there is teamwork and agreement exists among the team members. Decreasing the faults, improving quality of outcomes, increases in production and client satisfaction are the range of standards through which the outcome of the teams is assessed. Trust among team members is also important in this process and it occurs when team members cultivate the self-confidence in one another’s competency (as cited in Boakye, 2015, p.17).

Similar research inquired by Erdem, Ozen, & Atsan, (2003) discovered that trust among the team members fosters the inimitable talents and collaboration of individuals. Therefore, the researchers recommended that the organization remodel trust conduct as a measurement for performance evaluation scheme to endorse the organizational standards.

Edmondson (1999) states that a collaboration of the team members will solely be built once the reliance appears to be a key value of the team attitude. Trust creates an atmosphere for the team where teammates can convert their faults, acknowledge criticism and generously express their moods, thus this leads to more synergy within the team which in turn increase their performance (as cited in Manzoor et al., p. 113).

Another research on the same topic assessed the link between interpersonal trust and team performance. The respondents of this study were from twenty-eight (28) working teams including one hundred eighty-one (181) individuals who eighty-four (84) of them were females whereas the other ninety-seven (97) were males from different organizations that the researchers of this study targeted as their research population. In this investigation, the researcher employed the Pearson coefficient analysis (r) and other data analyses tools. In their findings, the scholars of this study indicated that the trust among the teammates could help organizations to achieve high team performance and outcome. Furthermore, through the information acquired from the prior studies on the same subject, the researcher recommended that by inspiring trust among the members of the team, it is likely to increase organizational output or performance in all kind of organizations whether they are private or public. Moreover, this study suggested that team members within companies could attain their performance targets more easily when there is a high interpersonal trust among the teammates and vice versa. Thus, organizations should put a great effort to create teams, which have strong interpersonal trust because this could be a considerable landmark for the success of organizations. Finally, this research concludes that trust between the team colleagues can bring about high performance in the organization (Nirwan, 2014).

Most project teams are created to attain organizational aims as companies generally acknowledged the significance and advantages of project teams. Team trust can predict project performance and team effectiveness. Therefore, to create a successful team and enhance team members' performance, project managers are required to improve trust among the team members as well as their reliability to one another as project team (Fung, 2014).

Organizations require their employees to do whatever they can, to corporate and produce great results by working effectively and efficiently. To do so, employees need to be capable of communicating and trusting with each other. Trust shapes the bond among the organizations' demand for outcomes and the employee need for relationship. Contrariwise, when the essential component of trust is absent, individuals become separated and disconnected. Thus, employees' self-reliance with themselves and their surroundings crumbles, alongside with their commitment to their job and their corporation. Without trust, individuals cannot perform the best way they can't and this will lead to the failure of their corporation and performance as well (Reina, & Hudnut, 2017).

As majorıty of people are aware of once trust among individuals is gone, it becomes hard to work cooperatively. Consequently, team colleagues spare to hold one another at a distance, not willingly sharing information, closely scrutinizing each other's comments and mostly vacating truthful and honest communication. This is not a good state for any team since teams require the necessary level of trust before team members can efficiently manage disagreement. Without that, life on the team can be pretty infertile and unattractive (Maginn, 2004).

Other scholars go beyond and they state that, without trust, there is no public, diplomatic or financial exchange is possible as it needs one party to make some form of offer towards another with the implicit belief that the opposite party can be trusted to reciprocate with suitable good kindness (Lee-Kelley & Crossman, 2004).

When the exchange of trust among the members of the team is strong, high performance can be attained because the existence of trust reciprocity within the teams means that the teammates believe in honesty characters and the capability of other members of the team. Achieving high performance can take a long time, as it requires trust among the colleagues, and it also prerequisites vigilant consideration from the administration of the organizations. In addition, thigh performance is influenced by organizations' teamwork and the feel of unity among the teammates, which will help them to work efficiently and this, in turn, promote the company and contributes tremendously to its success (Abdullah, 2017).

Once job interdependence is high, team collaborations are critical for achieving team performance objectives. Furthermore, trust among members of the team will strongly impact employee performance. On the other hand, once job interdependence is low, team colleagues work quite individually and the team has limited desires for communication and teamwork, thus this will weaken the effect of trust on team performance (Costa, 2003).

Erdem, Ozen, & Atsan, (2003) conducted research to scrutinize the association among interpersonal trust in teams and the team performance inside diverse organizations comparatively. The researchers collected their research data from one hundred forty-eight teammates of twenty-eight teams throughout four companies. In this research, the investigators used merely a simple survey to gather study needed data from the respondents. In the conclusion of this study, the researchers discovered that there is an association between team trust and performance; this relationship was especially strong within half of these companies. This association looks to be neither simple nor stable throughout organizations. Furthermore, many researchers such as (Butler, 1991; Bromiley & Cummings, 1995; McAllister, 1995) have recommended the linkage among trust and increased output performance.

The previous investigations display little understanding regarding the impact of trust on employee performance (as cited in Costa et al., 2010, p. 230). Moreover, other scholars indicate that team members’ trust has a significant effect on employee performance such as (Manzoor et al., 2011; MBAH; 2014; Agarwal and Adjirackor, 2016; Hassan and Al Salman, 2016; Arinze et al., (2018). Nevertheless, in Somalia context, the effect of team members’ trust on employee performance —particularly in Mogadishu-Somalia private banks has not been discovered yet. Therefore, this study is aimed to reveal the effect of team members’ trust as a measure of teamwork on employee performance in the study’s selected private banks in Mogadishu-Somalia.

3.1.2. The Effect of Team Members’ Cohesiveness on Employee Performance

Cohesiveness among team members was a subject that has been crucial to small team research for a long time (Greer, 2012). Within the history of organizational study, a central objective has been to classify the aspects and processes that bring about better team performance. To achieve this objective, scholars have mostly concentrated on the social and motivational dynamisms that occur among team associates. The hypothetical and intuitive assumption was that these aspects create a bond among the team members, thus the greater the cohesion the better the performance of the team as a whole (Beal, Cohen, Burke, & McLendon, 2003).

Team cohesiveness has regularly shown as one of the fascinating and essential concepts in the research of small team or group, inspiring lively study concentrations in social psychology, team dynamics, organizational conduct, and sports psychology (Brian Mullen & Copper, 1995). Though there has been a wide discussion on the meaning and scheme of cohesion, small attention has been given to the association between cohesion and performance (Chang & Bordia, 2001). Before the researcher of the current study discussed the effect of cohesiveness of employee performance, he tried to define the two concepts of cohesiveness and team cohesiveness based on prior study definitions:

Cohesiveness “is the degree to which group members are attracted to each other and are motivated to stay in the group” (Robbins & Judge, 2018).

Cohesiveness “is the strength of group members’ desires to remain in the group and their commitment to the group” (Kentucky, et al., 2012).

Cohesion “is the degree and the leaning of teams to stick together in unity, solidarity, and pulling together to achieve a certain objective” (Muthiaine, 2014).

Robbins (2000) defines cohesiveness “as the degree to which group members are attracted to each other and are motivated to stay in the group”. Cohesiveness “is a group phenomenon, and for a group to be highly cohesive, most if not all members must have strong motives to remain in the group” (Spector, 2000). Gibson, Ivancevich, and Donnelly (1994) view cohesiveness “as the strength of group members’ desires to remain in the group and their commitment to the group”. Luthans (2002) cohesiveness is defined “as the average resultant force acting on members in a group” (as cited in Pramlal, 2004, p. 32-33).

Team cohesion “starts with the clarity of the definite performance objective beginning with constructing of confidence in team members” (Muthiaine, 2014).

Team cohesiveness “is a dynamic process that is reflected in the tendency of a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs’’ (Filho, et al., 2014).

Team Cohesiveness “is a we-feeling that binding group together” (Kreitner & Kinicki, 2004).

Team Cohesion refers to “the tendency for a group to stick together and remain united in the pursuit of common goals”. For example, preparing for a tournament (Muthiaine, 2014).

Filho, et al., (2014), described team cohesiveness “as a dynamic process that assists the team or group to stay together and remain cohesive to achieve organizational objectives or for the fulfillment of the team members”.

According to A Tziner, (1982) partners of a cohesive team stick jointly. They are unwilling to depart the team. When there is cohesiveness, team colleagues stick together for one or both of the following reasons: since they enjoy each other’s partnership or as they need one another to achieve a shared end.

Cohesion is often related to athletic performance. Particularly, researchers enthralled in exploring the link amid cohesion and performance and they scientifically found that there is a reciprocal association between the two variables. In their conclusion, they determined that cohesion leads to enhanced performance and contrariwise Filho, et al., (2014).

An essential factor of teamwork is that members of the team are cohesiveness since it helps them to perform efficiently. Therefore, to become a cohesive team, team colleagues must agree or set objectives cooperatively and understand these objectives well. Besides, team colleagues ought to have an identical contribution to team accomplishments. In doing so, there must be decent interaction among team members, team associates should distribute and swap thoughts voluntary, disagreement among teammates must be efficiently solved in the team, interactive interactions among associates of the team needs to be decent and problems should be overcome and fixed jointly as a team. When a high-level cohesiveness among the team members they can perform their jobs efficiently. Thus, there is a necessity to confirm that teams are greatly cohesive to increase their efficiency or performance (Pramlal, 2004).

Numerous reviews of cohesiveness studies have shown in recent years that there is a relationship between cohesion and performance, for instance (Evans & Dion 1991, Guzzo & Shea 1992). The former study discovered that there is a considerable positive linkage between the two variables of cohesion and performance, whereas the latter research offered more detailed literature of the subject. Furthermore, Smith et al., (1994), inquired a study on the association between cohesiveness and performance within top management teams in small high-tech organizations, and they found that there is a positive association among cohesiveness and company monetary/financial performance (as cited in Guzzo & Dickson, 1996, p. 310).

A crucial goal in the history of organizational research has been to classify the factors and practices that help an organization to enhance its team performance. To achieve this goal, scholars repeatedly have focused on the social and psychological aspects that occur among team members. The hypothetical and intuitive assumption was that these factors create cohesion within the team colleagues and the greater the connection or the bond is the better performance of the team members will be (Beal, Cohen, Burke, & McLendon, 2003).

Banwo, et al., (2015) by employing Carron, Widmeyer, and Brawley team atmosphere survey and Beauchamp, Bray and Carron (2002) role perception and acceptance scale, they collected research data from one hundred eighty (180) employees in four (4) subdivisions of commercial banks in Nigeria. The academics divided their questionnaire into three sections: demographics, role perception and acceptance, and group unity or cohesion. In their findings, they discovered that the team cohesion is strong among teams with high performance, whereas team cohesion is weak among teams with low performance.

Another study conducted by Greene (1989) employed causal modeling methods to examine the connection between cohesion and productivity in fifty-four newly created work teams in the context of nine months' longitudinal field study. The conclusions of this study evidenced that teams' approval of the organizational aims can affect both output and cohesion. The scholars said that team approval of the organizational goal can affect team performance positively in two ways: Directly and indirectly through its impacts on team drive. Moreover, the study recommended that the association between cohesion and performance is mutual, however, this linkage whether it is directly or indirectly occurs when the team acceptance of the organizational goals and team drive are both high.

Brian Mullen & Copper, (1995) guided a study on the link between group cohesiveness and performance. The researchers examined different hypothetically revealing factors that determine the relationship between the two variables of the study, which are: team cohesiveness and performance. This meta-analytic integration study discovered that the whole link between cohesiveness and performance was extremely strong in small size teams. Besides, the scholars found that the association amid the variables of the study was also significantly strong in direction of measurement of team's perception of cohesiveness rather than when cohesion among the team was put into operation in terms of investigational indications of cohesiveness. Furthermore, in the study, the independent contributions of distinctive factors of team cohesiveness were measured, proving that the link between the variables of the study is largely due to the commitment of the job elements of team cohesiveness rather than the attraction of interactive elements or team pride. Lastly, the results of this analysis suggest that the more direct effect may be —from performance to cohesiveness, rather than —from cohesiveness to performance.

Teams can vary in their cohesiveness — “the level to which members are interested in each other and motivated to remain in the team”. Some team associates are cohesive since the team colleagues have stayed together for a long time; others are connected because of the teams’ smaller size that helps them to interact effectively. Furthermore, the external dangers make the team remain and stay together. Cohesiveness affects employee performance. Researchers systematically revealed that the link between team cohesiveness and performance is based on the norms of the team regarding cohesiveness and performance relation. Thus, the scholars state that, if the standards for excellence, productivity, and collaboration with outsiders are extraordinary, a cohesive team can produce more rather than those whose cohesion is less. However, when the performance norms are very low, performance will also become low. On the other hand, when team cohesiveness is low whereas the norms related to performance are high, performance or productivity will enhance, but not as much as when both cohesiveness and performance norms are high. When both cohesiveness and productivity-related standards are low, performance becomes a moderate level (S. P. Robbins & Judge, 2018).

Muthiaine, (2014) carried out a study, which they sought to assess team cohesiveness among Kenyan National Classic League basketball players. This research was directed by the differences in task and social cohesion within the team, the relationship among team cohesiveness, team victories, and losses. Also, the study scrutinized if the sizes of the team have a significant association with the level of cohesion among members of the team and the difference of the sex of the teammates regarding their cohesion of the team. The design of the research was a descriptive study one and the target population comprised of one hundred eighty players from the Kenyan National Classic League players in 2010. The researcher employed a stratified random sampling technique to select the participants of the study based on their sex. The investigator chose six respondents from every team to make the total participants of the study one hundred thirty, which equal to seventy-two percent (72%) of the whole target population of the study. The research found that the sizes of the team have a significant association on the level of cohesion among the teams; also they state that friendships among teammates can increase cohesion as well as team performance. Besides, the study also discovered that there was a positive association within the teams who celebrated their victories and losses together. However, there was no significant difference between masculine and feminine participants regarding team cohesion. Finally, the study stated that both task and social cohesion amongst the team members are certainly linked to successful performance in basketball teams.

Chang & Bordia, (2001) guided a study on a multidimensional approach to the group cohesion–group performance relationship. The objectives of this study were: to investigate the different dimensions of both team cohesion and team performance, to examine the link among team-level task and social cohesion and team efficiency, to assess longitudinal transformations in the independent variable, which is cohesion in this case and the dependent variable, which is performance and the direction of impact among them. The respondents of this study were 80 students from a third-year organizational psychology subject who participated in this research on a free basis. The respondents were told that an independent investigator wants to gather research data and a very small part of this study outcome will be used as a material for their report writing an assignment at the end of the semester. The participants of the study were divided into teams of three or four students to work on the project. The team project continued for five weeks. Time One (Time 1) assessment was made in the second week of the project, and Time Two (Time 2) assessment was made in the fifth week of the project. Both of the two times (Time 1 & Time2), the total participants were twenty-eight teams. A team can only participate in the study if half of them offered useable answers. Thus, the (Time 1) teams were twenty-five teams whereas the (Time 2) teams were twenty-two, and across (Time 1) and (Time 2) they were seventeen (17) teams. Besides, the team was only recollected in the data set for the longitudinal investigation if a minimum of two members of the team stayed in the team from (Time 1) to (Time 2). The researchers concluded that there is a one-to-one association between particular dimensions of team cohesion and team performance. Also, task cohesion was the only forecaster of self-rated performance at both Time 1 and Time 2, while social cohesion was the only predictor of system viability at Time 1 and the stronger forecaster at Time 2. Social cohesion at Time 2 projected performance on a team task. Nevertheless, no longitudinal transformations were discovered in cohesion or performance. Lastly, the state that team cohesion was discovered to be the ancestor, nevertheless not the result, of team performance.

