

Influence of Collaboration of Team Leadership on Team Effectiveness of Collaborative Partnerships in International Research Organizations in Kenya

*Joyce Mukua-Mar, Prof. Teresia K Linge and Prof. Caren Ouma

United States International University-Africa

Email: jmukua@yahoo.com

*Corresponding author

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Abstract

This study examines the relationship between team leadership collaboration and the effectiveness of collaborative partnerships in international research organizations operating in Kenya. Drawing on Hill's (2001) theory of team leadership and employing a positivist research philosophy, the research question guiding this study is: "To what extent does team leadership collaboration influence the effectiveness of collaborative partnerships in international research organizations in Kenya?" The study adopts a correlational research design and includes 164 participants from 12 international research organizations, including program leaders, project managers, and heads of departments. Data collection involves structured questionnaires, and the data is analyzed using descriptive and inferential statistics in SPSS version 25. The results indicate a positive and significant relationship between team leadership collaboration and team effectiveness. The regression analysis demonstrates that team leadership collaboration explains 22.1% of the variance in team effectiveness ($R^2 = .221$). Furthermore, the regression parameter estimates reveal a positive and significant association between team leadership collaboration and team effectiveness ($\beta = .455$, $t(151) = 6.531$, $p < .05$). These findings reject the null hypothesis and confirm that team leadership collaboration has a significant influence on team effectiveness in collaborative partnerships within international research organizations in Kenya. The study concludes that fostering team leadership collaboration is crucial for enhancing team effectiveness in these organizations. Recommendations include promoting open communication, encouraging participation from all team members, and fostering a sense of shared responsibility. Regular team meetings, clear task delegation, and establishing partnerships with other research institutions are also suggested to promote collaboration and cross-disciplinary research.

Keywords: Collaboration, team leadership, team effectiveness, international research organizations, Kenya.

Introduction

Team effectiveness has been regarded as key priority and underpins performance in organizations, as it incorporates the capacity of the team to accomplish its goals over time (Mamy et al., 2020). Collaboration is the process of two or more people, entities or organizations working together to complete a task or achieve a goal. Collaboration improves the way the team works together and solves problems. One facet of collaborative leadership is being part of a team and not above the team (Magassouba et al., 2019).

Collaboration results in the employees trusting the leaders and team members in an organization and thus increasing its performance. Echaabari et al. (2018) demonstrated that collaboration increases employee engagement and reduces potential power struggles in the organizations because it creates the feeling of having shared responsibilities and purpose among employees.

Employees feel satisfied when empowered to do what they know they need to do instead of waiting to be told what to do and both productivity and job satisfaction increase (Ntimama, 2018). Thus, shared responsibilities can be one of the vital factors to increase the humanitarian aid delivery. Participation in project initiation activities such as identification screening and selection is most critical, as it is at this stage where stakeholders can have the highest influence on projects' performance (Magero & Muchelule, 2019). Magassouba et al. (2019) in their study indicated that stakeholder involvement plays an essential and critical role in project performance. Relying on stakeholder involvement and additional expertise helps complex decision-making meet objectives (Magero & Muchelule, 2019). Participation by project stakeholders means sharing a common understanding and involvement in the decision-making process of the project. Participation by stakeholders leads to empowerment and to joint ownership of the project (Ndunge, 2017). Encouragement is one of the critical factors that enable people to feel valued and cared for in the workplace (Billon, 2017). Agwu (2015) argues that humanitarian aid delivery can be increased when management has confidence and trust in the employees' capabilities. In addition, an organizational leadership that fosters unity among its team members stimulates employees' commitment to their assigned duties (Stewart & Diebold, 2017).

The study focuses on international research organizations in Kenya. Both in Kenya and globally, these organizations help to investigate and apply complex/big data by providing supporting evidence through research (Wachira, 2018). In doing this, they collaborate with the governments, development partners and local researchers in joint efforts that enhance a country's social and economic development, including in sectors such as food and water (Mbwaya, 2020). The goal in most of these international research organizations is to reduce poverty by improving food and nutrition security in developing countries through research for better and more sustainable use of the available resources. Thus, international research institutions make a significant contribution to transforming food, land and water systems. They achieve impact on scale through close collaboration with a range of research, innovation and scaling partners beyond the agriculture sector, globally, regionally and nationally. For example, the CGIAR 2030 Research and Innovation strategy notes that it is critical to continue working with partners before, during, and after research to ensure that all activities in science, capacity development, and policy work are designed to respond to partners' needs and are delivered in ways that accelerate specific opportunities for change.

