

## Human Resource Exchange on Team Performance in Non-Governmental Agricultural Organizations in Kenya

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### Abstract

*This study examined the influence of human resource exchange on team performance in non-governmental in Kenya. This study adopted convergent mixed method research design which integrates quantitative and qualitative data. The study population included 792 employees in agricultural NGOs in Kenya. Stratified random sampling was used to select 266 respondents. This study used questionnaires as the primary tool of data collection. In addition, interview guides were used to collect qualitative data. Data was analyzed at two levels namely, quantitative data analysis and qualitative data analysis. Results show an R square of 0.215 implying that human resource exchange in terms of support, attention, delegation, and mentorship accounts for 21.5% of team performance in Agricultural NGOs. The t-statistics results was 7.566 and significant ( $p < 0.05$ ), which shows that human resource exchange has a statistically significant influence on team performance in non-governmental agricultural organizations which means that reflect the strong bonds of trust and collaboration among team members. This study concluded that human resource has a statistically significant influence on team performance. Thus, developing unified, balanced exchanges fosters strong in-group and out-group relationships that benefit the team through increased cohesion, collaboration and job satisfaction.*

**Keywords:** Servant Leadership, Human Resource Exchange, Team Performance, Non-Governmental Agricultural Organizations

### Introduction

Servant leadership defines a kind of leadership approach which entails influencing followers in different dimension including relational, ethical, emotional, and spiritual in a manner that enables them to grow to their full potential (Eva et al., 2019). It is characterized by knowledge exchange, emotional exchange, human resources exchange, and trustworthiness. Human resources exchanges such as sharing knowledge and ideas, providing emotional and technical support, delegating responsibilities and mentoring employees enhances employee commitment to organization targets and goals (Saengchai et al., 2019). Higher-quality exchanges are encouraged because they allow team members to maintain unity and cooperation and enhance team capabilities resulting in higher motivation and job performance (Kim & Park, 2017). The exchanges stimulate improved team interaction and engagement. As a result, the team's motivation is raised, unity increases, and they work towards achieving the shared goals. This study is the subject of human resources exchange

and its influence on team performance. Human resource exchange is defined by employee support, attention, delegation, and mentorship.

Employee support is one of the aspects of human resource exchange that supports team performance. In this regard, human resource exchange support employees aimed at building trust, inspiring and empowering employees to enhance their performance. Additionally, human resource exchange supports organizational teams by encouraging teamwork, building strong interpersonal relationships and fostering commitment toward the employees and organization (Northouse, 2016). Zivkovic (2022) note that effectiveness of a team could be enhanced by fostering trust and creativity between team members. He accordingly opined that these factors affected the members' need for affiliation, which enhances their cooperation, collaboration and cohesion. Deliu (2019) concluded that trust evokes strong team bond and motivation necessary to drive higher performance. Human resource exchange inspires and empowers employees thus evoking enhanced trust and sense of belonging. It focusses on supporting and developing members to enhance their capabilities and performance. Olesia et al., (2013) content that servant leadership positively affected team commitment and motivation and mediated team performance. Considering their empowering characteristics, servant leaders create an environment where the team members develop autonomy and responsibility to handle new challenges and make important decisions related to the team or task. In the process, team members listen and demonstrate a willingness to achieve team goals when servant leaders support and respect their contribution toward team goals (Kauppila et al., 2022).

The second aspect of human resource exchange is defined as attention, which is associated with listening, a persistent, communicative behaviour derived from servant leaders and mediated by personal reflection and an attentive attitude (Jit et al. 2017). The behavior is associated with cooperative and inter-dependence nature of an organization team. Research has argued that maintaining attention and listening to employees influences credibility and trust and stimulates commitment to team goals. In Njiri et al. (2021) it was suggested that empowering employees involved entrusting power to them, paying attention to their needs and performance, and affective listening to their ideas, opinions and solutions to problems. Further, this is linked to team performance. Bradley et al. (2013) argue that attention evoked agreeableness, which enhances communication and cohesion resulting to improved decision-making. Attention enables better interpersonal relationship development that promotes cohesiveness rather than competition. From a leadership perspective, team members feel valued, significant and loved when their leader. Northouse (2019) stated that good listeners were often attentive and focused their thought processes on employees. Greenleaf (1997) postulated that attentiveness allowed servant leaders to communicate their vision and desired goal to the organizational team. The leaders' sustained intent to listen to the team members elicits positive communication and sharing of knowledge. Therefore, with attention and listening attributes, servant leaders imply persistent communication of expectations and goals and individual reflection, which leads to satisfaction and improved performance.