Furthermore, to inspire team or group cohesiveness Robbins & Judge (2018) suggested that:

- Make the team smaller in size,
- Inspire agreement with team aims,
- Rise the time which member of the team or group expend together,
- Upsurge the team's status and the perceived difficulty of achieving belonging,
- Rouse positive/constructive competition among members of the group,
- Provide rewards on a team basis rather than an individual basis,
- Physically separate the team or the group.

Spink (1995) conducted research to examine the link between cohesion and team size. The main objective of this research was to classify how an intervention program concentrating on a team creating philosophies can have an impact on the perceptions of cohesiveness within small and large size teams. The research compared the smaller size class exercise team members' perceptions of cohesiveness and big size exercise class team members' perceptions of cohesiveness. Thus, the researcher evaluated team growth for thirteen weeks. The study discovered that perceptions of task cohesiveness and social cohesion are stronger in smaller size teams; therefore, they recommended that team-building programs could overcome the negative effect of extremely big size teams (as cited in Muthiaine, 2014, p.16-17).

Muthiane, Rintaugu, & Mwisukha, (2015) directed a study on the association between cohesiveness (social and team) and performance of the Kenyan Basketball League. The objective of this research was to discover the relationship amid the study variables. The researchers assumed that the sex and the size of the team associates would not mediate the linkage amid team cohesiveness and performance. Thus, the scholars gathered the data required for the research from the respondents who were one hundred thirty respondents "players" of the 2007 Kenyan basketball league. Besides, the scholars used a survey questionnaire, as an instrument to collect research needed data. Moreover, the investigators used statistical analyzes such as Pearson correlation analysis, One-way ANOVA and Kruskal–Wallis technique to test the presumed hypothesis. Findings discovered that seventy-five percent (75%) of the players did not hate other players or teammates; ninety-six percent (96%) of the performers celebrate victories of the team and seventy-six percent

(76%) of the players feel that they lose when the team loses. Therefore, the study revealed that teams who have a high level of cohesion win frequently compared to those who have a low level of cohesion and lose most of their games. Ultimately, the scholars concluded that there is a relationship between cohesion and performance in basketball for both sexes (male & female) were almost the same. It means that there were no significant differences between them. Furthermore, it was also discovered in this study that, the team size impacts the cohesiveness amongst the team members. Therefore, the researchers suggested that trainers require taking into account for some ways of improving cohesion in their teams, and more appropriately, reflect on the team structure.

When teams have a lot of members, team cohesion and mutual responsibility fall; group lazing rises and the interaction among the teammates also become less. Members of the big-sized team have trouble collaboration with one another, especially when there is time or deadline pressure. Once a natural working team is larger and you require a team exertion or effort, consider dividing the teams into sub smaller teams (Robbins & Judge, 2018).

A potential reason regarding to why team cohesiveness had a great effect within and beyond small team study field is that, since it is one of the rare areas of small group research where the essential findings from the literature —the association between the two variables of team cohesiveness and performance —has continued many years, as presented by multiple meta-analyses (e.g., Beal, Cohen, Burke, & McLendon, 2003; Chiocchio & Essiembre, 2009; Evans & Dion, 1991; Gully et al., 1995). However, the strength of the effect between the two variables may differ from one context and task to another, generally, cohesiveness is an extraordinarily tough process within teams, in which the researchers of the field have been able to apply throughout a diversity of settings and disciplines (as cited in Greer, 2012, p. 556).

Formal and informal teams seem to have a closeness attitude and conduct. This closeness is called team cohesiveness. Team cohesiveness is usually considered as a power that helps team members stay together as a team and it is more powerful than other forces that drag team members to leave or quite from the team. Connections among the members of the team help coworkers to feel that they are part of the team and it also permits team associates to own moral feelings. Extremely cohesive teams encompass individuals who are inspired to stay together, thus there is a propensity to believe this will enhance their performance. However, there is no research evidence supported this rationality conclusively. Generally, as the cohesiveness of team colleagues rises, the degree of correspondence to team customs of togetherness will also rise. However, the team norms may be inconsistent with those of the company (as cited in Gibson, et al., 2012, p. 239).

Filho, et al., (2014) inquired a study to examine the association between cohesiveness and performance in sport: a decade (from 2000-to 2010) reviewing meta-analysis. The main purposes of this research were to: investigate the direction and the level of the association between the two variables based on studies conducted on the subject over 10 years, to highlight other factors or mediators of the association amongst cohesion and performance. The scholars analyzed a total of one hundred eighteen outcomes of other studies. Overall, it may be said the study found that there is an arithmetically significant moderate association between cohesion and performance. Besides, the study revealed a sizeable association between task cohesion and performance, whereas an insignificant association between social cohesion and performance. Lastly, sex, players' level of ability, sports category, and performance were uncovered to be significant moderators of the assertion amid the two variables of the investigation.

According to Stogdill (1959) based on his theory of group achievement discovered very different findings from the previous studies on the subject. The researcher revealed that low productivity cannot only be linked to the lack of cohesion among the team members, besides the strong or weak association between the two variables, but there could also be another third variable that we should account for and this third variable is a team drive. Team drive is the encouragement level, the motivation of the employees to their jobs, and passion of the team. Furthermore, the researcher's assessment of the previous literature in 1972 indicated the crucial role of the team drive on the subject. He also proposed that the team cohesion significantly affects performance when there is a high team drive, whereas it insignificantly affects the performance when there is low team drive (as cited in Greene, 1989, p. 72).

B Mullen and C Copper, (1994) write that disobedient to the general sight, cohesiveness is not "a lubricant that reduces friction due to the individual grit in the organization. According to (P J Sullivan and D L Feltz, 2001; A Cahng and P Bordia, 2001) led to this useful conclusion: Efforts to improve team productivity by improving interpersonal collaborations or “pumping up” team pride is not expected to be successful. Another meta-analysis (B Mullen, T Anthony, E Sales, and J E Driskell, 1994; L D Sargent and C Sue-Chan, 2001; D I Jung, J J Sosik, 2001) discovered no significant association between cohesiveness and quality of good decisions. Teams whose members related to one another tend to make poorer quality judgments (as cited in Kreitner & Kinicki, 2004, p. 459-460).

The cohesion among the team members is considered by many experts and investigators to be a key factor of organizational efficiency. This significance of the team cohesiveness arises from its alleged impact on team performance, whereas the absence of team cohesion restraints or limits team performance. What is fascinating in this well-known conception of team cohesiveness is that little of the research attempted to investigate the subject. However, the results of these analyses have been varied, even though the reviews of these investigations made by different scholars (Greene, 1989).

Although, the association team cohesiveness and performance have been investigated widely. Prior scholars were not able to discover a steady link between the two variables (Forsyth, 1990; Mitchell, 1982; Steiner, 1972; Stogdill, 1972). Other scholars stated that there is a small/tiny but positive association amid team cohesion and team performance (Evans & Dion, 1991; Mullen & Copper, 1994). While others such as (Gully, Devine,&Whitney, 1995; Langfred, 1998; Podsakoff, MacKenzie, & Ahearne, 1997) disagreed with these previous study results and revealed that association between the team cohesion and team performance is moderated by other aspects such as the level of the investigation, team members’ purpose recognition, team members’ job interdependency, and team colleagues conduct (as cited in Chang & Bordia, 2001, p. 379-380).

Because of the clear uncertainty in the association between the two variables of team cohesiveness and performance, numerous studies have tried to highlight the conditions in which the impact between the two variables is significantly stronger or weaker (e.g. Evans & Dion, 1989; Mullen & Copper, 1994; Carron, Colman, Wheeler, & Stevens, 2002; Gully et al., 1995; Oliver, Harman, Hoover, Hayes, & Pandhi, 1999). All the above-mentioned studies revealed that several other factors mediate of the link between team cohesion and performance such as team approval, team size, level of investigation, and team interdependency (as cited in Beal, Cohen, Burke, & McLendon, 2003, p. 998).

Other scholars indicate that there are two types of team or group cohesiveness as identified by sociologists, which are: socio-emotional cohesiveness and instrumental cohesiveness. Social cohesiveness is a sense of closeness that progresses once persons drive emotional fulfillment from team contribution. Most general discussion of team cohesiveness is restricted to social cohesiveness. Though, from the viewpoint of getting the staffs accomplished the task within groups and teams, we cannot be able to neglect instrumental cohesiveness. On the other hand, instrumental cohesiveness is a sense of closeness that progresses as team members are reciprocally reliant on each other because they believe that, they could not attain the teams' aim by performing individually. A feeling of "we-ness" is instrumental in attaining the shared aim. Team supporters mostly think both kinds of cohesiveness are vital to fruitful teamwork (Kreitner & Kinicki, 2004).

Furthermore, Kreitner & Kinicki, (2004) summarized previous studies findings of the association among team cohesiveness and performance. Therefore, a milestone meta-analysis of 49 findings including 8,702 subjects offered these insights:

- There is a tiny, nevertheless, statistical significant cohesiveness—performance effect.

- The cohesiveness —performance impact was greater for smaller and actual teams (as opposed to contrived teams in laboratory analyses).

- The cohesiveness —performance impact tends to be tougher as a member moves from nonmilitary real teams to sports teams.

- Commitment to assignment at hand (meaning the individual understands the performance ideals as real) has the most influential effect on the cohesiveness —performance relationship.

- The performance —cohesiveness association is greater than the cohesive —performance association. Therefore, the achievement leans to bond team members jointly rather than closely interweave teams being more fruitful.

Muthiaine (2014) and Banwo, et al. (2015) found that team cohesiveness has a strong and positive effect on employee performance. However, Hassan and Al Salman, (2016) found result, which inconsistent with the previous study findings. Besides, to the above-given researchers' contradictory opinions and findings on the subject, the effect of team members' cohesiveness on employee performance in Mogadishu-Somalia private banks hasn't been discovered yet. Therefore, this study is meant to reveal the effect of team members' cohesiveness as a teamwork measure on employee performance in the study's selected private banks in Mogadishu-Somalia.

3.1.3. The Effect of Team Members' Spirit on Employee Performance

The term of spirit de corps or team spirit is has a lasting impact on every team and in our day today life, for this purpose, it takes along the wisdom of belongingness and association anywhere humankind is entangled. It generates advantages, which help teams or groups to achieve their purposes. The development of esprit de corps among team members increases the self-respect of workers and it makes sure that there is collaboration and everything is well synchronized within the company. Esprit de Corps develops the notion of "Unity is a strength" and union of employees, thus it is the fundamental accomplishment in the organization. Esprit de corps or team spirit among the coworkers provides the foundation for the workforces and management working together to achieve the purposes and objectives of the firm. Nevertheless, absence of the claim of this principle can cause teams to failure of achieving firm goals, disagreement among co-workers and it creates an environment that promotes lacks corporation among workers within the company, which in return decreases employee performance (Kemanci, 2018).

The notion of team spirit is not new and it is based on the idea that the employees and organization should work jointly to achieve the common goals. The origins of this concept was discovered by Frederick Taylor and Henri Fayol (Boyt, Lusch, & Mejza, 2005). Team spirit or esprit de corps is one of the highest fascinating phenomena for any observer of modern life. In the center of the breakdown of lots of moral and social effects, it has sustained a certain hold on societies' awareness and establishes itself in significant ways (Palante, 1899).

According to Patwary, (2015) team spirit is an important tool for the achievement of any organization. Team spirit plays a vital role within personal as well as professional life. Once people work at the same firm, to attain the shared performance-related aims, a mutual attitude is required and that is termed as team spirit. Team spirit is crucial for better connection among workers and getting improved performance. Team spirit emphasizes the significance of teamwork. Therefore;

- Team spirit is an eagerness to collaborate as part of a team.
- Team spirit makes the members of the team wish the team achieve its goals and objectives.
- Team spirit or esprit de corps promotes togetherness of the team members.
- A better team spirit can help teams to enjoy an effective starting and ending.
- Team spirit aids to get positive outcomes in a reasonable time frame than individual spirit.

In the following section, the researcher of the current study tried to define team spirit or esprit de corps based on prior scholar definitions.

Originally the term team spirit or esprit de corps is derived from the French term, “esprit de corps” and it is the feeling of unity and commitment to accomplishing a mutual or shared goal. Fayol in 1944 was the first one who recognized team spirit or esprit de corps as an essential component of organizational performance (Reisel, Chia, & Maloles, 2005).

A corps “is a defined social group with its own interests, its own will to life and which seeks to defend itself against all exterior or interior causes of its destruction or diminution”, whereas esprit de corps “is a collective egoism, uniquely concerned with collective ends and disdainful of the individual and individual qualities” (Palante, 1899).

Esprit de corps “is a feeling of loyalty and pride that is shared by the members of a group who consider themselves to be different from other people in some special way” (Collins Dictionary, 2019).

Team spirit or team esprit de corps “is the feelings, such as being proud and loyal, shared by members of a group of people” (Cambridge Dictionary, 2019).

Reisel, Chia, & Maloles, (2005) defined esprit de corps “as the extent to which employees feel obliged to common goals and each other.”

Kemanci (2018) esprit de corps “basically denotes the feeling and standpoint of worker about the team, the company or the organization generally”.

Boyt et al., (2001) and Boyt et al., (2005) team spirit “is the strength and deepness of feelings which brings job and promotes support among the team colleagues”. Additionally, Homburg et al., (2002) write esprit de corps “is appreciated or valued advantage among organizational members who do not have formal or official influence over one another” (as cited in Abdullah, 2017, p.107).

Furthermore, the bigger precision esprit de corps would be appropriate to classify two meanings, which are: a broad and a narrow sense. The former one “narrow sense” esprit de corps “is a spirit of solidarity animating all members of the same professional group”. The letter “broader sense” team spirit or esprit de corps “entitles the spirit of solidarity in general, not only in the professional group, but in all those social circles, whatever they might be (class, caste, sect, etc.), in which the individual feels himself to be more or less subordinated to the interests of the collectivity” (Palante, 1899).

Kemanci, (2018) conducted another study, which examines the effect of team spirit or esprit the corps on employee performance in the University of Abuja Teaching hospital, Gwagwalada, Abuja. The study used survey research design while the target population of the study was 1193 respondents. The sample size of this research was 300 participants from the target population whilst these participants included the management staffs, lab scientists, doctors and nurses of the university hospital. Then, the scholar employed correlation analysis using the Pearson coefficient to discover the relationship between the variables of the study. The findings of the correlation had shown a positive and strong relationship between employee performance and teamwork as well as employee performance and esprit de corps. Moreover, the researcher used the regression analysis to determine the effect that the independent variable of the study on the dependent variable. Thus, the result of the regression analysis discovered that team spirit or esprit de corps as a teamwork measure has a positive and strong effect on employee performance. Furthermore, the analysis has shown that a unit increase in teamwork while holding other variables constant will lead to a 0.23-unit increase in employee performance, though a unit increase in esprit de corps holding other variables constant will lead to 0.41 increase in employee performance. Therefore, it can be concluded that the association among the esprit the corps or team spirit and employee performance at the University of Abuja Teaching Hospital is very significant. Besides, teamwork measure or independent variable, which in this case team spirit or esprit de corps, has a positive and significant effect on employee performance, which is the dependent variable of this research. Lastly, the researcher recommended that policies and programs that will inspire and develop team spirit among the coworkers should be the priority of the administration of organizations.

Abdullah, (2017) inquired a study to examine the impact of teamwork, team spirit or esprit de corps, and trust among team members on employee performance of Royalindo Expoduta Jakarta-Indonesia. The researcher of the study employed numerous statistical analyzing tools such as regression and correlation. Correlation analysis was used to determine the association between variables of the study, whereas the regression analysis is employed to highlight the effect that the independent variables of this study on the dependent variable. The independent variable of this research was teamwork while employee performance was the dependent variable of the study. Moreover, the researcher used teamwork measures such as team spirit or esprit de corps and team trust. Furthermore, by using A simple random sample survey, the researcher gathered the needed research data from the participants of the study who were one hundred of Royalindo Expoduta Jakarta employees. The findings of this study revealed that teamwork affects employee performance positively and significantly, also teamwork, esprit de corps, and team trust together as one component of teamwork measure effects on employee performance significantly. Contrariwise, the scholar discovered that the spirit or esprit de corps as teamwork measure does not affect employee performance significantly.