In Kenya, one of these CGIAR centers, the International Potato Center (CIP), has worked with partners such as the Kenya Agricultural & Livestock Research Organizations (KALRO) and the World Food Programme (WFP) to carry out orange-fleshed sweet potato (OFSP) interventions in the arid and semi-arid lands (ASALs) of since early 2019. These interventions aim to promote production consumption and adoption of OFSP in Kenya and the African continent at large. The partnership has leveraged team leadership and existing

institutional strengths to achieve the desired goals. Elsewhere, the International Center for Tropical Agriculture (IITA) has developed maize varieties adapted to different weather conditions, significantly promoting maize production (Owino, 2020). At the same time, the International Livestock Research Institute (ILRI)-led Feed the Future Animal Health Innovation Lab (ILRI, 2020) is working to enhance livestock health and productivity, household incomes, food security, and human nutrition through East Coast fever control in Kenya. Other international research organizations, such as the International Cancer Institute (ICI) have played a fundamental role in promoting human health in Kenya, The ICI clinic in Nairobi, is one of the best cancer clinics and research facilities in Kenya (International Cancer Institute, 2021).

Thus, international research organizations are critical to policy formulation and implementation in many developing countries where the research is underfunded. According to the NGOs Board of Kenya (2021) 12 international research organizations operate in the country. These include CIP, ILRI, IITA, ICI, the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), the International Plant Genetic Resource Institute (IPGRI), the World Agroforestry Centre (ICRAF), the International Centre for Insect Physiology and Ecology (ICIPE), Centro Internacional de Mejoramiento de Maíz y Trigo (CIMMYT), the International Maize and Wheat Improvement Center (CIMMYT), the International The African Institute for Capacity Building and Training (AICB), and HJF Medical Research International. These international research institutions collaborate with various organizations in Kenya for the country's economic development (N'gan'ga, 2021).

Statement of the Problem

The team effectiveness of collaborative partnerships in international research organizations have been inadequate (Sheppard et al., 2022; Liu & Li, 2023; Thornton & Tranter, 2023; Gupta et al., 2022; Elyousfi et al., 2021; Weber et al., 2021; Magero & Muchelule, 2019) and getting research into policy and practice has become challenging due to conflicting interests and lack of effective coordination. A study in India by Gupta et al., (2022) established that conflicts of interest and poor leadership capacities have reduced the effectiveness of collaborative partnerships significantly. In Cambodia, Thornton and Tranter (2023) established that low stakeholder collaboration has been a challenge that has influenced the effectiveness of the projects. From a regional perspective, Mirzoev et al. (2022) indicated that various institutions carry out research independently with little or limited collaboration and partnership. Schreinemachers et al. (2017) also found that research organizations in Africa are constrained by weak interdisciplinary collaborations and partnerships in research, inadequate capacity for research and slow adoption of new and emerging technologies.

In Kenya, the team effectiveness of collaborative partnerships in international research organizations has been insufficient (Weber et al., 2021). The research organizations are affected by insufficient modalities to determine the reward mechanisms and benefits sharing of intellectual property rights royalties between researchers, institutions and communities (Magero & Muchelule, 2019). The challenges of inequitable sharing of royalties among researchers, institutions, communities and industry have negatively influenced the performance of collaborative partnerships in many research organizations. The study by Otieno (2019) revealed that environmental scanning, strategy formulation, strategy implementation, and strategy evaluation had positive and significant effects on financial performance; however, the research was focused on strategic planning and thus presents a conceptual gap. Another study by Magero and Muchelule (2019) found that stakeholder participation positively influences the sustainability of women-funded projects; nevertheless, the study focused only on women-funded projects and thus presents a contextual gap.

More so, the studies reviewed only used some measures (constructs) of the study variable in presenting their findings. Thus, collaboration's influence on collaborative partnerships' team effectiveness in international research organizations is under-researched. The scholars have only illustrated the theoretical understanding of team leadership on team effectiveness but not its practicality in the context of international research organizations in Kenya. Consequently, this study sought to examine the influence of collaboration on team effectiveness with a moderating effect of donor regulations. The study is premised on the null hypothesis that;

H₀: Collaboration of team leadership does not significantly influence the team effectiveness of collaborative partnerships in international research organizations in Kenya.

Literature Review

Collaboration is a working practice whereby individuals work together for a common purpose of achieving business benefits. Collaboration in the workplace takes into account employees' ideas, skills, experiences and opinions. When individuals work together openly, processes and goals become more aligned, leading the group towards a higher success rate of achieving a common goal (Stanikzai, 2017). Collaboration improves the way the team works together and solves problems. This leads to more innovation, efficient processes, increased success, and improved communication. Moreover, Holzer et al. (2020) conducted a study to examine how sharing responsibilities influences an organization's performance using a descriptive research design. The study results showed that sharing responsibilities has a positive influence on organizations performance. In addition, North and Kumta (2018) showed that knowledge management includes knowledge sharing, creation, and dissemination. The study concluded that there is no guarantee that knowledge management will influence performance positively. Moreover, Mazuze and Turner (2020) who assessed the influence of knowledge transfer on the performance of relief organizations, found that knowledge transfer is negatively related to performance. Encouragement is vital in influencing organizational performance across the globe. Encouragement incorporates giving team members support, confidence and hope in their work. Team affiliates in humanitarian programs can become self-motivated when their natural curiosity is encouraged and supported (Chaudhri et al., 2017).