Human resource exchange is also featured with delegation which entails intentionally delegating power and responsibilities to followers to help them grow and develop. Dionisio et al. (2022) found that task complexity was a key concern for many leaders in modern organizations due to the cognitive demands in addition to the technical expertise involved. The study concluded that delegating tasks in teams enhanced team members' work engagement and allowed them to develop solutions to complex problems or tasks. Ugoani (2020) stated that task complexity was positively correlated with enhanced work engagement

and delegation. Delegations enables employees perform, act and completely different tasks effectively and develop innovative solutions to organization problems. Delegation is an important human resource exchange attribute that helps leaders divide tasks among teams in the organization to manage time. According to Northouse (2019), delegation is an essential management skill that offers the opportunity to develop employees' skills and capabilities for the organization's benefit. Zhang et al. (2017) found that delegation empowered subordinates and promoted feedback-seeking behaviour. Badjie (2021) explored the effect of delegating communication function in leadership and found that many leaders delegated communication though the delegation depended on the leadership approach. Servant leaders exercise control and fulfil leadership responsibilities by delegating tasks to their subordinates. Research has linked delegation to team performance. Zhang et al. (2017) stated that delegation strengthens leader-employee relationships and increases trust, speed and quality of decisions made in organisational teams. It increased the team's reliability and team members' responsibility in handling complex tasks. In general, delegation encourages individuals and the team to enhance their capabilities to achieve high productivity and performance.

Human resource exchange also entails mentorship, which is a relationship and learning development process (Ogochi et al., 2022). Motivation influences creativity and innovation and inspires subordinates to deal with challenges related to their roles or tasks. Moral love, humility, self-awareness, and trust are at the core of servant leadership. Given these characteristics, mentorship influence employees' self-efficacy, which directly impacts individual and team productivity (Munene & Nyaga, 2021). Self-efficacy employees tend to perform their tasks, work collaboratively and remain focused even during challenging situations. According to Ogochi et al. (2022), servant leaders mentor employees through one-on-one communication, allowing members to acquire new abilities, skills and experiences. This builds strong leader-member relationships, trust and commitment toward the team's vision and goals. Additionally, self-efficacy employees tend to perform their tasks, work collaboratively and remain focused even during challenging situations. In this regard, the study sought to examine the influence of human resource exchange and team performance in Agricultural NGOs in Kenya

### **Literature Review**

The literature review presents the theoretical and conceptual background of the study. It also includes a review of empirical literature pertinent to the subject of study. The study was founded on the leader-member exchange (LMX) theory. Leadership literature offers substantial theoretical perspectives to support the underlying principles of servant leadership (Northouse, 2019; Randel et al. 2018; Davis, 2017). The premise of servant leadership is that a leader's motivation and role of service to others are key determinants of an employee's commitment to the leadership goal and effective contribution to the teamwork.