Team spirit or esprit de corps permits leveraging efficient collaborations to occur but on the other hand, extraordinary team spirit can limit team member's motivation to challenge one another's different standpoints and thoughts censoriously (Ratzmann, Pesch, Bouncken, & Climent, 2018). Trimizi & Shahzad, (2009) conducted a study on the same subject in Pakistan concluded their study that, the concept of esprit de corps is not much popular in Pakistan and also they said that most of the workers pursue their tasks rather than team tasks (as cited in Abdullah, 2017, p.108).

William, Wee-Lim & Cesar, (2005) investigated the impact of team spirit or esprit de corps on employee performance. The scholars stated that esprit de corps is crucial for the success of organizations. A similar study considers team spirit as a precious benefit for team members as well as firm (Homburg, Workman &Jensen, 2002). Another study recommended that, as the team spirit increases it lead to improved employee performance in the organization (Boyt et al. 2001). Contrariwise, some scholars who conducted other studies on the subject indicated that esprit de corps has been negatively recognized by physicians' employee performance (Hwang & Chang, 2009).

Other scholars such as (Manzoor et al., 2011; MBAH, 2014; Agarwal and Adjirackor, 2016; Kemanci, 2018; Arinze et al., 2018) found that team spirit or esprit de corps has a strong and positive effect on employee performance, while Trimizi & Shahzad, (2009) and Abdullah, (2017) found contrary results to the above one, which says that team spirit or esprit de corps has no effect on employee performance. In addition to the above-given researchers' inconsistent opinions and findings on the subject, the effect of team members' spirit on employee performance in Mogadishu-Somalia private banks hasn't been discovered yet. Therefore, this study aims to reveal the effect of team members' spirit as a measure of teamwork on employee performance in Mogadishu-Somalia private banks.

3.1.4. The Effect of Team Members' Knowledge Sharing on Employee Performance

Knowledge is a comprehensive and theoretical concept that has described epistemological discussion within the western philosophy for a long time ago and it can be dated back since the classical Greek age. Though what does the concept of knowledge exactly means has attracted the world's greatest philosophers such as Foucault, Descartes, Kant, Kuhn, and Popper, however, no clear agreement has established the actual meaning of knowledge (Boer, 2005).

The concept of knowledge is seen as the most essential strategic resource of the twenty-first century. Knowledge is the organizations' most essential asset that can help organizations to reach a sustainable competitive gain against their competitors; nevertheless, to manage this knowledge within the organization depends on knowledge sharing. Knowledge sharing is influenced by different factors within the organizational structure such as administrative level, team level, and individual-level factors, some of these aspects can have a positive impact on the knowledge sharing within the organization, while other factors can have a negative impact on knowledge sharing (Zheng, 2017).

Discussing the concept of knowledge, it is not easy; therefore, to understand what knowledge is precisely meant, it is necessary to understand the link among knowledge, data, and information. Previous studies have revealed the differences among these terms generally. Data is usually defined as a set of separate, objective realities about occasions or events, whilst information is a puddle of facts and supplementary descriptions, clarifications, and other written material regarding a specific item, occasion, or process. Conversely, knowledge is a more complicated notion to describe. Knowledge by far is broader and more valued then information and data. Knowledge is mostly related to the person who possesses, practices, and demonstrates it in numerous various means. For instance, we can recognize knowledge within the organizational workplace in various ways such as by techniques individuals use when they take decisions, by a definite strange ways persons perform their jobs, and throughout individuals' creativity in accomplishing or achieving their job goals (Pangil & Mohd Nasurddin, 2013).

Knowledge is the most critical strategic tool that organizations use to increase or maintain organizational performance. Consequently, it turns out that knowledge is an essential part of the success of every organization. Therefore, firms ought to enhance their effort to manage their knowledge in a new systematic and efficient way to attain their performance purposes or goals. Companies need to be capable to recognize the necessity for initiating technology and practices to promote knowledge sharing inside the company (Usman & Musa, 2012).

Knowledge is currently being perceived as the ultimate critical strategic tool in companies while knowledge management is also considered to be essential to organizational success. If businesses need to capitalize their knowledge, they need to comprehend how knowledge is generated, distributed, and expended inside the company. Knowledge occurs and is distributed to various levels within corporations (IPE, 2003). Companies are similar to oceans of knowledge. So, there is no boundary to the quantity of knowledge that a company owns. On the other hand, the concept of knowledge distribution or sharing is concerned about the fact that staffs should share their task-related information/knowledge among themselves, consequently this will help them to do their jobs well and it also assists them to attain better organizational performance (Pangil & Mohd Nasurddin, 2013).

Usman & Musa, (2012) in their study on the influence of organizational knowledge sharing on employee motivation describes the impacts of effective and efficient knowledge sharing is on educating and motivating of the employees toward achieving the business aims, additionally the research clarified the effects of knowledge distribution on organizational knowledge management and the ration knowledge management can enhance the level of staff knowledge and output or productivity of the company. Furthermore, investigators present knowledge sharing as an essential prompting aspect that inspires and sustain the workers' determination toward attaining the company goal, also they clarified knowledge sharing can help organizations by inspiring their employees to increases the quality of goods and service the firm produces or provides.

The ideas of a corporation and executive intellectuals in the last twenty years were accumulated with views and most of these thoughts stressed on change in companies' atmosphere, commercial settings, and business practices. The modern age is information and knowledge age and this period is mostly based on knowledge. Furthermore, nowadays businesses are situated in a very competitive atmosphere, which resulted from extensive ecological and structural transformations. Ecological transformations are very rapid and unpredictable, however, ignoring these changes can withdraw the company from a competitive gain and it is also may be an obstacle for companies to take advantage of certain opportunities. One of the vital ecological changes that effect on firms is the usage of and distribution knowledge among its workers to help improve or increase their performance. Knowledge is a never-ending source, which could generate profits in a very competitive ecosystem (Javadi, Zadeh, Zandi, & Yavarian, 2012).

Organizations can seize certain opportunities in an extremely rivalry zone through the fulfillment of the outside "employees" and inside "buyers/consumers" customers, besides that they can upsurge their profits. Currently, firms recognize that the employees are the key resources of any company. Therefore, employees of any company must work jointly as a team and contribute equally towards achieving the shared goals. Therewith if the relationship and knowledge sharing among workers are good, the employees' performance within the organization also can enhance (Kuzu & Özilhan, 2014).

Technological developments in the twenty-first century increased the significance of the course of attaining and evaluating knowledge. On the other hand, knowledge distribution is significant for both an individual and organizational level. Successful knowledge sharing among the staff of the firm can have a positive effect on the achievement of objectives set by the company. Thus, knowledge distribution has positive impacts on the performance of the employees who work together to achieve the goals set by their company (Aksoy, Ayranci, & Gozukara, 2016).

Knowledge sharing is considered as one of the most crucial phases in the knowledge management process. Likewise, knowledge sharing practices is also argued to have a positive impact and capable of increasing the performance of the employees, which in turn will increase the organization’s performance as a whole. Knowledge sharing is constantly worthy to share the good and bad experiences among the team members in any firm as this would enable others to either try to practice the way of doing business better or o to avoid the negative conclusions that others have gone through (Ali, 2013).

Knowledge sharing has multidimensional impacts on companies such as fostering work performance and enhancing creativeness that is one of the most significant slices. However, the impacts of knowledge sharing on individuals have not been paid adequate attention from prior studies. Additionally, knowledge sharing research mainly concerns business companies rather than public institutions (Lee, 2018).

There is a clear difference between know knowledge distributing, knowledge transfer, and knowledge exchange. Though the former two concepts (knowledge sharing and knowledge transfer) can be used interchangeably. The later one (knowledge transfer) encompasses both the spreading of knowledge and the gaining of its source. Knowledge transfer is a term used to define the transferring of knowledge among different divisions, subdivisions, and companies (Wang, S. and Noe, R.A., 2010).

Mostly, we share knowledge every day. We share knowledge about sport, politics, movies, new technology, jobs, etc. We do share this knowledge when we are at home, at work, at school/college, and within the workplace. Also, we can use different channels when we are sharing this knowledge. Therefore, what is knowledge sharing means? Different scholars defined knowledge sharing & knowledge concepts in different ways. Here below are some of those definitions:

Knowledge “is considered to be collective understanding as well as the ability to transform this understanding into actions (skills)”(Boer, 2005).

Knowledge sharing “is the act of making knowledge available to others within the organization”(IPE, 2003).

Knowledge sharing “is a process in which individuals exchange their knowledge whether it is implicit and explicit) and they create new knowledge together”(Javadi et al., 2012).

Knowledge sharing “is defined as the sharing of job-related information among the member of the team” (Khan & Mashikhi, 2017).

Knowledge sharing among team “is the process by which knowledge held by an individual is converted into a form that can be understood, absorbed, and used by other individuals ”(IPE, 2003).

Knowledge sharing behavior “is a voluntary act of communicating and disseminating one’s acquired job-related knowledge with other members within one’s organization”(Pangil & Mohd Nasurddin, 2013).

Knowledge sharing “occurs when an organization’s related knowledge, skills, expertise, and information is shared among the employee of the organization” (Bilal, 2016).

Knowledge sharing, “ refers to a social-relational process through which individuals try to establish a shared understanding about reality and to establish the (potential) ability to transform this understanding into (collaborative) actions to yield performance” (Boer, 2005).

Knowledge sharing “is a daily activity that involves the exchange of knowledge between at least two individuals” (Aksoy, Ayranci, & Gozukara, 2016).

According to (Salas et al., 2013; Wei & Lau, 2012; Havyer et al., 2014) knowledge sharing is described, as the distribution information among team members and it is also the method used to get experience/knowledge from other coworkers. Knowledge sharing is a comprehensive concept that has been debated in companies, communication, and organizational conduct. Within the modern-day civilization, various companies deeply reliant on their capabilities to leverage and cope with knowledge. Some studies stated that knowledge sharing is an influential instrument or tool used to cooperate diverse views and ideas and resolve the drawback confronted by organizations (as cited in Khan & Mashikhi, 2017, p.17).

Haron and Din (2012) indicated that knowledge distribution is a significant activity that improves personal ability to collect new facts and materials to acquire, problem resolve, and personal development. Other scholars such as Whitener, (2001) says that the achievement of knowledge sharing within corporate not only technological but also linked to interactive factors among the members of the organization or team. Therefore, an organization ought to create welcoming atmospheres and incentive structures to inspire members of the team to share their knowledge to their coworkers or colleagues positively and willingly (as cited in Kuzu & Özilhan, 2014, p.1370-1371).

Alimoradi, Z., Ali, M. & Bohloul (2013) inquired a study sought to examine the effect of knowledge sharing on employee performance in an Iranian company called TUGA. To determine the effect that the independent variable on the dependent variable the researchers collected research data from the respondents who were three hundred (300) technicians of TUGA Company by using surveys. Two hundred thirteen (213) surveys completed by employees and returned to the researchers. After collecting surveys from the participants, the scholars employed statistical tools such as ANOVA and Pearson’s correlation coefficient employed to analyze and testing the hypotheses. Furthermore, t-test was also used to establish the medium practice level of knowledge distribution approaches among workers and their performance levels. Finally, the findings of the study discovered that the association between knowledge and employee performance is positively significant.

There is no disagreement that the knowledge distribution among the members of the team is an essential process within the company settings, whether these teams are project teams, authorized or practice groups. Structural frameworks typically exist to attain or accomplish a shared result, for instance providing tangible (goods) and intangible (services) for their customers. They are shaped or developed as no one of the employees who works in the organization can achieve shared performance individually. So, knowledge sharing becomes an essential way or part of the job necessities of accomplishing the shared performance or output. Numerous experts and researchers presume that as knowledge distribution is vital for reaching the shared result, so employees or teammates should share knowledge as part of their job necessities (Boer, 2005).

Numerous studies conducted on the impact of knowledge sharing on performance. For instance, Davenport et al., (1998) write corporations should increase their productivity by enhancing their staff performance. One of the crucial ways to increase worker performance is to improve their task-related knowledge. Prior researches have revealed that the association between knowledge distribution and firm performance is significantly positive (Arthur and Huntley, 2005; Cummings, 2004; Hansen, 2002; Mesmer-Magnus and De Church, 2009; Collins and Smith, 2006). On the other hand, other scholars said that the association between knowledge distribution and employee performance has not been significantly marked yet (Bartlett and Goshal, 2002). However, some studies (Tseng and Huang, 2011) have confirmed that there is an association between knowledge distribution and job performance. Knowledge distribution incorporates receiving and then transmitting both the tacit and explicit knowledge among the employees or coworkers of the company. Individuals can obtain this knowledge from papers as well as a conversation to experienced coworkers (Teigland and Wasko, 2009). The gained knowledge can increase a firm’s productivity through enhancing employee performance (as cited in Alimoradi, Z., Ali, M. & Bohloul, 2013, p. 295).

Knowledge sharing is an important facilitator of performance in companies; through teams, firms can gain competitive advantage. Though, only a few researchers studied the connotation between knowledge sharing and team atmosphere with a subsequent impact on team performance. To reach for successful team performance, team associates should be inspired to swap their different information, views, ideas, and knowledge needed to achieve team tasks. The researches of this research attempted to explore the effect of knowledge sharing on team performance throughout the lens of team culture. The study was a quantitative study model, also the scholars employed survey method to gather data. The respondents of this study were healthcare teams operating in healthcare organizations of Pakistan. Thus, research data were collected from 106 teams comprised of 397 members, thus the study has shown that teams with observable performance indicators show strong team cultures which deemed significant for sharing knowledge among team members. The study assessed the direct and indirect impact of team culture on team performance by statistically testing the research model and utilizing the technique of structural equation modeling. The research findings offer useful understandings and contribute to the literature of team performance and knowledge sharing in the healthcare sector and they suggested that administrators to inspire team associates to distribute their knowledge to their colleagues to improve the team and the firm's performance (Jamshed, Nazri, & Abu Bakar, 2018).

Knowledge sharing among members of the team is very crucial in team processes. Without distribution of knowledge, teams and companies might not be capable to fully use the wide-ranging knowledge brought by the team into the organization (Jae Hang Noh, 2013). Knowledge sharing is a method in which individuals interchange both their implicit or explicit knowledge among them and they also create new insights of knowledge in the process cooperatively. Knowledge is limitless, persistent and appreciated source for companies since it helps them to survive in an extremely rivalry atmosphere. Also, knowledge sharing can be used to attain a competitive advantage. Existence power of nowadays' organizations is subject to their usage and distribution or sharing knowledge among their team members. Knowledge can be accessible to both individuals and companies, hence, there should be supportive conditions within the company where the individuals can be able to share their knowledge with their coworkers because the existence of such condition companies will be able to increase both their employee performance as well as their organizational performance as a whole (Javadi, Zadeh, Zandi, & Yavarian, 2012, p. 210-211).