Self-motivated employees have better mental health and wellbeing than those who rely on being rewarded by others to feel good about themselves. Francis (2018) while examining the influence of involvement in conflict management on employee performance through a descriptive research design found that the involvement of the employees in conflict management has a positive effect on employee performance. Similar to Anupam's (2014) cross-sectional research in the case of some industrial enterprises in Bangladesh who found that involvement in conflict management has a positive and significant effect on organizational performance.

A study by Olang (2017) that targeted employees from all cadres from top management, operational employees and other casual employees at Stima Sacco Society Limited, found that conflict management has a positive influence on organizational performance. The study showed that negotiation, third party intervention and communication were constructs of conflict management strategy that influences organizations performance. The study recommended that negotiation, third party intervention and communication could be used to solve conflicts in an organization and performance will improve significantly.

Methodology

A positivist research philosophy, which is directly related to the notion of objectivism, was utilized in this study. Positivism is based on facts gathered through direct observation and measured empirically using quantitative methods and statistical analysis (Creswell & Clark, 2017). The fundamental difference between positivism and other research philosophies lies in the realm of theory whereby data within positivism is theory-driven and designed to test the theory's accuracy. The study adopted the correlational research design. The anticipated respondents from the 12 international research organizations included 164 program leaders, project managers and heads of departments. A census was conducted. Structured questionnaires were used to collect the data. SPSS version 25 was used to organize, code and analyze information and generate the quantitative report. The data was analyzed using descriptive and inferential statistics.

Results

Response Rate

The sample size constituted 164 employees, among them program leaders, project managers and heads of departments. Out of 164 sample size, 152 questionnaires were dully filled and thus were used for the analysis. The response rate was as presented in Table 1.

Table 1: Response Rate

Response	Targeted respondents	Response (Those responded)	Percentage
Program leaders	26	23	88.46%
Project managers	78	71	91.03%
Head of departments	60	58	96.67%
Average	164	152	92.68%

The study results presented in Table 1 indicate that the average response rate of program leaders, project managers and heads of departments was 92.68%. The response rate for program leaders was 88.46%, project managers 91.03% and head of departments was 96.67%. The response rate was considered adequate for the analysis since, according to Ahmad and Halim (2017), response rates of above 60% of the sample size is sufficient for the analysis and making of inferences. Besides, Freiman et al. (2019) note that at least a response rate above 50% should be considered satisfactory for the analysis. The response rate from all the units of observation (program leaders, project managers and heads of departments) in the current study was above 80%; hence appropriate for the study for the analysis and making of the inferences

Descriptive Statistics of Collaboration of Team Leadership and Team Effectiveness

The descriptive statistics in the study are presented based on percentages, mean (M) and standard deviation (SD). A Likert scale of 1 to 5 (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree) was used. Table 2 presents percentage distribution of collaboration of team leadership and team effectiveness.

Table 2. Percentage Distribution of Collaboration of Team Leadership and Team Effectiveness

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sharing of duties and responsibilities in the organizations equally without any form of favoritism, translate to higher team effectiveness	1.30%	12.50%	5.90%	37.50%	42.80%
Empowering employees enables them to feel comfortable in holding one another accountable based on the organization's goals.	2.00%	5.90%	7.20%	60.10%	24.80%
Sharing of duties and responsibilities among departments/programs influences team effectiveness.	1.30%	17.20%	4.50%	42.80%	34.20%
The promotion of the shared responsibilities has increased the innovation level of the employees, hence team effectiveness	7.90%	3.90%	2.00%	35.90%	50.30%
There is extensive involvement of stakeholders in the decision-making process, which increases team effectiveness.	2.00%	5.30%	8.60%	59.20%	24.90%
The organizations management posits for team members participation, and this stimulates the team effectiveness.	0.00%	3.30%	4.60%	60.50%	31.60%
The organizations practices high involvement of other stakeholders in the supervision of the projects, which is critical in increasing team effectiveness.	5.70%	10.10%	9.20%	45.50%	29.50%
Team members are regularly consulted before making any changes in the leader board and this reduces resistance, thus team effectiveness.	6.30%	14.50%	5.30%	49.50%	24.40%
The position of stakeholder participation is highly recognized in the organizations as the key to influencing team effectiveness.	2.00%	7.90%	7.20%	38.20%	44.70%
Stakeholders are choosing their representatives to present their interest in the board, and this improves their commitments.	3.90%	9.50%	4.90%	31.60%	50.10%
The organizations management team is always ready to give support to the employees when needed, thus team effectiveness.	4.00%	6.50%	3.90%	47.40%	38.20%
The management has confidence in the capabilities of the employees, hence team effectiveness.	2.00%	7.20%	6.60%	58.40%	25.80%
The encouragement of the employees has been incorporated in the policy formulations as key to enhancing team effectiveness.	8.60%	12.50%	5.30%	21.10%	52.50%
Organizational trust influences the team effectiveness of the employees in the organizations.	2.60%	18.10%	4.80%	54.50%	20.00%
The organizations leadership creates common understanding in the team, which advances employee commitment.	4.30%	11.80%	2.90%	39.50%	41.50%