### **Theoretical Review**

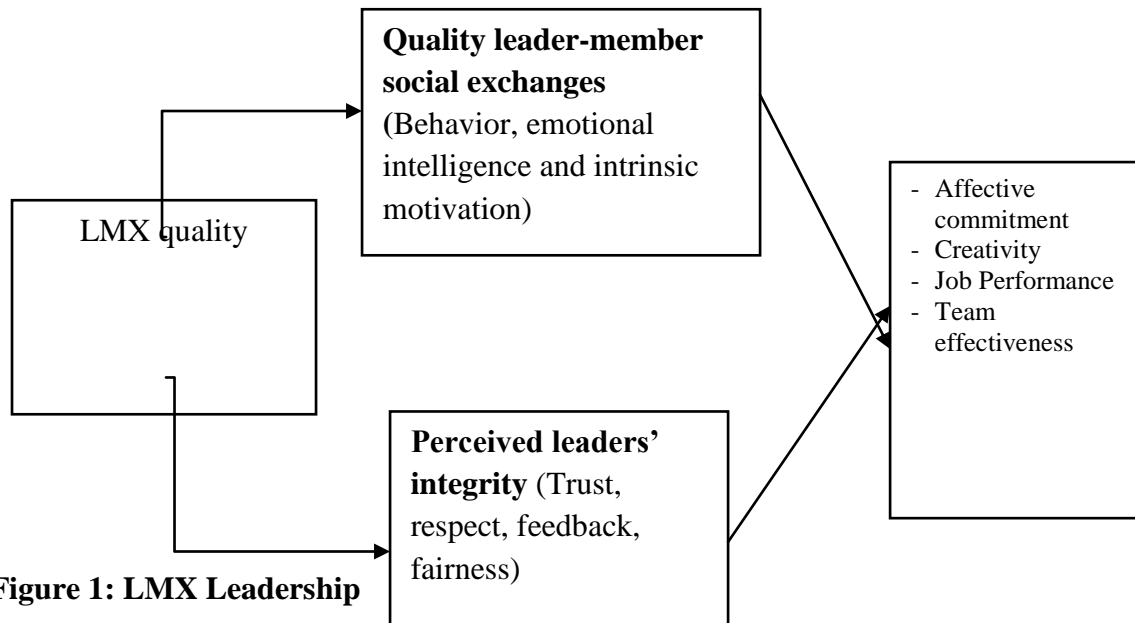
This study was founded on the leader-member exchange (LMX) theory which proposes a dual relationship-focused approach to leadership. The theory suggests that leaders and employees build strong interrelationships based on their social exchanges, which affects employees' performance (Alo & Arslan, 2022). According to Siyal and Peng (2018), the underlying assumption of the LMX theory is that leaders can establish diverse relationships with their employees, including low and high quality. High-quality social exchanges are characterized by trust, respect, feedback, loyalty, information exchange and commitment (Alo & Arslan, 2022). Low-quality social exchanges reflect low interaction and support, psychological withdrawal, reduced job satisfaction, and high turnover. Intrinsic motivation

and increased work engagement are key outcomes of high-quality social exchanges and reflect employees' ability to self-control and participate fully in their work. Alo and Arslan (2022) stated that intrinsic motivation was an important aspect of workplace productivity because it involved strengthening employees' working conditions, including providing opportunities for growth and recognizing outstanding performances. Employees that experienced intrinsic motivations were more likely to feel psychologically safe, and the outcome was increased work engagement. Based on this evidence, Aggarwal et al. (2020) concluded that performance and competence were major currencies in the leader-follower social exchanges leading to increased trust.

Many researchers have applied the LMX theory to demonstrate the impact of social exchanges relationships between leader and employees. While past literature has shown that high quality LMX influences the attitude and behaviors of members of a team (Siyal & peng, 2018), few studies have focused on the social exchanges that occur between the team members and their leader (Alo & Arslan, 2022). This study used the LMX theory as an overarching framework to examine the social interaction between servant leaders, employees and coworkers, which influences team performance. In the context of NGOs, the LMX theory provides an important theoretical framework to understand internal function of organization teams. Applying the framework in this study helped explain servant leader-employee relationships and demonstrate resulting changes in employee attitude and personality, emotional intelligence and intrinsic values (Akdol & Arikboga, 2017). LMX was used to describe the strengths of relationships between servant leaders and team members in NGOs. What LMX theory implies for NGO leaders is that servant leadership influences employees through the relationship they establish with them. The relationships build naturally from work relations and individual interactions between a servant leader and followers. Siyal and Peng (2018) emphasized that some leaders may fail to recognize the power derived from the relationships despite significantly influencing employees' attitudes and behaviour. The LMX theory also reveals some of the risks of servant leadership in the workplace. Favoritisms and unfairness may sometimes characterize the environment created by servant leaders.