As the researchers discussed in the above sections knowledge sharing is good for both employees and the organization itself. Moreover, several scholars pointed out that the advantages of knowledge distribution for companies are obvious and when knowledge is shared. Knowledge sharing will help organizations to produce innovative goods or/and services that have greater excellence without the need to imitate other companies' products or services. Therefore, the satisfaction of customers will increase too (Krogh, 1998). Furthermore, other investigations on the same topic uncovered that knowledge sharing is a procedure of regrouping and assessing knowledge (Lee & Cole, 2003). Porter, (1990) writes that globalization prefers companies which can invent and distribute knowledge successfully and which are better than their competitors economically. Therefore, knowledge sharing among coworkers of the organization can be related to the long-run outcome and competitiveness of the organization. The fundamental reason for knowledge distribution within the company is to make knowledge move from one employee or team member to another employee or team member easily. Madsen, Mosakowski, & Zaheer, (2003) write that organizations' employees need to acquire knowledge through collecting experiences form their coworkers and by their interaction with other subdivisions of the organization or even outside their company. Furthermore, other scholars who conducted research on the same field of knowledge sharing such as (Davenport and Prusak, 1998; Nonaka and Takeuchi 1995) concluded their study that, organizations that are good at managing their knowledge are more successful than others that aren't (as cited Akram & Bokhari, 2011, p.44).

Pulakos et al., (2003); Cummings, (2004) discovered that the knowledge sharing within the organizations have a positive impact on their employee performance, and this finding is also coherent with the results of the prior studies conducted on the same subject. Employees of the companies can be able to enhance their knowledge by distributing or sharing the knowledge they acquired inside or outside of the company. Knowledge sharing within companies assists problem-solving among employees and increases new thoughts amongst coworkers, besides it also helps companies through offering the knowledge they need for implementation of procedures and processes of the company (as cited in Alimoradi, Z., Ali, M. & Bohloul, 2013, p.303).

Within the exact logic, knowledge cannot be distributed or spread freely around like properties, this means that knowledge sharing depends on a cognitive issue. Therefore, to acquire knowledge from others you need to share your knowledge with them. Knowledge sharing requires a relationship between at least two individuals; one that has or possesses the knowledge and willing to share either by writing, conversation or by practicing, and the others who need to acquire knowledge by copying, practicing and by listening to the other party (Hendriks, P., 1999).

Sharing knowledge is regularly necessary at least between two parties interacting with one other directly or indirectly (Boer, 2005). Thus, knowledge sharing needs courteous collaboration among members of the team and more interaction opportunities enthusiasm. (Liu, N. and Jia, J., 2012, Ojha, 2005) write that, once the dissimilarity among members of the team is extremely huge, this may deter knowledge distribution among them. Moreover, they exhibited that if the team members assumed that they were the minority in their team, such as sex, marital status, level of education of the subgroup then they became less probable to distribute their knowledge to others. Others like Ojha, A.K., (2005) had presented as some members of the group isolated they became less likely to be agreeable and harmonize with others and less willing to share their knowledge in a diverse team (as cited in Zheng, 2017, p. 55).

The knowledge-sharing aspect is comparable to the typical descriptions of knowledge distribution. However, knowledge gathering aspects appeared to attract less consideration from the scholars in the field of the subject of knowledge and knowledge sharing. Besides, some people are unwilling to distribute their knowledge to others for many reasons. Hence, as several different studies defined knowledge sharing conduct as a voluntary act of collaborating and distributing the job-related knowledge one’s obtained with other members inside his or her company (Pangil & Mohd Nasurddin, 2013).

The ability of firms and their employees to distribute the knowledge they possess, especially, organizational knowledge to one another, is seen as an essential factor that contributes to the organizational competitiveness. Researchers in the field technology transfer have been chiefly fascinated on the extent of knowledge shifted from organization to another, and the factors that support these transfers to occur. On the other hand, scholars who look at the subject from team perspectives have been looking for the issues that help the distribution of knowledge among teams within the organizations. Whereas, the investigators who see the issue from an individual point of view, also have been interested in knowledge and how it is shared. Particularly, these analyses observed the issues that push persons to share or store their knowledge; they also tried to classify what inspires people to share knowledge (Pangil & Mohd Nasurddin, 2013).

Businesses suppose that superior goods and better outcome/performance are more expected to be achieved when they have a team who can work together and share their job-related knowledge and experience among them (Jae Hang Noh, 2013). Knowledge sharing is an important factor of performance in companies through teams and gaining a competitive advantage. For successful team performance, team members are encouraged to interchange their various information, views, ideas, and knowledge to one another to achieve team shared jobs (Jamshed et al., 2018).

Company related knowledge, skills, know-how and information sharing among employees of the firm is known as knowledge sharing. Knowledge sharing can occur at an individual level between two workers who can share their talents, information, and knowledge to solve different problems and support each other in doing different tasks speedier and more efficient. Knowledge sharing can also occur among team members where knowledge, skills, and capabilities of one team member can share or distribute to other team members to perform well and increase the total efficiency and productivity or performance of the team. At an organizational level, knowledge sharing is collecting, organizing, transforming and reprocessing of that knowledge and making it accessible to the other workers within the corporation (Bilal, 2016).

Researchers of the field of knowledge and knowledge sharing divided knowledge itself into different categories. For instance, Leach, Wall & Jackson, (2003) divided knowledge into two categories, which are declarative knowledge and procedural knowledge. They defined the former category as "as it is essentially the knowing that type of knowledge that links to accurate information", whereas the latter "is the knowing how the type of knowledge that concerns the procedures or processes underlying actions". Though, most of the previous studies classify knowledge into two big categories; which are tacit and explicit (Nonaka & Takeuchi, 1995). Others such as (Bergeron, 2003) argue that there is a third type of knowledge and he called implicit knowledge. Also, he defined explicit knowledge "as the category that can be simply explained and arranged, and are accessible in books, manuals and other kinds of publications". On the other hand, the researcher described tacit knowledge "as it is the form of knowledge that is hard to express or articulate and methodize since it is inbuilt at a subconscious level". Furthermore, the scholar describes the third category of knowledge which is implicit knowledge "as the sort of knowledge that is somewhere amid tacit and explicit". Both tacit knowledge and implicit knowledge occurs at the subconscious level. Thus, implicit knowledge can be obtained throughout the process of knowledge engineering. Notwithstanding this difference, most of the debates on this issue stress only the tacit and explicit knowledge because most of the time, the third type of knowledge is considered as explicit knowledge because of its modifiable kind (as cited in Pangil & Mohd Nasurddin, 2013, p. 350).

Once personal knowledge has been converted into organizational knowledge, the chances of retaining the knowledge inside companies are enhanced. Keeping or holding knowledge is vital to make sure that the company could remain the one that is benefiting from the knowledge they are retaining. Furthermore, retaining knowledge can avert a phenomenon called "reinventing the wheel" to happen. This fact arises once knowledge or a certain method that has been broadly acknowledged or applied in a certain part inside a company is reconstructed in another part. Reinventing/recreating knowledge that has been around within the other division of the company is not only a waste of time but also useless and it does not add any value to the goods or services provided (Pangil & Mohd Nasurddin, 2013).

Javadi, Zadeh, Zandi, & Yavarian, (2012) conducted a study on the impact of trust and motivation on knowledge sharing, and then they looked at the effect of knowledge sharing on employee productivity or performance in the Gas Company of Kurdistan. To deliver services needed by the citizens, the workers of the company needs to possess certain knowledge particularly job-related knowledge and share this knowledge to the other coworkers. The main objective of this investigation was to determine the matters impacting on the knowledge sharing among coworkers of the company such as the motivation and self-confidence of the workers to share their knowledge with others and its influence on employee performance in the Gas Company of Kurdistan. The researchers designed a research model, which incorporates independent variables such as employee motivation, employee self-confidence, knowledge sharing and employee performance in which the motivation and confidence variables have been examined as the aspects impacting or influencing on knowledge sharing. To collect data needed for the study, the investigators used a survey questionnaire. The population of the study included almost all of the executive or administrative employees in the Gas Company of Kurdistan Province. The sample size of the research was one hundred twenty-four participants who were selected randomly from the respondents. The findings of the study discovered that the factors of employee motivation and employees' self-confidence are recognized as factors influencing knowledge sharing conduct and increase knowledge sharing among the coworkers of the company. In addition to the impact of motivation and self-confidence variables on knowledge sharing conduct and the impact or influence of knowledge sharing on worker's productivity or performance in Gas Company was discovered indicating that, the knowledge sharing among coworkers has a positive and significant impact on the employee performance of Kurdistan Gas Company.

Similar to the perception on knowledge, knowledge distribution is theorized as a social interpersonal course throughout which persons attempt to form a mutual understanding or concerning actuality and to create the potential capability to transform this understanding into joint actions that leads to performance increase by employing various mixtures of signs such as verbal, nonverbal, pictures and other instruments such as physical objects, communication technologies, intellectual models (Boer, 2005, p.52). However, other researchers argue that knowledge sharing is not communication, but it is linked to communication (Hendriks, P., 1999).

A firm's capability to efficiently leverage the knowledge it possesses is extremely reliant on the firm's individuals, who truly generate, share, and practice the knowledge. Leveraging knowledge is only likely to occur once individuals share the knowledge they possess. Knowledge sharing is fundamentally the act of making sure that the job-related knowledge is accessible to the other works within the company. Knowledge distribution amid employees is the method by which the knowledge possessed an individual is transformed into a shape that can be understood, engrossed, and practiced by others within the company (IPE, 2003).

Team-based knowledge sharing is a structure for uniting workers who wish to share on a voluntary manner their job-related information and skills and pursues to learn from the faults, confronts and strategies of others. In team-based knowledge sharing, contributors share a common promise to change. However, developing team-based knowledge sharing is a dynamic practice, which includes a diversity of workers in the organization (Yeo, Stubbs, & Barrett, 2016). Knowledge exchange or swap incorporates both knowledge sharing and knowledge pursuing. Knowledge sharing can be described as workers providing knowledge to other staffs or workers (Wang & Noe, 2010). In the field of knowledge-intensive specialized services, the resources of knowledge are thought to be the essence of competitive gain (Alvesson, 2004). Knowledge sharing is an important facilitator of performance in companies through teams and individual collaborations (Endres & Rhoad, 2016; Quigley, Tesluk, Locke, & Bartol, 2007). Knowledge sharing might also improve organizational products through job performance and job satisfaction (Tong, Tak, & Wong, 2015) and it is enhancing competition gain. The component of knowledge resources offers the intellectual way of "knowing what" or "know-how". The idea of Knowledge sharing has drawn significant interest lately as companies accept knowledge as a sustainable foundation of enhanced performance in teams. Furthermore, (Ardichvili, 2002; Egan, 2005) write that, one of the encounters, which are challenged by the firm in the present age, is their reliance on teamwork being the center of the organizational structure and to share their diverse knowledge, skills and knowledge since they lead to cooperative high result or performance (as cited Jamshed, Nazri, & Abu Bakar, 2018, p. 71-72).

Kuzu & Özilhan, (2014) carried out empirical research on the impact of employee relations, knowledge sharing and their impact on workers' productivity or performance in Turkey service industry. The main objective of this research was to examine the impact of employee relations, knowledge sharing and then to look at their effect on employee performance in service companies (hotels). Therefore, the study carried out in a five-star hotel. The investigators of the study used a survey technique to gather the needed data for the research. The participants of the survey study were the workers of the study's selected hotel. Furthermore, in this pilot research, the impact level of worker relations to worker performance has been found forty-five percent (45%) while; the impact of knowledge distribution to worker performance has been found to thirty-five percent (35%). Since the results were based on a case study from one-hotel employees (80 pilot replies), the researchers confirmed that the generalizability of their results is so limited. Nevertheless, they said their findings could be considered as a beginning point for other scholars investigating the effect of knowledge sharing on employee performance.

One of the main aims of knowledge sharing is to enhance employee performance and to develop human capital, which is the best asset that every organization has. Hence this will help organizations to achieve their performance-related goals (Bartlett and Ghoshal, 2002). However, the association amongst knowledge sharing, employee performance, and other aspects influencing employee performance have not been determined clearly. Knowledge sharing enhances staff productivity or performance either by affecting factors such as knowledge, ability, and capabilities or by enhancing their motivation to share the knowledge with other coworkers. Moreover, knowledge sharing can be described as one of the crucial factors that affect employee performance (Alimoradi, Z., Ali, M. & Bohloul, 2013, p. 294). In Somalia context, the effect of team members’ knowledge sharing on employee performance in Mogadishu-Somalia private banks has not been discovered yet, therefore, this study is intended to exhibit the effect of team members’ knowledge sharing as a teamwork measure on employee performance of the selected private banks in Mogadishu-Somalia private banks.

4. RESEARCH METHODOLOGY

This chapter presents a detailed description of the research methodology. The methodology of research explains in details what will be done and how it will be done (Willis Y O & David Onen, 2008). It incorporates a description of study design, the target population of the study, a sample size of the study, sampling procedure, research instrument, validity and reliability of the research, data collecting procedure, research data analysis, ethical considerations, and limitations of the current research. Thus, these above-mentioned sub-sections are presented in the order given below.

4.1. Research Design

Research design can be defined as the overall plan for carrying out the study. Various study methods can be employed when undertaking research such as quantitative research, qualitative research methods, or a mixture of both quantitative and qualitative methods. However, the current study used a quantitative research method to investigate the effect of teamwork on employee performance in the study's selected private banks in Mogadishu-Somalia. This methodology was chosen since the researcher thought it could quantitatively identify and describe how the independent variables effect on the dependent variable. Furthermore, in this study, the independent variables or teamwork measures the researcher used were: team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing, whereas the dependent variable of the study was employee performance.

4.2. Research Target Population

This research was conducted in the study's selected private banks namely: Dahabshiil Bank, Premier Bank, and Amal Bank in Mogadishu-Somalia. Thus, the target population of this study comprised of 500 employees who work at the different division of these banks. Furthermore, this study is limited to Mogadishu ―the capital city of Somalia.

4.2.1. Sample Size

The sample size of 222 respondents was drawn from the target population that is the employees of the selected private banks. The respondents of this study include; junior employees, officers, managers, and directors of the study's selected private banks. Furthermore, to determine this sample size the researcher used Solving's formula of calculating sample size.

n = N / 1 + N (α) 2

N= 500/ (1+500(0.05)) 2 (3.1)

=222

Whereby;

N= population

n= sample

α= acceptable error

Therefore, the sample size of the study which is 222 respondents were distributed to the study's selected private banks namely; Dahabshiil Bank, Premier Bank, and Amal Bank in Mogadishu-Somalia as follows; 92 of respondents were taken from the employees of Dahabshiil Bank since it is the biggest bank among the selected Banks, followed by 70 participants who were taken from the employees of Premier Bank and 60 respondents who were taken from the employee of Amal Bank. Table 4.1 below demonstrates the distribution of the study's sample size to the selected private banks.

Table 4.1. Distribution of sample size to the selected private banks

Banks	Sample size	Percent (%)
Dahabshiil Bank	92	41.4%
Premier Bank	70	31.5%
Amal Bank	60	27%
Total	222	100%

4.2.2. Sample Procedure

There are two main sampling procedures, which are: probability and non-probability sample techniques. However, the sampling procedure that the current study employed was probability sampling, specifically stratified random sampling. This method involves the segmentation or breakdown of a population into smaller teams or groups known as strata.

The researcher selected this sampling method since it allows getting relevant information that is useful for the study.

4.3. Research Instrument

There are popular tools for gathering research data such as interviews, questionnaires, observations and document analysis. However, the researcher of this study used a questionnaire as a research instrument for collecting the needed data for the research. The reasons that the researcher of this study used this tool were as flows: questionnaire permits to gather plenty of information over a short period of time. Thus, a questionnaire was seen as appropriate for the study as the time of collecting the current research' data was limited. Furthermore, a questionnaire is the main research instrument tool used to collect research data for most of the studies since it can increase the correctness of the data regarding the research. Moreover, through questionnaires, the research data can be easily described in writing by using forms.