Based on the results in Table 2, it is evident that the respondents widely recognized the importance of shared responsibilities and the empowerment of employees in fostering team

effectiveness. The fact that a significant proportion of respondents (42.80%) strongly agreed that sharing duties and responsibilities in the organization without favoritism leads to higher team effectiveness emphasizes the importance of equitable distribution of tasks. According to the results, a substantial percentage (60.10%) agreed that empowering employees enables them to feel comfortable in holding one another accountable based on the organization's goals and this further reinforces the notion of empowerment as a critical driver of team effectiveness. Moreover, the fact that a considerable number of respondents (50.30%) strongly agreed that the promotion of shared responsibilities increased the level of employee innovation, positively impacting team effectiveness, underscores the role of shared responsibilities in stimulating creativity and innovation.

The data in the table reveals that majority of respondents (59.20%) agreed that extensive involvement of stakeholders in the decision-making process increases team effectiveness underlines the significance of stakeholder engagement in organizational decision-making. Additionally, a significant proportion of respondents (60.50%) agreed that the organization's management advocates for team members' participation, stimulating team effectiveness and this result depicts the importance of management's role in promoting team participation. On consultation and communication, a substantial proportion of respondents (49.50%) agreed that consulting team members before making any changes in the leader board reduces resistance, thereby contributing to team effectiveness, thus highlighting the value of inclusive decision-making. Similarly, the fact that a significant percentage (44.70%) agreed that the position of stakeholder participation is highly recognized in the organization as a key influencer of team effectiveness reaffirms the importance of stakeholder engagement.

On support and trust, the results show that a notable proportion of respondents (47.40%) agreed that the organization's management team is always ready to provide support to employees when needed, positively impacting team effectiveness and this result underscores the necessity of management support in a team. Furthermore, a considerable percentage (58.40%) agreed that the management has confidence in the capabilities of employees, further enhancing team effectiveness, thus underlining the importance of trust in a team's effectiveness. In relation to encouragement and trust, the results show that a substantial proportion of respondents (52.50%) strongly agreed that the encouragement of employees has been incorporated into policy formulations as a key factor in enhancing team effectiveness and this illustrates the value of employee encouragement. According to the data in the table a significant percentage of respondents (41.50%) agreed that the organization's leadership creates a common understanding in the team, advancing employee commitment and this highlights the role of leadership in fostering team coherence and commitment. Table 3 presents the mean and standard deviation of collaboration of team leadership and team effectiveness.

Table 3. Mean and Standard Deviation of Collaboration of Team Leadership and Team Effectiveness

Statements	M	SD
The organizations management posits for team members participation, and this stimulates the team effectiveness.	4.20	0.674
The position of stakeholder participation is highly recognized in the organizations as the key to influencing team effectiveness.	4.16	0.997
The management has confidence in the capabilities of the employees, hence team effectiveness.	4.16	0.970
The organizations management team is always ready to give support to the employees when needed, thus team effectiveness.	4.13	0.911
Empowering employees enables them to feel comfortable in holding one another accountable based on the organization's goals.	4.12	0.920
There is extensive involvement of stakeholders in the decision-making process, which increases team effectiveness.	4.10	0.904
Sharing of duties and responsibilities in the organizations equally without any form of favoritism, translate to higher team effectiveness	4.08	1.052
Stakeholders are choosing their representatives to present their interest in the board, and this improves their commitments.	4.08	1.193
Team members are regularly consulted before making any changes in the leader board and this reduces resistance, thus team effectiveness.	4.05	1.091
The organizations leadership creates common understanding in the team, which advances employee commitment.	4.04	1.109
The promotion of the shared responsibilities has increased the innovation level of the employees, hence team effectiveness	4.03	1.032
The organizations practices high involvement of other stakeholders in the supervision of the projects, which is critical in increasing team effectiveness.	4.01	1.052
Sharing of duties and responsibilities among departments/programs influences team effectiveness.	3.97	1.010
The encouragement of the employees has been incorporated in the policy formulations as key to enhancing team effectiveness.	3.97	1.364
Organizational trust influences the team effectiveness of the employees in the organizations.	3.82	1.026
Average	4.06	1.020