As evidenced in past research (Alo & Arslan, 2022; Zou et al. 2015), LMX demonstrate servant leaders as moderators of ethical and trusting behaviors among employees. The LMX theory was important in creating insights on the association between servant leadership and team performance in NGOs. It helped demonstrate how servant leaders influence the development of trusting, responsible and mutually beneficial relationships that lead to high team performance. LMX demonstrates the servant leaders' explicit focus on leadership ethics and integrity to cultivate social relations, facilitate high-quality relationships and influence intrinsic motivations. Servant leaders socialize with their followers while providing guidance, role modelling and treating them with respect to build strong relationships. Alo and Arslan (2022) also noted that servant leaders demonstrate fairness and psychological empowerment behaviors, which allow the leaders to treat employees with a sense of dignity, respect and support them emotionally. LMX was a viable model to test servant leader-employee relationships and identify associated influence on team performance in NGOs.

A servant leader influences high-quality social exchanges by showing trust, respect, feedback, and fairness to their followers. In the process of social interaction, the leader provides guidance, role modelling and treating them with respect to build strong interrelationships. This influences changes in employee attitude and personality, emotional intelligence and intrinsic values and results to high commitment, creativity, high job performance and team effectiveness. This is illustrated in Figure 1.



### *Empirical Review*

The subject of human resource exchange and team performance has been examined in literature by different authors. This section reviews past studies that have been done on the subject of human resource exchange and team performance. According to Chen (2018), the interactions between team members significantly impact individual and team performance. Hence, it is essential to understand the effect of horizontal exchange relationships in teams at the workplace. Such interactions are vital in determining team innovation, effectiveness, creativity, and performance (Chen, 2018). The increased team cohesion increases coordination, sharing of knowledge, and support for each other in team discussions and tasks. Hence, such exchange results in proactive sharing of information, ideas, and support, tapping members' potential and leading to high-quality teamwork.

In their study evaluating the effect of team-member exchange on employee performance, Büyükbaş and Harmancı (2020) concluded that the exchange significantly impacts contextual and task performance. They selected a sample of 403 employees from six manufacturing organizations in Kayseri. Study results from correlation analysis showed a significant relationship between task performance and human resource exchange. Besides, team-member exchange influences employee performance, making it a crucial measure of work output. The exchange between the team and members is positively correlated to contextual performance.

Wijaya's (2020) study evaluates the relationship between social exchange and employee job satisfaction. The researcher also explores the relationship between team member exchange, job satisfaction, and performance in the study. The leader-member exchange describes the quality of the relationship between supervisors and subordinates. A sample of 172 employees from Adisutjipto International Airport is selected for data collection, which is analyzed using SPSS. Study results indicate that an exchange characterized by quality relationships allows team members to exchange information, speak up, and give feedback and assistance. Sufficient interaction among teammates encourages employees to share their ideas, resulting in positive attitudes about the job context. Hence, the higher quality exchange is associated with increased job satisfaction allowing employees to act together as a unit leading to desired outcomes of improved attitude and performance.

Uddin et al. (2019) studied the essence of individual employee engagement on team performance. The study also evaluates the mediating effect of organizational citizenship behaviour and employee commitment. A multilevel approach is adopted to investigate how employee engagement impacts team performance. Self-administered questionnaires are used for data collection. Study findings show that better employee engagement can improve teams' performance in organizations. Organizational citizenship behaviour and commitment mediate the relationship between team performance and employee engagement. Gabel Shemueli et al. (2022), in their study on the collective compass to unit performance, assert that collective engagement and trust mediate the relationship between the unit's performance and transformational leadership. In the study, a sample of 450 employees selected from 74 financial firm agencies is used to evaluate the relationship at the collective team level. Data analysis is conducted using multiple structural equation modelling to test hypotheses. Unit performance is influenced by various factors, including collective engagement and trust. The shared perception among employees significantly affects the performance and overall functioning of teams in an organization.

Basit (2019) examined how respectful engagement impact task performance and organizational commitment. The study explored the effect of respectful engagement on task performance and organizational commitment. Data were collected from 185 employees from a hosiery firm in Punjab, Pakistan. Results of structural equation modelling and multiple regression indicate that Respectful engagement has a significant positive effect on the performance of tasks. Enhanced levels of job engagement result in employees demonstrating improved task performance and effective organizational commitment. Similarly, Suryanthini et al. (2020) opine that employee engagement significantly positively affects organizational commitment. In the study, the researchers explore and investigate the influence of job engagement and stress on organizational commitment and employee commitment performance in PT. Biseka Denpasar. The findings also indicate that job stress positively affects employee organizational commitment. Employee engagement is one of the factors that influence performance within the organization by increasing the sense of attachment.