The kind of questionnaire that the researcher used was five-point Likert scale, developed by Paul E. Spector in 1994. The Likert scale consists of five scales, which are: strongly agree, agree, disagree, strongly disagree and neutral. This scale ranges from "strongly disagree" on one end to "strongly agree" on the other with "neither agree nor disagree/neutral" in the middle. Furthermore, to collect necessary data and to make sure the validity and reliability of the research data the researcher adopted questionnaires used by previous researchers on the same topic "the effect of teamwork on employee performance" carried out by Arinze et al., (2018) and "impact of knowledge sharing on organization performance: the mediating role of innovation capability by (Bilal, 2016).

The survey of this study was designed to incorporate simple questions based on the research objectives. Moreover, the questionnaire distributed to respondents was close-ended and it prepared such an easy and understandable way to help the respondents to provide relevant data for the research, which in return help the researcher to meet the specific objectives of the study.

Therefore, a questionnaire with two main sections distributed to the employees of the study's selected private banks; *Section 1* was designed to gather demographic data of the participants, while *Section 2* was designed to provide the data needed about the overall specific objectives of the study, thus the second section included five sections; *Section A* was designed to provide the needed research data about the effect of team members' trust as a measure of teamwork on employee performance. *Section B* sought to collect the required research data about the effect of team members' cohesiveness as a measure of teamwork on employee performance. *Section C* was intended to gather the needed research data about the effect of team members' esprit de corps or team spirit as a measure of teamwork on employee performance from the respondents. *Section D* was proposed to collect the required study data about the effect of team members' knowledge sharing as a measure of teamwork on employee performance. Finally, *Section E* was intended for gathering the data need for the dependent variable of the study, which is employee performance.

4.4. Validity and Reliability of the Study

4.4.1. Reliability Test of the Study

Before embarking on carrying out this study, the researcher of this study conducted a pilot study to pre-test the reliability and validity of data gathered by using a questionnaire. Then, the researcher of this study employed Cronbach Alpha to examine the internal consistency of the data gathered from the participants of the research. This process involved distributing 22 questionnaires, which represents 10% of the total respondents to 22 employees who work at the study's selected private banks. Thus, all variables of the research gained high inside reliability as displayed in the table 4.2 below.

Table 4.2. Reliability statistics

Variables	N of Items	Cronbach's Alpha	Remarks
Team Members' Trust	6	0.799	Accepted
Team Members' Cohesiveness	6	0.791	Accepted
Team Members' Spirit	6	0.822	Accepted
Team Members' Knowledge Sharing	6	0.828	Accepted
Employee Performance	5	0.822	Accepted

4.4.2. Validity Test of the Study

To check the validity of the study data, the scholar of the current research employed factor analysis, particularly Kaiser-Mayor-Oklin (KMO) & Bartlett's Test of Sphericity Measures of Sampling Adequacy. KMO and Bartlett Test of Sphericity measures are used to determine the appropriateness of Factor Analysis. Generally, 0 < KMO < 1. If KMO > 0.5, this means that the sample is adequate. Kaiser-Mayor-Oklin is a measure of sampling adequacy that is recommended to check the case to the variable-ratio for the examination being guided. Most academicians and business analyses use KMO & Bartlett's test since they play a crucial part in accepting the sample suitability for the study. KMO analysis ranges from 0 to 1, thus it is universally accepted when KMO's value is bigger than 0.5. Similarly, Bartlett's Test of Sphericity associated with the significance of the research and thereby shows the validity and adequacy of the responses gathered to the research problem of being carried out. In Factor Analysis it is suggested that Bartlett's Test of Sphericity is acceptable once its value is less than 0.05. Therefore, in this case, its acceptable since its significant vale is (0.000).

According to table 4.3 below, teamwork KMO and Bartlett's Test of Sphericity were significant as their values were equal to (0.000), which less than 0.05. Additionally, teamwork KMO Measure of Sampling Adequacy is 0.899 and this indicates that teamwork measures or dependent variables of the study, which are; team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing are homogeneous and suitable for factor analysis as their value is greater than 0.5 or even 0.65 as some scholars argue. Besides, Bartlett's test of Sphericity displays the value of test statistic as 0.000, which in this case is also less than 0.05; hence it is under the acceptable or significant value. Based on Kaiser-Mayor-Oklin (KMO) & Bartlett's Test of Sphericity analyses, Factor Analysis is considered as an appropriate technique for further analyses of the study data as the table 4.3 below demonstrates.

Table 4.3. Teamwork KMO and Bartlett's Test

Teamwork KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.899
Bartlett's Test of Sphericity	Approx. Chi-Square	2183.384
	Df	276
	Sig.	0.000

According to table 4.4 below employee performance,' KMO and Bartlett's test was significant as their value were (0.000), which is less than 0.05. Additionally, employee performance Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.804, which greater than the acceptable value that is 0.5 or even 0.65 as several researchers and academicians claim and this indicates that sufficient items for each measure or variable are used in the study are homogeneous and suitable for Factor Analysis.

Table 4.4. Employee performance KMO and Bartlett's Test

Employee Performance KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.804
Bartlett's Test of Sphericity	Approx. Chi-Square	358.184
	Df	10
	Sig.	0.000

Factor loadings analyses were also employed in this study. In this regard, team members' trust scale items were composed of 6 with factor loads ranging from 0.783-0.526. Team members' cohesiveness scale statements were composed of 6 with factor loads ranging from 0.785-0.549. Additionally, team members' spirit/esprit de corps scale questions were comprised of 6 with factor loads ranging from 0.786-0.675. Furthermore, team members' knowledge sharing scale statements consisted of 6 with factor loads ranging from 0.768-0.711. Thus, all teamwork measures or independent variables' factors loads, there is no factor load whose value is less than 0.30 and this denotes that the factor loads are close to each other, therefore no substance was excluded from the study as the table 4.5 below exhibits.

Table 4.5. Teamwork factor loadings

Variable	Statements	Factor Loadings	Remarks
Team Members' Trust	TTM1	0.711	Valid
	TTM2	0.783	Valid
	TTM3	0.746	Valid
	TTM4	0.761	Valid
	TTM5	0.726	Valid
	TTM6	0.526	Valid
Team Members' Cohesiveness	TMC1	0.731	Valid
	TMC2	0.785	Valid
	TMC3	0.759	Valid
	TMC4	0.684	Valid
	TMC5	0.682	Valid
	TMC6	0.549	Valid
Team Members' Spirit	TMS1	0.675	Valid
	TMS2	0.712	Valid
	TMS3	0.760	Valid
	TMS4	0.786	Valid
	TMS5	0.755	Valid
	TMS6	0.679	Valid
Team Members' Knowledge Sharing	TMKS1	0.721	Valid
	TMKS2	0.768	Valid
	TMKS3	0.732	Valid
	TMKS4	0.739	Valid
	TMKS5	0.735	Valid
	TMKS6	0.711	Valid

Furthermore, employee performance scale was composed of 5 items with factor loads ranging from 0.810-0.720. Thus, all employee performance factors loads, there is no factor load whose values is less than 0.30, therefore, thus indicating that the factor loads are close to each other, therefore no substance was excluded from the study as the table 4.6 below displays.

Table 4.6. Employee performance factor loadings

Variables	Statements	Factor Loadings	Remarks
Employee Performance	EP1	0.776	Valid
	EP2	0.796	Valid
	EP3	0.810	Valid
	EP4	0.720	Valid
	EP5	0.727	Valid

In addition to the above validity and reliability analyses, the study questionnaire was designed in a way that includes all the set specific research objectives and it is also prepared such a simple, and understandable way to help the respondents to provide relevant data for the research and to ensure validity and reliability of the study.

4.5. Data Gathering Procedure

After the research proposal accepted, before embarking on data collection from target respondents the researcher requested permission from relevant authorities of the study's selected private banks. When the researcher got the permission from the management of these banks he distributed the questionnaire with closed letter of introduction from the university to employees who work at the various departments of the study's selected private banks. Moreover, after getting the questionnaire back from the participants, the researcher analyzed the gathered data quantitatively via SPSS (Statistical Package for the Social Science) version 23.0.

4.6. Data Analysis

This study was carried out to examine the impact of teamwork on the employee's performance in some selected private banks in Mogadishu-Somalia. Therefore, once the data is gathered from the respondents it was edited for correctness to increase the reliability and validity of the research. Besides, the researcher analyzed the gathered data by employing numerous data analyzing tools such as demographic information, cross-tabulations, descriptive statistics, correlation, and multiple regression analyses. Correlational analysis was intended to determine if there is association among team members' trust, team members' cohesiveness, team members' esprit de corps or team spirit, team members' knowledge sharing as teamwork measures or independent variables and employee performance, whereas the regression analysis was employed to highlight the impact of teamwork measures "e.g. trust, cohesiveness, spirit and knowledge sharing" among members of the teams on employee performance. Moreover, to analyze the collected study data quantitatively the researcher used the SPSS (Statistical Package for the Social Science) software version 23.0. Thus, table 4.7 below indicates the meaning of the values of correlation coefficient in this research, while table 4.8 below demonstrated the interpretation of mean values in this study. The mean values range from 1-5. Whereby: 1=

strongly disagree, 2= disagree, 3= neutral, 4= agree and 5 stands for strongly agree.

Table 4.7. The meaning of the values of correlation coefficient

No	Coefficient Correlation	Meaning
1	-1	Perfect negative
2	-0.7 up to -1	Strong negative
3	-0.4 up to -0.7	Moderate negative
3	-0.2 up to 0.4	Weak negative
4	0	Perfect independency
5	0.2 up to 0.4	Weak positive
6	0.45 up to 0.7	Moderate positive
7	0.7 up to 1	Strong positive
8	1	Perfect positive

Table 4.8. The interpretations of the mean values

No	Mean Range	Interpretation
1	1.00 up to 1.80	Strongly Disagree
2	1.80 up to 2.60	Disagree
3	2.60 up to 3.40	Natural
4	3.40 up to 4.20	Agree
5	4.20 up to 5.00	Strongly Agree

4.7. Ethical Considerations

To be sure of the ethical consideration of the research, the purpose of the study was explained to the respondents, so that they could understand the questions of the survey and make their own conscious decisions without out any pressure or ambiguity. Furthermore, the researcher guaranteed to respondents of the study, the confidentiality and anonymity of their information and he promised that the disclosed information stayed confidentially. Additionally, the researcher explained to the participants of the study that the results of the study would be used only for academic purpose. Finally, the researcher of the study assured to the respondents that he would share the findings of the study to the participants and the management of selected private banks if they needed.

4.8. Limitations of the Study

Research limitations are the potential weakness of the study imposed by its methodology. This study left several issues to be addressed. First of all, the research data for this study is collected from the study's selected private banks namely; Dahabshiil Bank, Premier Bank, and Amal Bank in Mogadishu-Somalia by using surveys, so the findings of this research may not reflex the truthfulness for the whole private banking sector in Somalia. Therefore, further research could conduct a survey for the whole of Somalia, as that will increase the reliability of the study. Secondly, the time of doing this research was quite short and the number of respondents in the survey was also quite small. Therefore, future researchers should increase the number of participants and put adequate time and effort in doing such research as that could improve the quality of the research. Finally, there are many teamwork measures affecting employees' performance, however, in this study the researcher examined only four of these measures, which were; team members' trust, team members' cohesiveness, team members' spirit or "esprit de corps" and team members' knowledge sharing, therefore forthcoming studies could enlarge the number of teamwork factors affecting employee performance as that may discover and contribute more valuable knowledge to the subject of the study.

5. DATA ANALYSIS AND INTERPRETATIONS

The main aim of this chapter is to present the analysis and interpretations of the collected research data. In this unit, the results on the demographic features of the respondents, descriptive statistics, correlation analysis of the study variables and multiple regression analysis have been outlined.

5.1. Questionnaire Response Rate

This study tried to determine the effect of teamwork on employee performance in the study's selected private banks in Mogadishu-Somalia. Therefore, through using questionnaires a quantitative data was gathered from the employees of the selected private banks. In this research, the total questionnaires distributed to the study participants were 222. Almost all the distributed questionnaires were returned to the researcher, however, 11 questionnaires, which represent a response rate of 5% of the total responses were rejected due to defective, incorrect and incomplete responses given by the participants, whereas usable and non-defective responses were 211, which is equivalent to a response rate of 95% of the total responses as the. Table 5.1 underneath gives a summary of the study's questionnaire response rate.

Table 5.1. Questionnaire response rate

Survey Method (Questionnaires)	**Frequency**	**Percent (%)**
Total questionnaires distributed	222	100%
Returned questionnaires	222	100%
Unreturned questionnaires	0	0%
Defective response and rejected	11	5%
Usable and non-defective responses	211	95%

5.2. Demographics and Cross-Tabulation Information

5.2.1. Demographic Information of the Respondents

With regards to demographic information of the respondents, the study grouped respondents into five categories, which are; age, sex, level of education, job position and current work experience.

Table 4.2 below consists of five sections, which are: 5.2/A, 5.2/B, 5.2/C, 5.2/D, and 5.2/E and it shows the demographics information of the respondents.

For example, table 5.2/A shows results concerning to respondents by age. It is displayed in this table that 98 out of 211 respondents were aged 20-29 which stands for 46.4% of the total participants while 68 out of 211 of the participants were 30-39 years old representing 32.2% of the total respondents in this research. Moreover, 26 out of the total respondents had ages between 40-49 years denoting 12.3% of the total participants and lastly, 19 out of 211 respondents, which entailed 9.0% of the total participants, were older than 50 years.

Furthermore, table 5.2/B shows the sex of respondents of this research. The table exhibits that 48 out of 211 respondents in this study, which represents 22.7% of the total participants were females, whereas 163 out of 211 of the study's participants, who denotes 77.3% of the total respondents were males. Such results may simply reveal that Somalia's private bank sector is predominantly made up of male employees.

Next is table 5.2/C and it summarizes results concerning to the study respondents' level of education. It is learned in this table that 16 out of 211 respondents, which denotes a 7.6% of the total participants, had a secondary level of education, whereas 127 out of 211 of the participants who represent 60.2% of the total respondents were bachelor's degree holders. Also, it can be shown that those possessing master's degree qualification were 64 in number out of the total respondents, which represent 30.3%, and only 4 employees in the study were holding a doctorate (Ph.D.) thus representing 1.9%. In summary, the findings reveal that the majority of our respondents were first-degree holders followed by a master's degree. Ph.D. bears were the least seconded by those having secondary education.

The results of respondents' demographic characteristics based on job positions are presented in table 5.2/D. In this study, the job positions of the respondents were categorized into junior staff, officers, managers, and directors. In this table, it can be seen that junior staff that participated in this research were 64 out of 211, which represents 30.3% of the total respondents, whereas 95 out of 211 were officers, which represents 45.0% of the total participants. Additionally, the table exhibits those 44 out of 211 respondents were managers, which represents 20.9% of the total participants. Finally, only

8 out of 211 of the participants in this study were directors, which represent 3.8% of the total respondents. From this result, it can be concluded that the majority of our respondents were officers followed by junior staffs then managers and directors.

Table 5.2/E shows respondents by their current job work experience. In this study with regards to job experience, we considered the number of years the employees have been working for their current banks. In the table it is demonstrated that 102 out of 211 of the respondents, which represent 48.3% of the total participants, have been working at their current work for 1 up to 3 years, whereas 63 out of 211 of respondents, which represent 29.9% of the total participants, have been working at their current work for a period of 4 up to 9 years. Moreover, 21 out of 211 of the respondents, which represent 10.0% of the total participants, have been working at their current work for duration of 7 to 9 years, while the respondents who have been working at their current work for more than 10 years were 25 out of 211, which represents 11.8% of the total participants. In summary, it can be concluded that most of the respondents of this study have been working at their current work 1-3 years, followed by those who have been working at their current work for 4-6 years and then those who have been working at their current work for 10 years and above. Lastly, the respondents who have been working at their current work for 7-9 years were the lowest in number and they represent only 10% of the total respondents.