Based on the results in Table 3, the highest mean score was for the statement that team member participation stimulates team effectiveness ($M = 4.20$, $SD = 0.674$). The mean score indicate that active involvement of participants and their contribution can lead to better team outcomes. Next, two statements both had a mean score of 4.16. The first was the fact that stakeholder participation is highly recognized as a key factor influencing team effectiveness within organizations ($M = 4.16$, $SD = 0.997$). The importance of diverse perspectives and collaborative decision-making is underscored by acknowledging stakeholder involvement. The second was the fact that management's confidence in employees' capabilities positively impacts team effectiveness ($M = 4.16$, $SD = 0.970$). Following closely, the fact that

empowering employees is crucial for creating a sense of accountability and ultimately improving team effectiveness was affirmed by the respondents ($M = 4.12$, $SD = 0.920$). Similarly, the respondents agreed that management support plays a significant role in improving team effectiveness ($M = 4.13$, $SD = 0.911$), showing that a supportive management fosters a positive work environment. The next highest mean scores were both 4.08. First, sharing duties and responsibilities equally without favoritism is important for achieving higher team effectiveness ($M = 4.08$, $SD = 1.052$). Fair task distribution promotes a positive team environment. Second, when stakeholders are given the opportunity to choose their representatives to present their interests on the board, it improves their commitment ($M = 4.08$, $SD = 1.193$).

Continuing, the study revealed that consulting team members before making changes in the leadership board reduces resistance and improves team effectiveness ($M = 4.05$, $SD = 1.091$). This involvement in decision-making fosters a sense of trust and engagement. Also, organizational leadership that fosters a common understanding within the team contributes to increased employee commitment ($M = 4.04$, $SD = 1.109$). Clear communication of the organization's vision and goals aligns team efforts and promotes unity. Promoting shared responsibilities was identified as a key factor in increasing employee innovation and, consequently, team effectiveness ($M = 4.03$, $SD = 1.032$). Employee contribution leads to innovative solutions and improved team outcomes. Similarly, organizations that involve stakeholders in project supervision have higher team effectiveness ($M = 4.01$, $SD = 1.052$), indicating that stakeholder input in project oversight enhances team performance.

The findings indicate that sharing responsibilities among different departments/programs positively influences team effectiveness ($M = 3.97$, $SD = 1.010$), underscoring the importance of cross-functional collaboration. Similarly, incorporating employee encouragement in policy formulations is seen as crucial for enhancing team effectiveness ($M = 3.97$, $SD = 1.364$). A culture of encouragement positively impacts team dynamics. Lastly, organizational trust was identified as a significant factor influencing team effectiveness ($M = 3.82$, $SD = 1.026$).

Correlation Analysis for Collaboration of Team Leadership and Team Effectiveness

The correlation results are summarized based on all the items of collaboration of team leadership and also the overall summary is presented. Table 4 presents the correlation results on items of collaboration of team leadership.

Table 4: Correlation Analysis on Items of Collaboration of Team Leadership

Items		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Team effectiveness of collaborative partnerships (A)	Pearson Correlation	1.000															
	Sig. (2-tailed)																
The duties and responsibilities in the organizations are shared equally without any form of favoritism, translating to higher team effectiveness (B)	Pearson Correlation	0.161	1.000														
	Sig. (2-tailed)	0.047															
Employees are empowered and feel comfortable holding one another accountable to the organization's goals (C)	Pearson Correlation	0.000	0.216	1.000													
	Sig. (2-tailed)	0.996	0.008														
Sharing of duties and responsibilities among departments/programs influences team effectiveness (D)	Pearson Correlation	0.045	0.114	0.203	1.000												
	Sig. (2-tailed)	0.582	0.161	0.012													
The promotion of the shared responsibilities has increased the innovation level of the employees, hence team effectiveness (E)	Pearson Correlation	0.182	0.022	0.038	0.179	1.000											
	Sig. (2-tailed)	0.025	0.788	0.645	0.028												
There is extensive involvement of stakeholders in the decision-making process, which increases team effectiveness (F)	Pearson Correlation	0.040	-0.008	-0.030	0.061	0.025	1.000										
	Sig. (2-tailed)	0.629	0.920	0.713	0.456	0.761											

The organizations management posits for team members participation, and this stimulates the team effectiveness (G)	Pearson Correlation	0.035	-0.014	0.036	-0.031	-0.010	0.032	1.000						
	Sig. (2-tailed)	0.671	0.869	0.664	0.705	0.906	0.696							
The organizations practices high involvement of other stakeholders in the supervision of the projects, which is critical in increasing team effectiveness (H)	Pearson Correlation	0.057	0.059	0.129	0.075	-0.067	0.006	-0.002	1.000					
	Sig. (2-tailed)	0.489	0.467	0.113	0.358	0.410	0.939	0.981						
Team members are regularly consulted before making any changes in the leader board and this reduces resistance, thus team effectiveness (I)	Pearson Correlation	0.101	0.060	0.007	-0.131	-0.019	-0.052	-0.051	-0.012	1.000				
	Sig. (2-tailed)	0.215	0.464	0.932	0.107	0.814	0.522	0.535	0.885					
The position of stakeholder participation is highly recognized in the organizations as the key to influencing team effectiveness (J)	Pearson Correlation	0.039	0.013	0.066	0.155	-0.134	-0.010	0.001	0.106	0.078	1.000			
	Sig. (2-tailed)	0.634	0.871	0.419	0.056	0.100	0.902	0.990	0.192	0.342				
Stakeholders are choosing their representatives to present their interest in the board, and this improves their commitments (K)	Pearson Correlation	0.074	-0.137	0.160	0.035	-0.018	-0.130	0.087	0.047	0.012	-0.033	1.000		
	Sig. (2-tailed)	0.365	0.093	0.049	0.671	0.823	0.110	0.287	0.565	0.883	0.688			
The organizations management team are always ready to give support to the employees when needed, thus team effectiveness (L)	Pearson Correlation	0.051	-0.059	-0.224	0.011	0.108	0.064	-0.141	-0.056	-0.027	0.013	0.021	1.000	
	Sig. (2-tailed)	0.529	0.468	0.006	0.893	0.185	0.430	0.083	0.492	0.741	0.870	0.799		
The management has confidence in the capabilities of the employees, hence team effectiveness (M)	Pearson Correlation	0.051	-0.168	-0.058	-0.050	-0.052	0.020	0.052	-0.040	0.149	0.029	0.018	-0.076	1.000