Table 5.2. Demographic information of the respondents

A. Respondents by Age			
		Frequency	Percent
a. Age of the Respondents	20-29	98	46.4
	30-39	68	32.2
	40-49	26	12.3
	50 above	19	9.0
	Total	211	100.0
B. Respondents by Sex			
		Frequency	Percent
b. Sex of the Respondents	Female	48	22.7
	Male	163	77.3
	Total	211	100.0
C. Respondents by Level of Education			
		Frequency	Percent
c. Level of Education of the Respondents	Secondary	16	7.6
	Bachelor	127	60.2
	Master	64	30.3
	PhD	4	1.9
	Total	211	100.0
D. Respondents by Job Positions			
		Frequency	Percent
d. Respondents by Job Positions	Junior Staff	64	30.3
	Officer	95	45.0
	Manager	44	20.9
	Director	8	3.8
	Total	211	100.0
E. Respondents by their Current Work Experience			
		Frequency	Percent
e. Respondents by their Current Work Experience	1-3 Years	102	48.3
	4-6 Years	63	29.9
	7-9 Years	21	10.0
	10 and Above Years	25	11.8
	Total	211	100.0

5.2.2. Cross-Tabulation Information of the Respondents

5.2.2.1. Age and sex of respondents' cross-tabulation

Table 5.3 below shows the cross-tabulation of respondents' age and sex. In the table, it is demonstrated that 98 participants in this study were young and aged between 20-29 years old in which 74 were males indicating 75.5% and 24 were females denoting 24% of the entire participants in this category. Additionally, 68 respondents in this research were middle-aged between 30-39 years; in this group, 56 were males representing 82.4% and 12 were females indicating 17.4%. Furthermore, 26 of the respondents were 40-49 years old in which 18 of them were male respondents, which represents 69.2% and 8, were female participants, thus indicating 30.8 % of the total participants in this group. Finally, 19 of the respondents of the study were above 50 years old in which 15 were males and 4 were females in number. This indicates that 79% and 21% were males and females respectively. In this analysis, it is observed that male employees are dominating in age all age groups unlike females, and the highest percentage being 82.4% in the middle age group in this case 30-39 years.

Table 5.3. Age and sex of respondents' cross-tabulation

Age * Sex of Respondents' Cross-tabulation				
Count				
		Sex of the Respondents		Total
		Female	Male	
Age of the Respondents	20-29	24	74	98
	30-39	12	56	68
	40-49	8	18	26
	50 above	4	15	19
Total		48	163	211

5.2.2.2. Level of education and sex of respondents' cross-tabulation

Table 5.4 below shows the cross-tabulation of respondents' level of education and sex. It is evidenced in this table that 16 participants in this study have secondary education in which 9 were males representing 56% and 7 for females which represent 44%. Also, among bachelor's degree holders who were 127 in total, 99 of them were males and 28 were females, which represent 78% for males and 22% for females. Furthermore, the education level of 64 participants in this study was Master degree where males were 52 and females were12 in number which represents 81.3% and 18.7% for males and females in that order. Finally, the education levels of only 4 participants of this study were Ph.D., in which males were 3 representing 75% and 1 female, which represents 25%. In this investigation, it is detected that female employees who work at the study's selected private banks are not highly represented in all educational levels in comparison to males.

Table 5.4. Level of Education and Sex of Respondents' Cross-tabulation

Level of Education * Sex of Respondents' Cross-tabulation				
Count				
		Sex of Respondents		
		Female	Male	Total
Level of Education of the Respondents	Secondary	7	9	16
	Bachelor	28	99	127
	Master	12	52	64
	PhD	1	3	4
Total		48	163	211

5.2.2.3. Current job positions and sex of respondents' cross-tabulation

Table 5.5 below shows the cross-tabulation of respondents' job positions and sex. It is displayed in this table that 64 participants in this study were junior staffs in which 43 were males representing 67.2% and 21 were females signifying 32.8%. Besides, 95 of the participants of this research where males were 80 and females 15 in number, therefore indicating that 84.2% and 15.8% of the total respondents in this group were males and females respectively. Furthermore, 44 participants of this study were male and female managers who are working in the study's selected private banks. In this group 34 of them were male managers representing 77% of the total respondents in this category, whereas 10 participants of this research were female managers denoting 23% of the total participants in this group. Lastly, 8 participants in this study were male and female directors where males were 4 and females were 2 in quantity demonstrating that 75% and 25% of this category were male and female managers in that order. In this analysis, it is detected that female employees who work at the study's selected private banks are not appointed to high job positions as males.

Table 5.5. Current job positions and sex of respondents' cross-tabulation

Current Job Positions * Sex of Respondents' Cross-tabulation				
Count				
		Sex of Respondents		
		Female	Male	
Job Positions of the Respondents	Junior Staff	21	43	64
	Officer	15	80	95
	Manager	10	34	44
	Director	2	6	8
Total		48	163	211

5.2.2.4. Current work experience and respondents' sex cross-tabulation

Table 5.6 below shows the cross-tabulation of respondents' current work experience and sex. It is evidenced in this table that 102 participants in this study were working at their current work for 1-3 years in which 84 representing 82.4% of the total participants in this category were males, while 18 respondents in this group indicating 17.6% were females. Furthermore, 63 of the participants in this research were employees who were working at their current job for a period of 4 up to 6 years. In this group 43 were males and 20 were females representing 68.3% for males and 31.7% for females. Moreover, 21 respondents in this analysis were male and female workers who were working at their current work 7-9 years. In this category 14 of them were males while 7 of them were females, which indicates that 66.7% of this group were males and 33.3% were females. Finally, the male and female participants of this study who were working at their current work for more than 10 years were 25 in total in which 22 of them were males while only 3 of them were females, hence denoting that 88% of this group were male and 12% were female participants. In this inquiry, it is detected that male employees are dominating in all respondents' current work experience groups unlike females, and the highest percentage is 88% in the group who were working at their current work for more than 10 years.

Table 5.6. Current work experience and sex of respondents' cross- tabulation

Current work Experience * Sex of Respondents' Cross-tabulation				
Count				
		Sex of Respondents		
		Female	Male	
Current Work Experience of the Respondents	1-3 Years	18	84	102
	4-6 Years	20	43	63
	7-9 Years	7	14	21
	10 and Above	3	22	25
Total		48	163	211

5.3. Descriptive Statistics of the Research Variables

5.3.1. The Effect Team Members' Trust and Employee Performance

As the table 5.7 below displays, the mean of 3.33 in the first row entails that respondents were neutral, meaning that they neither agreed nor disagreed that team trust allows members to fully accept each other's strengths and weakness. A mean of 3.52 in the second row explains that respondents agreed to the idea that team trust facilitates the achievement of harmony by avoiding conflict among the members of the team. Furthermore, the study's respondents were also in agreement that trust among team members develops the unique skills and coordination of individuals; this can be evidenced in the third row where there is a mean of 3.62. The respondents also agreed that team trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance as indicated in the fourth row of the table with a mean of 3.64. Moreover, the respondents were also in harmony with the notion that trust provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings, which enhances synergy as indicated in the fifth row with a mean of 3.61. Finally, from the same table, it can be seen that the respondents were in agreement that in their organization team members have reciprocal faith in other teammates' intentions and behaviors, and this can help them to work together better and achieve more without fear as indicated in the last low with a mean of 3.51.

Table 5.7. Mean Responses and their interpretations of research question one: The effect of team members' trust on employee performance

Statements	N	Mean	Std. Deviation	Interpretations
Team trust allows members to fully accept each other's strengths and weakness.	211	3.33	1.428	Natural
Team trust facilitates the achievement of harmony by avoiding conflict among the members of the team.	211	3.52	1.216	Agree
Trust among team members develops the unique skills and coordination of individuals.	211	3.62	1.261	Agree
Team trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance.	211	3.64	1.277	Agree
Trust provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings, which enhances synergy.	211	3.61	1.284	Agree
In our organization team members have reciprocal faith in their teammates' intentions and behaviors, and this can help us to work together better and achieve more without fear.	211	3.51	1.385	Agree
Valid N (listwise)	211			

5.3.2. The Effect of Team Members' Cohesiveness on Employee Performance

According to findings in table 5.8 below the respondents were in agreement that in their organization the team members strongly attached to one another as indicated in the mean of 3.52. The respondents also agreed that in their organizations the team colleagues felt proud to be part of their teams as indicated by the mean of 3.61. Moreover, they were also in agreement that their team is united in trying to reach their performance goals, which got the mean of 3.72, similarly, the respondents also agreed that if a team member has a problem, everyone wants to help him as indicated in the mean of 3.53. Furthermore, the respondents in harmony that in their organization every team associate felt responsible for maintaining and protecting the team as indicated by the mean of 3.51. Lastly, it was also agreed that in their organization it's hard for a team member to leave his teammates and he would like to be with them as far as he could as have indicated by the mean of 3.55.

Table 5.8. Mean responses and their interpretations of research question two: The effect of team members' cohesiveness on employee performance

Statements	N	Mean	Std. Deviation	Interpretations
In our organization the team members strongly attached to one another.	211	3.52	1.402	Agree
In our organization the team colleagues felt proud to be part of their teams.	211	3.61	1.291	Agree
Our team is united in trying to reach its performance goals.	211	3.72	1.285	Agree
If a team member has a problem, everyone wants to help him.	211	3.53	1.336	Agree
In our organization every team associate felt responsible for maintaining and protecting the team.	211	3.51	1.300	Agree
In our organization it's hard for a team member to leave his/her teammates and she/he would like to be with them as far as he/she could.	211	3.55	1.261	Agree
Valid N (listwise)	211			

5.3.3. The Effect of Team Members' Spirit/Esprit de Corps on Employee Performance

Based on the findings in the table 5.9 below mean of 3.31 indicates that respondents were neutral with regards to the idea that in their organizations team spirit is a situation in which group of people jointly depend on one another in order to achieve team objective, whereas mean of 3.59 simply entails that respondents were in agreement with the statement that in their organizations team spirit helps members of the team to share their problems among them, which in turn enhances employee performance. Furthermore, a mean of 3.51 in the table indicates that the respondents were also in harmony with the idea that team spirit is a valuable asset for team members as well as the organization since two good heads are better than one. In addition, with a mean of 3.60, 3.52 and 3.58 it is also shown that the respondents were also agreeing that the spirit among team members can enhance employee performance, team spirit and the desire to success help employees to do their best toward enhancing their performance and in the organizations team spirit makes the members of the team wish the team achieve its goals and objectives.

Table 5.9. Mean responses and their interpretations of research question three: The effect of team members' spirit /esprit de corps on employee performance

Statements	N	Mean	Std. Deviation	Interpretations
In our organization team spirit is a situation in which group of people jointly depend on one another in order to achieve team objective.	211	3.31	1.437	Natural
In our organization team spirit helps members of the team to share their problems among them, which in turn enhances employee performance.	211	3.59	1.282	Agree
Team spirit is a valuable asset for team members as well as the organization, since two good heads are better than one.	211	3.51	1.429	Agree
The spirit among team members can enhance their performance.	211	3.60	1.332	Agree
Team spirit and the desire to success help employees to do their best toward enhancing employee performance.	211	3.52	1.409	Agree
Team spirit makes the members of the team wish the team achieve its goals and objectives.	211	3.58	1.393	Agree
Valid N (listwise)	211			

5.3.4. The Effect of Team Members' Knowledge Sharing on Employee Performance

According to the findings in the table 5.10 the means value of 3.60, 3.72, 3.56, 3.73, 3.74 and 3.61 reveals that the respondents were in agreement with the notions that knowledge sharing among colleagues is considered normal in our organization; when each of the employees has learned something new, he/she tells his/her colleagues about it; when they have learned something new, their colleagues tell them about it; every teammate share the information and skills he/she has with her/his colleagues when they ask for; their coworkers or teammates share the information and skills they have with them when they ask for it and colleagues in their companies share their job-related knowledge with them when they ask them to and vice versa respectively.

Table 5.10. Mean responses and their interpretations of research question four: The effect of team members' knowledge sharing on employee performance

Statements	N	Mean	Std. Deviation	Interpretations
Knowledge sharing among colleagues is considered normal in our organization.	211	3.60	1.318	Agree
When I have learned something new, I tell my colleagues about it.	211	3.72	1.221	Agree
When they have learned something new, my colleagues tell me about it.	211	3.56	1.341	Agree
I share the information and skills I have with colleagues when they ask for it.	211	3.73	1.264	Agree
My coworkers or teammates share the information and skills they have with me when I ask for it.	211	3.74	1.240	Agree
Colleagues in my company share their job-relate knowledge with me when I ask them to and vice versa.	211	3.61	1.339	Agree
Valid N (listwise)	211			

5.3.5. Employee Performance "Dependent Variable"

According to the findings in table 5.11 below the respondents of the study agreed that they can perform effectively and they can understand their job description completely as indicated in the mean of 3.58. They also agree that they mostly understand their task performance requirements and the standards that their company expects for them to meet as indicated by the mean of 3.66. Furthermore, the respondents were also in agreement that their superiors or supervisors review their job description and performance requirements as needed, as seen in the mean value of 3.73. Also, it is agreed among respondents that their job performance is reviewed and rescheduled annually or quarterly as indicated in the mean of 3.71. Lastly, the respondents were also in harmony with the idea that their job description and capabilities accurately reflect on the reality of their position as indicated by the mean of 3.83.

Table 5.11. Mean responses and their interpretations of research question five: Employee performance “Dependent Variable”

Statements	N	Mean	Std. Deviation	Interpretations
I able to perform effectively and can I understand my job description completely.	211	3.58	1.426	Agree
I mostly understand my task performance requirements and the standards that my company expects for me to meet.	211	3.66	1.256	Agree
My superior or supervisor reviews my job description and performance requirements as needed.	211	3.73	1.186	Agree
My job performance reviewed and rescheduled annually or quarterly.	211	3.71	1.202	Agree
My job description and capabilities accurately reflect on the reality of my position.	211	3.83	1.294	Agree
Valid N (listwise)	211			

5.4. Distribution of Respondents’ Responses to the Research Questions

Furthermore, the researcher made an effort to examine and offer responses to the study questions through the analysis tools mentioned above. This specifically was aimed at determining the degree to which the participants or the respondents of this research agree to the questionnaire statements.

5.4.1. Distribution of Respondents’ Responses to Research Question One: The Effect of Team Members’ Trust on Employee Performance

As could be seen in the table 5.12 underneath among respondents about 26.6% of them strongly agreed to all the statements in team members’ trust whereas 35.8 % only agreed to the statements. Furthermore 12% of them disagreed to the statements, 11.7% strongly disagreed and lastly, 13.9% of them in this study had neither agreed nor disagreed to all the statements in team trust. From this result it can be noted that in these five options: strongly agree, agree, disagree, strongly disagree, neutral, the agree option had the highest response rate of 35.8% from the other respondents.

Table 5.12. Distribution of respondents' responses to research question one: Effect of team members' trust on employee performance

Effect of Team Members' Trust on Employee Performance	**Alternative Responses**					
Statements	SA	A	D	SD	N	Total
Team trust allows members to fully accept each other's strengths and weakness.	44 20.9%	85 40.3%	18 8.5%	43 20.4%	21 10.0%	211 100%
Team trust facilitates the achievement of harmony by avoiding conflict among the members of the team.	44 20.9%	89 42.2%	31 14.7%	18 8.5%	29 13.7%	211 100%
Trust among team members develops the unique skills and coordination of individuals.	59 28.0%	76 36.0%	26 12.3%	19 9.0%	31 14.7%	211 100%
Team trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance.	62 29.4%	76 36.0%	25 11.8%	20 9.5%	28 13.3%	211 100%
Trust provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings, which enhances synergy.	63 29.9%	67 31.8%	25 11.8%	20 9.5%	36 17.1%	211 100%
In our organization team members have reciprocal faith in their teammates' intentions and behaviors, and this can help us to work together better and achieve more without fear.	65 30.8%	60 28.4%	26 12.3%	28 13.3%	32 15.2%	211 100%
Total	337	453	151	148	177	1,266
Percentage of Total	26.6%	35.8%	12%	11.7%	13.9%	100%

**Note: (SA = Strongly agree; A = Agree; D = Disagree; SD = Strongly disagree and N = Neutral)

5.4.2. Distribution of Respondents' Responses to Research Question Two: Effect of Team Members' Cohesiveness on Employee Performance

As could be seen in Table 5.13 below among the participants in this study about 29.8% of them strongly agreed to all the statements in team members' cohesiveness while 31.0% merely agreed to the statements. Moreover, 12.1% of participants in this study disagreed to the statements in team members' cohesiveness whereas 10.7% strongly disagreed to statements. Finally, 16.4% of the participants in this research had neither agreed nor disagreed to the statement in team members' cohesiveness. From this result, it can be noticed that 31.0% of the respondents agreed to the all statements in team members' cohesiveness thus the agreed option had got highest response rate in comparison to other four choices, which are: strongly agree, disagree, strongly disagree and neutral.

Table 5.13. Distribution of respondents' responses to research question two: Effect of team members' cohesiveness on employee performance

Effect of Team members' Cohesiveness on Employee Performance	Alternative Responses					
Statements	SD	A	D	SD	N	Total
In our organization the team members strongly attached to one another.	64 30.3%	64 30.3%	17 8.1%	33 15.6%	33 15.6%	211 100%
In our organization the team colleagues felt proud to be part of their teams.	65 30.8%	65 30.8%	28 13.3%	19 9.0%	34 16.1%	211 100%
Our team is united in trying to reach its performance goals.	70 33.2%	73 34.6%	22 10.4%	20 9.5%	26 12.3%	211 100%
If a team member has a problem, everyone wants to help him.	62 29.4%	62 29.4%	27 12.8%	24 11.4%	36 17.1%	211 100%
In our organization every team associate felt responsible for maintaining and protecting the team.	58 27.5%	62 29.4%	27 12.8%	22 10.4%	42 19.9%	211 100%
In our organization it's hard for a team member to leave his/her teammates and she/he would like to be with them as far as he/she could.	58 27.5%	67 31.8%	32 15.2%	17 8.1%	37 17.5%	211 100%
Total	377	393	153	135	208	1,266
Percentage of Total	29.8%	31.0%	12.1%	10.7%	16.4%	100%

**. Note: (SA = Strongly agree; A = Agree; D = Disagree; SD = Strongly disagree and N = Neutral)

5.4.3. Distribution of Respondents' Responses to Research Question Three: Effect of Team Members' Spirit on Employee Performance

Again as could be comprehended in the table 5.14 underneath, among participants of this study about 29.9% of them strongly agreed to all the statements in team members' spirit or team members' esprit de corps whereas 31.8% barely agreed to the statements. Additionally, 12.3% of respondents disagreed to the statements while 13.6% of them strongly disagreed to the statements in team members' spirit. Lastly, 12.5% of respondents in this study neither agreed nor disagreed to all the statements in team members' spirit. Therefore, it can be noted from the table that in these five options: strongly agree, agree, disagree, strongly disagree, neutral, the agree option had the greatest response of 31.8% from the respondents.

Table 5.14. Distribution of respondents' responses to research question three: Effect of team members' spirit on employee performance

Effect of Team Members' Spirit on Employee Performance	**Alternative Responses**					
Statements	SD	A	D	SD	N	Total
In our organization team spirit is a situation in which group of people jointly depend on one another in order to achieve team objective.	53 25.1%	63 29.9%	27 12.8%	38 18.0%	30 14.2%	211 100%
In our organization team spirit helps members of the team to share their problems among them, which in turn enhances employee performance.	60 28.4%	73 34.6%	30 14.2%	19 9.0%	29 13.7%	211 100%
Team spirit is a valuable asset for team members as well as the organization, since two good heads are better than one.	65 30.8%	67 31.8%	21 10.0%	34 16.1%	24 11.4%	211 100%
Team spirit and the desire to success help employees to do their best toward enhancing employee performance.	67 31.8%	65 30.8%	28 13.3%	22 10.4%	29 13.7%	211 100%
Team spirit and the desire to success help employees to do their best toward enhancing their performance.	65 30.8%	67 31.8%	30 14.2%	29 13.7%	20 9.5%	211 100%
Team spirit makes the members of the team wish the team achieve its goals and objectives.	68 32.2%	67 31.8%	20 9.5%	30 14.2%	26 12.3%	211 100%
Total	378	402	156	172	158	1,266
Percentage of Total	29.9%	31.8%	12.3%	13.6%	12.5%	100%

**. Note: (SA = Strongly agree; A = Agree; D = Disagree; SD = Strongly disagree and N = Neutral)

5.4.4. Distribution of Respondents' Responses to Research Question Four: Effect of Team Members' Knowledge Sharing on Employee Performance

Table 5.15 below shows that 32% among respondents in this research strongly agreed to all the statements in team members' knowledge sharing whereas 32.3% only agreed to the statements. Besides 11% of the participants disagreed to all statements in team members' knowledge sharing while 9.6% strongly disagreed to the statements. Finally, 15.3% of the participants in this research had neither agreed nor disagreed to all statements in team members' knowledge sharing. Hence, it can be illustrated in the table that the agreed option had got the highest response rate of 32.3% when compared with the other four choices, which are: strongly agree, disagree, strongly disagree and neutral.

Table 5.15. Distribution of respondents' responses to research question four: Effect of team members' knowledge sharing on employee performance

Effect of Team Members' Knowledge Sharing on Employee Performance	**Alternative Responses**					
Statements	SD	A	D	SD	N	Total
Knowledge sharing among colleagues is considered normal in our organization.	62 29.4%	72 34.1%	17 8.1%	26 12.3%	34 16.1%	211 100%
When I have learned something new, I tell my colleagues about it.	66 31.3%	74 35.1%	27 12.8%	14 6.6%	30 14.2%	211 100%
When they have learned something new, my colleagues tell me about it.	68 32.2%	55 26.1%	26 12.3%	23 10.9%	39 18.5%	211 100%
I share the information and skills I have with colleagues when they ask for it.	72 34.1%	66 31.3%	18 8.5%	19 9.0%	36 17.1%	211 100%
My coworkers or teammates share the information and skills they have with me when I ask for it.	71 33.6%	69 32.7%	25 11.8%	15 7.1%	31 14.7%	211 100.0%
Colleagues in my company share their job-relate knowledge with me when I ask them to and vice versa.	65 30.8%	72 34.1%	26 12.3%	24 11.4%	24 11.4%	211 100%
Total	404	408	139	121	194	1,266
Percentage of Total	32%	32.3%	11%	9.6%	15.3%	100%

**. Note: (SA = Strongly agree; A = Agree; D = Disagree; SD = Strongly disagree and N = Neutral)

5.4.5. Distribution of Respondents' Responses to Research Question Five: Employee Performance "Dependent Variable"

As could be understood in the Table 5.16 below, to all the statements in employees' performance 32.5% of the respondents strongly agreed to whereas 34.4% just agreed, 10.2% of respondents disagreed while 9.4% strongly disagreed and finally 13.5% of the participants were neutral. Therefore, indicating that the agreed option with 34.4% is the highest response rate among in comparison to the other four choices "strongly agree, disagree, strongly disagree and neutral".

Table 5.16. Distribution of respondents' responses to research question five: Employee performance "Dependent Variable"

Employee Performance "Dependent Variable"	**Alternative Responses**					
Statements	SD	A	D	SD	N	Total
I able to perform effectively and can I understand my job description completely.	69 32.7%	70 33.2%	17 8.1%	34 16.1%	21 10.0%	211 100%
I mostly understand my task performance requirements and the standards that my company expects for me to meet.	64 30.3%	72 34.1%	24 11.4%	18 8.5%	33 15.6%	211 100%
My superior or supervisor reviews my job description and performance requirements as needed.	66 31.3%	72 34.1%	25 11.8%	12 5.7%	36 17.1%	211 100%
My job performance reviewed and rescheduled annually or quarterly.	62 29.4%	79 37.4%	23 10.9%	15 7.1%	32 15.2%	211 100%
My job description and capabilities accurately reflect on the reality of my position.	82 38.9%	70 33.2%	19 9.0%	20 9.5%	20 9.5%	211 100%
Total	343	363	108	99	142	1,055
Percentage of Total	32.5%	34.4%	10.2%	9.4%	13.5%	100%

**. Note: (SA = Strongly agree; A = Agree; D = Disagree; SD = Strongly disagree and N= Neutral)

5.5. Correlation Analysis

The research of this study used Pearson correlation to analyze the association among variables of the study. Therefore, this study reveals the Pearson correlation among team members' trust, team members' cohesiveness, and team members' spirit or "esprit de corps", team members' knowledge sharing as teamwork measures or independent variables and employee performance as the dependent variable of the research.

5.5.1. Correlation Between the Independent Variables and Dependent Variable

The table 5.17 below displays the correlation matrix of team members' trust (TMT), team members' cohesiveness (TMC), team members' spirit (TMS) or "team members' esprit de corps" (TMEDC), team members' knowledge sharing (TMKS) as teamwork measures or independent variables and employee performance (EP) as the dependent variable of this study. Overall, the correlation exhibits that there is a moderate and positive relationship between the team members' trust, cohesiveness, spirit/esprit de corps, knowledge sharing as measures of teamwork or independent variables and employee performance as the dependent variable at 0.01 and 0.05 levels of significance. In other words, the correlation coefficient (r) between team members' trust and employee performance is 0.582, and this indicated that there is a moderate positive correlation between these two variables. Also, the correlation coefficient (r) between team members' cohesiveness and employee performance is 0.599, and this also reveals that there is a moderate positive correlation between these two variables. Furthermore, the correlation analysis between team members' spirit and employee performance shows that the correlation coefficient (r) between these two variables is 0.598, which in turn suggests that there is a positive a moderate positive correlation among these two variables. Lastly, the correlation coefficient (r) between team members' knowledge sharing and employee performance is 0.609, and this denotes that there is also a moderate positive correlation between these two variables.

Table 5.17. Correlations between the independent variables and dependent variable

Correlations						
Variables of the study		Team Members' Trust	Team Members' Cohesiveness	Team Members' Spirit	Team Members' Knowledge Sharing	Employee Performance
Team Members' Trust	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	211				
Team Members' Cohesiveness	Pearson Correlation	0.600**	1			
	Sig. (2-tailed)	0.000				
	N	211	211			
Team Members' Spirit	Pearson Correlation	0.545**	0.632**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	211	211	211		
Team Members' Knowledge Sharing	Pearson Correlation	0.547**	0.676**	0.678**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	211	211	211	211	
Employee Performance	Pearson Correlation	0.582**	0.599**	0.598**	0.609**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	211	211	211	211	211

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

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

5.5.2. Correlation Between Teamwork (IV) and Employee Performance (DV)

Table 5.18 below displays the correlation between overall teamwork (TW) measures, which are all the independent variables of this study as one component, and employee performance (EP), which is the dependent variable in this study. Teamwork measures include team members' trust (TMT), team members' cohesiveness (TMC), team members' spirit (TMS) or "team members' esprit de corps" (TMEDC), and team members' knowledge sharing (TMKS). Thus, the correlation results between teamwork and employee performance demonstrate that the correlation coefficient (r) is 0.708 implying that there is a strong positive relationship between overall teamwork measures and employee performance at 0.01 and 0.05 level of significance.

Table 5.18. Correlations between teamwork and employee performance

Correlations			
Variables of the Study		Teamwork	Employee Performance
Teamwork	Pearson Correlation	1	0.708**
	Sig. (2-tailed)		0.000
	N	211	211
Employee Performance	Pearson Correlation	0.708**	1
	Sig. (2-tailed)	0.000	
	N	211	211

**. Correlation is significant at the 0.01and 0.05 level (2-tailed).

5.6. Regression Analysis

The research of this study employed multiple regression analysis to analyze the impact of teamwork on employee's performance. In this case, teamwork was an independent variable whereas employee performance was the dependent variable. The multiple regression equation was as follows:

$$Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon.... \qquad (5.1)$$

Where:

EP = Employee Performance

TMT = Team Members' Trust

TMC = Team Members' Cohesiveness

TMEDC = Team Members' Esprit de Corps

TMKS= Team Members' Knowledge Sharing

ε = error term or stochastic term.

OR:

$$EP= \beta 0 + \beta 1TMT+ \beta 2\ TMC+ \beta 3TMEDC+ \beta 4TMKS+ \varepsilon \qquad (5.2)$$

Where:

EP = Employee Performance

TMT = Team Members' Trust

TMC = Team Members' Cohesiveness

TMEDC = Team Members' Esprit de Corps

TMKS= Team Members' Knowledge Sharing

ε = error term or stochastic term.

5.6.1. Coefficient of Determination (R^2)

The table 5.19 underneath displays coefficient of determination (R2) and it measures how far these teamwork measures or independent variables: Team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing explain the dependent variables, which is employee performance in this case. As a way of testing study hypotheses, the researcher conducted a standard multiple regression analysis where employee performance was the dependent variable and the other four teamwork variables were independent variables or teamwork measures of the research. In this analysis, there are two important things to consider which are; R and R Square.

R is the Regression Coefficient where according to the study's results it's 0.709 or 71%, and it indicates the existence of a relationship among the two variables: teamwork and employee performance. On the other hand, adjusted R2 or Coefficient of Determination, which is 0.493 or 49.3% and it demonstrates that teamwork measures or independent variables: team members' trust, team members' cohesiveness, team members' spirit, team members' knowledge sharing explain about 0.493 or 49.3% of variations in employee performance of private banks in Mogadishu-Somalia. Thus, this implies that the other 50.7% is attributed to other factors, which influence employees' performance but have not been considered in this study.

Table 5.19. Coefficient of determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.709[a]	0.503	0.493	0.69421

a. Predictors: (Constant), Team Members' Trust, Team Members' Cohesiveness, Team Members' Spirit, Team Members' Knowledge Sharing

5.6.2. Analysis of Variance (ANOVA)

Table 5.20 below shows the results of analysis of variance (ANOVA), it is clear that the whole standard multiple regression model of teamwork variables: team members' trust, team members' cohesiveness, team members' spirit, team members' knowledge sharing is significant in predicting employee performance in the study's selected private banks in Mogadishu-Somalia. The ANOVA results show that F-value is 52.097 and it is significant at the significance level of 0.000, which is less than a study's significance level of 0.05. Thus, indicating that the overall regression model is statistically significant, valid and fit and showing that teamwork measures or independent variables have a positive and significant association with the employee performance.

Table 5.20. Analysis of variance (ANOVA)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.428	4	25.107	52.097	0.000[b]
	Residual	99.278	206	0.482		
	Total	199.706	210			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Team Members' Trust, Team Members' Cohesiveness, Team Members' Spirit, Team Members' Knowledge Sharing

5.6.3. Multiple Regression

Table 5.21 below shows, the multiple regression analysis of the effect that teamwork on employee performance. Thus, in the table, the regression coefficient for team members' trust of the employee performance of the study's selected private banks ($\beta1$) = 0.247, which implies that one percent increase in team members' trust results into 24.7 percent increment in employees' performance level when other variables are controlled.