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The encouragement of the employees has been incorporated in the policy formulations as key to enhancing team effectiveness (N)	Sig. (2-tailed)	0.534	0.039	0.477	0.542	0.529	0.808	0.527	0.625	0.068	0.725	0.828	0.352				
	Pearson Correlation	0.087	-0.021	-0.007	-0.039	-0.093	-0.062	-0.029	-0.069	-0.075	-0.006	-0.035	-0.012	-0.006	1.000		
	Sig. (2-tailed)	0.285	0.795	0.928	0.632	0.253	0.450	0.726	0.398	0.361	0.943	0.668	0.879	0.941			
Organizational trust influences the team effectiveness of the employees in the organizations (O)	Pearson Correlation	0.035	-0.029	0.051	0.149	0.031	0.113	-0.031	0.007	-0.050	0.178	0.012	0.076	0.043	0.019	1.000	
	Sig. (2-tailed)	0.669	0.719	0.530	0.067	0.707	0.167	0.700	0.929	0.537	0.029	0.884	0.354	0.601	0.813		
	Pearson Correlation	0.059	-0.025	-0.082	0.101	0.005	0.075	-0.073	-0.057	-0.133	0.078	0.038	0.139	0.006	-0.078	0.286	1.000
The organizations leadership creates common understanding in the team, which advances employee commitment (P)	Sig. (2-tailed)	0.473	0.756	0.312	0.214	0.955	0.356	0.373	0.485	0.102	0.339	0.645	0.088	0.937	0.340	0.000	

The correlation results presented in Table 4 examine the association between the items of collaboration of team leadership and team effectiveness of collaborative partnerships. The duties and responsibilities in the organizations are shared equally without any form of favoritism, translating to higher team effectiveness (B) has a Pearson correlation of 0.161 and a significance level (2-tailed) of 0.047. This indicates a weak positive correlation between equal sharing of duties and responsibilities and higher team effectiveness. Employees are empowered and feel comfortable holding one another accountable to the organization's goals (C) has a Pearson correlation of 0.000 and a significance level (2-tailed) of 0.996. This result shows no correlation between employee empowerment and team effectiveness in collaborative partnerships. Sharing of duties and responsibilities among departments/programs influences team effectiveness (D) has a Pearson correlation of 0.045 and a significance level (2-tailed) of 0.582. This suggests a weak positive correlation between sharing duties and responsibilities among departments and team effectiveness.

The promotion of the shared responsibilities has increased the innovation level of the employees; hence team effectiveness (E) has a Pearson correlation of 0.182 and a significance level (2-tailed) of 0.025. This indicates a weak positive correlation between promoting shared responsibilities and increased team effectiveness. The results indicate an extensive involvement of stakeholders in the decision-making process, which increases team effectiveness (F) has a Pearson correlation of 0.040 and a significance level (2-tailed) of 0.629. This result shows a weak positive correlation between stakeholder involvement in the decision-making process and team effectiveness. The organizations management posits for team members participation, and this stimulates the team effectiveness (G) has a Pearson correlation of 0.035 and a significance level (2-tailed) of 0.671. This suggests a very weak positive correlation between team member participation and team effectiveness.

The organizations practice high involvement of other stakeholders in the supervision of the projects, which is critical in increasing team effectiveness (H) has a Pearson correlation of 0.057 and a significance level (2-tailed) of 0.489. This result indicates a weak positive correlation between stakeholder involvement in project supervision and team effectiveness. Team members are regularly consulted before making any changes in the leader board, and this reduces resistance, thus team effectiveness (I) has a Pearson correlation of 0.101 and a significance level (2-tailed) of 0.215. This suggests a weak positive correlation between regular consultation with team members and team effectiveness. The position of stakeholder participation is highly recognized in the organizations as the key to influencing team effectiveness (J) has a Pearson correlation of 0.039 and a significance level (2-tailed) of 0.634. This result shows a weak positive correlation between stakeholder participation recognition and team effectiveness.

Stakeholders are choosing their representatives to present their interest in the board, and this improves their commitments (K) has a Pearson correlation of 0.074 and a significance level (2-tailed) of 0.365. This result indicates a weak positive correlation between stakeholders choosing their representatives to present their interests in the board and the improvement of their commitments. The organizations management team is always ready to give support to the employees when needed, thus team effectiveness (L) has a Pearson correlation of 0.051 and a significance level (2-tailed) of 0.529. This suggests a weak positive correlation between the management team's support to employees and team effectiveness. The management has confidence in the capabilities of the employees; hence team effectiveness (M) has a Pearson correlation of 0.051 and a significance level (2-tailed) of 0.534. This result shows a weak positive correlation between management's confidence in employee capabilities and team effectiveness.

The encouragement of the employees has been incorporated in the policy formulations as key to enhancing team effectiveness (N) has a Pearson correlation of 0.087 and a significance level (2-tailed) of 0.285. This indicates a weak positive correlation between employee encouragement in policy formulation and team effectiveness. Organizational trust influences the team effectiveness of the employees in the organizations (O) has a Pearson correlation of 0.035 and a significance level (2-tailed) of 0.669. This result shows a very weak positive correlation between organizational trust and team effectiveness of employees in the organizations. The organizations leadership creates common understanding in the team, which advances employee commitment (P) has a Pearson correlation of 0.059 and a significance level (2-tailed) of 0.473. This suggests a weak positive correlation between the organization's leadership creating a common understanding in the team and advancing employee commitment. The study also did an overall summary of the correlation analysis between the collaboration of team leadership and team effectiveness of collaborative partnerships and the results are presented in Table 5.

Table 5. Overall Summary of Correlation Analysis for Collaboration of Team Leadership

		Team effectiveness	Goal focusing
Team effectiveness	Pearson		
	Correlation	1.000	
	Sig. (2-tailed)		
Collaboration of Team Leadership	Pearson		
	Correlation	.471**	1.000
	Sig. (2-tailed)	0.000	

The study results of the correlation analysis in Table 5 indicate that a positive and significant association exists between the collaboration of team leadership and team effectiveness of collaborative partnerships ($r=0.471$, $p=0.000$). Hence, team leadership collaboration would increase the team effectiveness of collaborative partnerships in international research organizations in Kenya and vice versa. Thus, the collaboration of team leadership and team effectiveness of collaborative partnerships moves in the same direction.

Regression Analysis for Collaboration of Team Leadership and Team Effectiveness

Regression analysis is a statistical method used to understand the relationship between variables. Regression aims to find the best linear combination of the independent variable (s) that can predict the dependent variable. The regression analysis includes the analysis of model fitness, analysis of variance (ANOVA) and regression of coefficient. The result of the model fitness is presented in Table 6.

Table 6. Model Fitness for Collaboration of Team Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471a	0.221	0.216	0.336

a Predictor: Collaboration of Team Leadership

The results presented in Table 6 established that collaboration of team leadership is satisfactory in affecting team effectiveness of collaborative partnerships in international research organizations in Kenya. The $R^2= 0.221$ (22.1%). This implied that collaboration of team leadership could explain 22.1% of the variations of team effectiveness of collaborative partnerships in international research organizations in Kenya. The results of the Analysis of Variance (ANOVA) are summarized in Table 7.

Table 7. Analysis of Variance (ANOVA) for Collaboration of Team Leadership

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.818	1	4.818	42.66	.000b
	Residual	16.941	150	0.113		
	Total	21.759	151			

a Dependent Variable: Team effectiveness

a Predictor: Collaboration of Team Leadership

The results in Table 7 indicate that the overall model is statistically significant. This is supported by $F(1,150) = 42.66, p < .05$. Hence, collaboration of team leadership is significant in predicting team effectiveness of collaborative partnerships in international research organizations in Kenya. The null hypothesis is rejected since the p value (0.000) is less than 0.05. Hence, collaboration of team leadership has a significant influence on team effectiveness of collaborative partnerships in international research organizations in Kenya. The study results of the regressions of coefficients is presented in Table 8

Table 8. Regressions of Coefficient for Collaboration of Team Leadership

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.275	0.282		8.078	0.000
Collaboration of Team Leadership	0.455	0.07	0.471	6.531	0.000

a Dependent Variable: Team effectiveness

Based on the results, the regression model thus becomes;

$$Y = 2.275 + 0.455X$$

Where: -

Y= Team effectiveness

X= Collaboration of Team Leadership

The results in Table 8 show that collaboration of team leadership is positively and significantly related to team effectiveness ($\beta = .455, t(151) = 6.531, p < .05$). The results implied that a unitary increase in collaboration of team leadership would increase team effectiveness of collaborative partnerships in international research organizations in Kenya by 0.455 units when other factors are held constant.