The T value is 3.835 and it's significant at 0.000 since it is less than 0.05, which is the significance level of this study. This denotes that the alternate hypothesis that says, team members' trust as a measure of teamwork has a significant impact on employee performance in the study's selected private banks in Mogadishu-Somalia is accepted. The regression coefficient for team members' cohesiveness of the employee performance of the study's selected private banks ($\beta 2$) =0.173, which implies that one percent increase in team members' cohesiveness leads to a 17.3 percent increase in employees' performance level when other variables are kept controlled. The T value is 2.338, and this is significant at 0.020 because it's less than 0.05, which is the significance level of current research. Thus, the alternate hypothesis that says, team members' cohesiveness as a measure of teamwork has a significant effect on employee performance in the study's selected private banks in Mogadishu-Somalia is accepted.

The regression coefficient for team members' spirit/esprit de corps of the employee performance of the study's selected private banks ($\beta 3$) =0.206, which means that one percent increase in team members' spirit results into 20.6% increase in employees' performance when other variables are kept constant. The T value is 2.869, which is significant at .005 as its value is less than 0.05. Thus, the alternative hypothesis that says, team members' spirit as a measure of teamwork has a significant impact on employees' performance in the study's selected private banks in Mogadishu-Somalia is accepted. Furthermore, the regression coefficient for team members' knowledge sharing of the employee performance of the study's selected private banks ($\beta 4$) =0.217, which means that a percentage increase in team members' knowledge sharing causes a 21.7% increase in employee's performance when other variables are kept constant. The T value is 2.899 that is significant at .004 level since it is less than 0.05, which is the significance level of this research. Therefore, it indicates that the alternate hypothesis that argues, team members' knowledge sharing as a measure of teamwork has a significant influence on employee performance in the study's selected private banks in Mogadishu-Somalia is accepted. Besides, the regression equation below was established by taking all independent variables or teamwork measures into account "e.g. team members' trust, cohesiveness, spirit, and knowledge sharing" constant at zero while employee performance was 0.603.

$$EP = 0.603+0.247TMT + 0.173TMC + 0.206TMS/TMEDC + 0.217TMKS + \varepsilon \qquad (5.3)$$

Table 5.21. Multiple regression

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.603	0.221		2.722	0.007
	Team Members' Trust	0.260	0.068	0.247	3.835	0.000
	Team Members' Cohesiveness	0.184	0.079	0.173	2.338	0.020
	Team Members' Spirit	0.200	0.070	0.206	2.869	0.005
	Team Members' Knowledge Sharing	0.224	0.077	0.217	2.899	0.004

a. Dependent Variable: Employee Performance

6. CONCLUSION, DISCUSSIONAND RECOMMENDATIONS

This chapter presents a detailed description of the research conclusion, discussion of findings and recommendations of this study.

6.1. Conclusion and Discussion of Findings

This research study assessed the effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia. The study had four main objectives, which are: to examine the effect of team members' trust on employee performance, to investigate the effect of team members' cohesiveness on employee performance, to scrutinize the effect of team members' team spirit or "esprit de corps" on employee performance, and to examine the effect of team members' knowledge sharing on employee performance in some selected private banks in Mogadishu- Somalia.

In the study, a descriptive research design was utilized. As research instrument probability sampling specifically stratified random sampling was used to collect the needed primary research data from 222 respondents who are the employees of the study's selected private banks namely; Dahabshiil Bank, Premier Bank, and Amal Bank. Structured questionnaires with two main constructs were distributed to the employees the study's selected private banks in Mogadishu-Somalia. The first segment was designed to gather demographic data of the participants while the second section meant to collect research data regarding the effect of team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing on employee performance in the study's selected private banks in Mogadishu-Somalia.

In this regard, the researcher of this study used numerous analyzing tools. For instance, demographic and cross-tabulations, descriptive statistics such as descriptive statistics were employed. Furthermore, before examining whether dependent variables have effect on the dependent variable, correlation analysis between each independent variable "e.g. team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing" and dependent variable, which is employee performance was undertaken to determine if there is association between each independent variable or teamwork measure and employee performance. Then correlation analysis between teamwork measures or independent variables as one component and employee performance was undertaken to explain the overall relationship between the variables of the study.

Therefore, based on the correlation analysis between each independent variable or teamwork measure and employee performance the researcher made he found that there is a moderate and positive relationship between each independent variable and employee performance. This means that, there is a moderate and positive association among team members' trust, team members' cohesiveness team members' spirit of "team Members' esprit de corps" and team members' knowledge sharing as measures of teamwork or independent variables and employee performance of the study's selected private banks in Mogadishu-Somalia as dependent variable at 0.01 and 0.05 level of significance.

Moreover, the researcher also found that there is a positive and strong correlation between independent variables or teamwork measures "as one component" and employee performance (EP) of the study's selected private banks in Mogadishu-Somalia, at 0.01 and 0.05 significance levels.

Thereafter, a regression analyses, model summary, analysis of variance (ANOVA), and regression coefficients were employed to determine the effect of teamwork measures or independent variables such as team members' trust, team members' cohesiveness, team members' spirit, and team members' knowledge sharing on employee performance of the study's selected private banks in Mogadishu-Somalia.

Based on the findings of this study, the following conclusions were drawn: Hypothesis one (H_1) indicates that team members' trust has a significant effect on employee performance; therefore, this study found that the team members' trust has a positive and significant impact on employee performance in the study's selected private banks in Mogadishu-Somalia. The result of hypothesis one is consistent with the previous study of (Manzoor et al., 2011; MBAH, 2014, Agarwal and Adjirackor, 2016; Hassan and Al Salman, 2016; Arinze et al., 2018) who also stated that team trust has a positive and significant influence on employee performance. Therefore, it can be concluded that private banks or organizations whose aim is to enhance their employee performance should create an environment that inspires trust among members of their teams since this in return will increase their employee performance as the findings of this study and others indicated.

Hypothesis two (H_2) indicates that team members' cohesiveness has a significant effect on employee performance; therefore, this study found that the team members' cohesiveness has a positive and significant impact on employee performance in the study's selected private banks in Mogadishu-Somalia. Furthermore, the outcome of hypothesis two is consistent with (Muthiaine, 2014; Banwo, et al., 2015) who also discovered that team cohesiveness has a positive and significant impact on employee performance. However, this finding is inconstant with (Hassan and Al Salman, 2016). Therefore, it can be concluded that organizations willing to enhance their employee performance should make efforts to enhance the cohesiveness among their teams since this will lead to a better performance of their employees as the results of this research discovered.

Hypothesis three (H_3) signifies team members' spirit or "esprit de corps" has a significant impact on employee performance; hence this study found that the team members' spirit/esprit de corps has a positive and significant influence on employee performance in the study's selected private banks in Mogadishu-Somalia. The result of the third hypothesis is consistent with the study of (Manzoor et al., 2011; MBAH, 2014; Agarwal and Adjirackor, 2016; Kemanci, 2018; Arinze et al., 2018), nevertheless, this result is inconstant with (Abdullah, 2017). Therefore, private banks ought to know that team spirit will result in better employee performance, so they should establish an atmosphere that motivates and contributes to team spirit among their team members since this will help them increase their employee performance as the outcomes of this study and others discovered.

Hypothesis four (H_4) predicts that team members' knowledge sharing has a positive and significant impact on employee performance, thus this study found that the team members' knowledge sharing has a positive and significant influence on employee performance in the study's selected private banks in Mogadishu-Somalia. This finding is also supported by (Khan & Mashikh 2017).

In summary, the results of this study revealed that all teamwork measures or independent variables used in this study "e.g. team members' trust, cohesiveness, spirit or esprit de corps and knowledge sharing" have a positive and significant impact on employees' performance in the study's selected private banks in Mogadishu-Somalia. Thus, the private banks in Mogadishu-Somalia should create an environment that assists and inspires teamwork among their team members to enhance trust, cohesiveness, spirit/esprit de corps and knowledge sharing of their team members since this leads to enhance the performance of their employees as the findings of this research indicates.

6.2. Recommendations

Based on the analysis of data, the results, and the discussion of the findings, the conclusions that were drawn, the researcher of this study able to make the following suggestions:

1. This study found that team members' trust has a positive significant effect on employee performance in Mogadishu-Somalia private banks. Therefore, managers of these banks should inspire an atmosphere of trust among their team members, since this, in turn, will help them to increase their employee performance. Additionally, employers of these banks should form an atmosphere where team members trust each other and have a perfect relationship. In this way, the employees will be in a position to utilize their full potential in their jobs and this, in turn, will enhance their performance.
2. Again the current study revealed that team members' cohesiveness has a positive significant effect on employee performance in Mogadishu-Somalia private banks. Therefore, all stakeholders, directors, senior managers, junior managers, supervisors should establish an environment that aids the team colleagues to feel proud of being part of their teammates so, whenever a team member has a problem, everyone should want to help him or her. Furthermore, they should assist their teams to be united in trying to reach their performance goals and they ought to inspire every team associates since this will help teammates to feel responsible for maintaining and protecting the team through assisting members to become strongly attached to one another, which in turn increases employee performance.
3. This study also indicated that team members' spirit or "team members' esprit de corps" has a positive significant effect on employee performance in Mogadishu-Somalia private banks. Hence, employers of these banks should develop policies to enhance the spirit among teammates, which enhances the performance of their employees. Moreover, they should build an atmosphere, where every team member

or employee recognizes that the team spirit is a valuable asset for team members as well as the organization, as the saying goes two good heads are better than one. Therefore, team spirit and the desire to succeed will increase and brings out the best in employees or teammates toward the enhancement of their performance.

4. Lastly, this research discovered team members' knowledge sharing has a positive significant effect on employee performance in Mogadishu-Somalia private banks. Thus, administrators of these banks should endeavor to ensure that each team occupies of the necessary skills, information, and knowledge since that will enable the team to perform effectively by sharing the skills, information, and knowledge they possess among themselves. Also, employers have to create an environment where knowledge sharing among team colleagues is considered normal in their banks where each team member should share his or her job-related knowledge and skills to his colleagues either when asked or not as this, in turn, helps them to increase employee performance.

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APPENDIX

Appendix-1. Introductory Letter

Dear Respondent,

I am a postgraduate student at Gazi University, Faculty of Economics and Administrative Science, Department of Business Administration, as part of my master program of MBA degree in human resource management graduation requirement, I am conducting a research to prepare my graduation thesis. In this regard, I am undertaking a survey on effect of teamwork on employee performance in some selected private banks in Mogadishu-Somalia.

The information you provide will be used exclusively for academic purposes. My supervisor and I promise you that the information you offer will be treated with strict confidentiality. Participation in the study is voluntary. It might not take you more than ten minutes to complete this questionnaire.

You are kindly requested to fill the questionnaire below with utmost honesty.

Your assistance will be highly appreciated.

Thank you.

Appendix-2. Questionnaire

Instruction: Using the scale below tick **(√)** or cross **(X)** to indicate your response to the questions:

Section 1: Demographic Information

a. What is your age?

a. 20-29 ( )
b. 30-39 ( )
c. 40-49 ( )
d. 50+ ( )

b. What is your sex?

a. Male ( )
b. Female ( )

c. What is your education level?

a. Secondary **( )**
b. Bachelor's Degree **( )**
c. Master's Degree **( )**
d. Above Master's Degree **( )**

d. What is your job position?

a. Junior staff **( )**
b. Officer **( )**
c. Manager **( )**
d. Director **( )**

e. How many years have you been working at your current work?

a. 1-3 years **( )**
b. 4-6 years **( )**
c. 7-9 years **( )**
d. 10 or 10+ **( )**

Appendix-2. (continue) Questionnaire

Section 2: The effect of teamwork on employee performance

Instruction: Please indicate the degree to which you agree with the following statements below: whereby; 5= Strongly Agree 4= Agree 3=Neutral 2= Disagree 1=Strongly Disagree

A. The effect of team members' trust on employee performance	**Strongly Disagree**	**Disagree**	**Naturally**	**Agree**	**Strongly Agree**
1. Team trust allows members to fully accept each other's strengths and weakness.					
2. Team trust facilitates the achievement of harmony by avoiding conflict among the members of the team.					
3. Trust among team members develops the unique skills and coordination of individuals.					
4. Team trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance.					
5. Trust provides an atmosphere for the team members to discuss their mistakes, accept criticisms and freely express their feelings, which enhances synergy.					
6. In our organization team members have reciprocal faith in their teammates' intentions and behaviors, and this can help us to work together better and achieve more without fear.					

Appendix-2. (continue) Questionnaire

B. The effect of team cohesiveness on employee performance	**Strongly Disagree**	**Disagree**	**Naturally**	**Agree**	**Strongly Agree**
1. In our organization the team members strongly attached to one another.					
2. In our organization the team colleagues felt proud to be part of their teams.					
3. Our team is united in trying to reach its performance goals.					
4. If a team member has a problem, everyone wants to help him.					
5. In our organization every team associate felt responsible for maintaining and protecting the team.					
6. In our organization it's hard for a team member to leave her teammates and he would like to be with them as far as he could.					

C. The effect of team members' esprit de corps or team spirit on employee performance	**Strongly Disagree**	**Disagree**	**Naturally**	**Agree**	**Strongly Agree**
1. In our organization team spirit is a situation in which group of people jointly depend on one another in order to achieve team objective.					
2. In our organization team spirit helps members of the team to share their problems among them, which in turn enhances employee performance.					
3. Team spirit is a valuable asset for team members as well as the organization, since two good heads are better than one.					
4. Team spirit and the desire to success help employees to do their best toward enhancing employee performance.					
5. Team spirit and the desire to success help employees to do their best toward enhancing their performance.					
6. Team spirit makes the members of the team wish the team achieve its goals and objectives.					

Appendix-2. (continue) Questionnaire

D. The effect of team members' knowledge sharing on employee performance	**Strongly Disagree**	**Disagree**	**Naturally**	**Agree**	**Strongly Agree**
1. Knowledge sharing among colleagues is considered normal in our organization.					
2. When I have learned something new, I tell my colleagues about it.					
3. When they have learned something new, my colleagues tell me about it.					
4. I share the information and skills I have with colleagues when they ask for it.					
5. My coworkers or teammates share the information and skills they have with me when I ask for it.					
6. Colleagues in my company share their job-relate knowledge with me when I ask them to and vice versa.					

E. Employee performance	**Strongly Disagree**	**Disagree**	**Naturally**	**Agree**	**Strongly Agree**
1. I able to perform effectively and can I understand my job description completely.					
2. I mostly understand my task performance requirements and the standards that my company expects for me to meet.					
3. My superior or supervisor reviews my job description and performance requirements as needed.					
4. My job performance reviewed and rescheduled annually or quarterly.					
5. My job description and capabilities accurately reflect on the reality of my position.					

Thank you so much!

CURRICULUM VITAE

Personal Information

Surname, Name	: Adam ABDULLE
Country	: Somalia
Place of birth	: BELEDWEYN
Marital status	: Single
Phone number	: +905522116855
E-mail	: adam.isak@hbv@edu.tr/ waare.student@simad.edu.so

Education

Degree	School/ Program	Graduation Date
MSc	University of Gazi/ MBA "HRM"	2019
Undergraduate	SIMAD University/ BA	2014
High School	Mohamed Hersi Nor (SIIDII)/ General High School /Science/Natural Sciences	2008

Professional Experience

Year	Place of Work	Position
2011–2012	Favor Herbal Hospital	Marketing Assistant
2012–2014	DAN-GUUD, TIS-IOM Program	Procurement Assistant
2014–2016	SOMTEL International Ltd.	Customer Service Assistant
2016–2016	Amal Bank	Marketing Assistant
2018–2019	Gabayre Export Import International Ltd.	Manager & Consultant

Foreign Language

Arabic, English, Turkish, Somali

Publications

1. Abdulle, A., Aydıntan, B. (2019). The Effect of Teamwork on Employee Performance in Some Selected Private Banks in Mogadishu-Somalia, *Journal of Business Research-Turk,* 11 (3), 1589-1598.

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