Discussion of Results

The research question was; how does collaboration of team leadership influence team effectiveness of collaborative partnerships in international research organizations in Kenya? The study found that the overall model is statistically significant. This was supported by $F(1,150) = 42.66, p < .05$. Hence, collaboration of team leadership is significant in predicting team effectiveness of collaborative partnerships in international research organizations in Kenya. The null hypothesis was rejected since the p-value (0.000) was less than 0.05. Thus, collaboration of team leadership significantly influences the effectiveness of collaborative partnerships in international research organizations in Kenya. The study is consistent with

Malik, Suleman, Ali, and Arshad (2017) who found a significant positive relationship between shared responsibility and employee engagement. Mkutano and Sang's (2018) study showed that stakeholder engagement, communication planning, and monitoring and evaluation of project activities positively influence the performance of NGOs projects. In agreement with these findings is also the study by Holzer et al (2020) who established a positive influence of sharing responsibilities on organizations' performance as well as Rafique et al., (2017) established a positive and significant relationship between collaboration and employee performance in oil-producing companies. Phina et al. (2018) found a positive effect of teamwork on employee performance. while, Magero and Muchelule (2019) indicated a positive influence of stakeholder participation on the sustainability of women-funded projects. Nevertheless, the findings of this study are however inconsistent with some of the reviewed studies that deem collaboration among team leadership to sometime be negatively associated with team effectiveness of collaborative partnerships. Agwu (2019) for instance found that stakeholders' involvement in decision-making had no significant effect on organizational performance.

Therefore, collaboration among team leadership can have positive and negative relationships with team effectiveness of collaborative partnerships. Collaboration among team leadership is essential to promoting effective teamwork and enhancing team effectiveness. When team leaders work together and communicate effectively, they can create a shared understanding of goals and priorities, increasing team cohesion, communication, and coordination. This, in turn, can enhance team performance and improve organisational outcomes. Team leadership collaboration can also enhance team creativity and innovation. By working together and sharing ideas, team leaders can promote a culture of innovation within the team, leading to new ideas and approaches that can drive improved outcomes. Additionally, collaboration can help identify and overcome obstacles and challenges, leading to more efficient and effective problem-solving. However, team leadership collaboration can also negatively affect team effectiveness if not done correctly. When team leaders collaborate too closely, it can lead to micromanagement and decreased autonomy for team members.

Conclusion

There is compelling evidence that an intensified focus on collaboration among team leaders significantly enhances the effectiveness of collaborative partnerships within international research organizations in Kenya. Holding other factors constant, a unitary increase in team leadership collaboration leads to a noteworthy unit increase in team effectiveness. The decisive rejection of the null hypothesis and acceptance of the alternative robustly supports this conclusion. The measurement of team leadership collaboration encompasses multifaceted elements, including the equitable distribution of responsibilities, active stakeholder engagement, and the fostering of an encouraging environment. When team leaders proactively collaborate, they facilitate the exchange of innovative ideas, vital information, and shared resources, effectively coordinating their teams' efforts. Consequently, this synergy engenders heightened operational efficiency, increased productivity, superior decision-making, and enhanced problem-solving capabilities. Moreover, the cultivation of collaboration among team leaders establishes a culture characterized by trust, mutual respect, and psychological safety, creating an optimal and supportive work milieu for all team members involved. Furthermore, collaboration fosters a sense of collective ownership and shared accountability among leaders, thereby ensuring alignment and concerted efforts toward the overarching goals of the collaborative partnerships. Additionally, it serves as a mechanism for adeptly managing conflicts, resolving misunderstandings, and aligning individual aspirations with the collective objectives of the team. By proactively promoting

collaboration within the context of international research organizations in Kenya, stakeholders can elevate team effectiveness and attain superior outcomes in their collaborative ventures.

Recommendations and Areas for Further Study

The study puts forward recommendations for international research organizations operating in Kenya, specifically focusing on enhancing team leadership collaboration. It is suggested that these organizations prioritize collaboration within team leadership by fostering an environment of open communication, encouraging active participation from all team members, and cultivating a shared sense of responsibility towards the success of the project. To achieve this, regular team meetings should be held, tasks and responsibilities should be clearly delegated, and opportunities should be provided for team members to express their ideas and opinions. Additionally, it is advised that international research organizations actively seek out partnerships with other research institutions and organizations in Kenya, aiming to promote collaboration and facilitate cross-disciplinary research. The study also proposes conducting further research to explore factors beyond team leadership collaboration that may impact the effectiveness of collaborative partnerships in international research organizations in Kenya. Specifically, an in-depth investigation could be undertaken to examine the influence of various factors such as leadership styles, employee competency, teamwork, and work complexity on the outcomes of collaborative partnerships. Furthermore, it is recommended to conduct comparative studies involving organizations other than international research organizations to compare and contrast the findings. In summary, international research organizations in Kenya are encouraged to prioritize team leadership collaboration by establishing an atmosphere of open communication, active participation, and shared responsibility. Moreover, they should proactively engage in partnerships with other research institutions while also exploring additional factors that influence collaborative partnerships. Undertaking comparative studies across diverse organizational settings would contribute valuable insights into the dynamics of collaboration

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