Schreuder et al. (2020) examine how team performance is impacted by coworker engagement and psychological contracts. The study investigates the role of shared psychological contract belied on the performance of employees in a team. A sample of 113 team managers is selected for data collection and analysis utilizing CFA and structural modelling. Results of data analysis indicate that coworker psychological contract in work team is significantly associated tie performance of roles in teams. Perceived contract fulfilment is a motivator for team attitudes, team performance and behaviours.

Gutermann et al. (2017) studied how leaders affect follower work engagement and performance. The study investigated the role of a leader's engagement with employees on employee performance in teams. Researchers surveyed 511 employees from 88 teams and their team leaders drawn from large service firms. Findings showed that a leader's work engagement enhanced leader-member exchange quality, improving employee engagement. Consequently, improved employee engagement results in enhanced team and organisations performance.

### **Methodology**

This study adopted convergent mixed method research design which integrates quantitative and qualitative data. The study population included 33 NGOs operating in the agricultural sector. There were 792 employees in the 33 agricultural NGOs. In selecting the sample, the study categorized the population into 33 strata with respect to the 33 Agricultural NGOs. The

researcher then selected 266 respondents from the strata through simple random sampling. The study sample was calculated using Yamane (1967) formula as follows with a 95% confidence level.

$$n = \frac{N}{1 + N(e^2)}$$

Where n= sample size; N=Total Population; e= the degree of accuracy developed set at +/- 5%.

The study used questionnaires as the primary tool of data collection. In addition, interview guides were used to collect qualitative data. Data was analyzed at two levels namely, quantitative data analysis and qualitative data analysis. A regression model was constructed to establish the influence of emotional exchange on team performance among agricultural NGOs.

### Findings

Findings are presented following the data analysis. They include demographic characteristics of the respondents, descriptive and inferential statistics that answer the research question.

#### Demographic Characteristics

The demographic characteristics of the respondents are illustrated in Table 1.

**Table 1: Demographics**

Variable	Indicator	Percentage
Gender	Male	52.3%
	Female	47.7%
Academic Qualification	Certificate	18.5%
	Diploma	16.1%
	Undergraduate degree	26.9%
	Masters' degree	22.7%
	Doctorate degree	15.7%
Age	18 – 25 years	17.4%
	26 – 33 years	28.2%
	34 – 41 years	20.6%
	42 – 50 years	19.9%
	Above 50 years.	13.9%
Work Experience	0 – 2 years	30.0%
	3 – 4 years	34.1%
	More than 4 years	35.9%
Level in Management	Head of department	22.7%
	Head of section	39.5%
	Head of sub-department	37.8%

#### Descriptive Statistics on Human Resources Exchange

Human resource exchange was assessed on a 5-point Likert scale. Data was analyzed by computing the mean score of the responses and interpreted as 1.0-1.4=Strongly Disagree, 1.5-2.4= Disagree, 2.5-3.4= Moderately Agree, 3.5-4.4= Agree, 4.5-5.0= Strongly Agree. Table 2 highlights the mean score and standard deviation for the descriptive statistics.

**Table 2: Human Resources Exchange and Team Performance**

	Mean	Std. Deviation
Our organization is people centric and support employees to develop their skills.	4.0	0.9
Unified, balanced exchange structures result in higher performance levels and increased satisfaction among team members.	3.9	0.8
Employees have collaborative and cooperative relationships which drive greater interpersonal communication and dialogue.	3.6	1.1
We have a high level of cooperation, trust, coordination, and information sharing, resulting in increased team performance.	3.6	1.0
Employees have a supportive context enabling high team performance.	3.5	1.2
Leaders listen to employee's ideas, opinions and solutions to problems	3.7	1.0
Increased team cohesion increases coordination, sharing of knowledge, and support for each other in team discussions and tasks.	3.6	1.2
Leaders communicate their vision and desired goal to the organizational team.	3.6	0.9
Employees are valued and loved by their leader.	3.5	1.1
Leaders pay attention to employees needs and performance	3.4	1.1
Leaders divide tasks among employees in the organization to manage time.	4.2	0.8
Employees develop skills and capabilities from taking up delegated duties.	4.0	0.9
Delegation has strengthened relationships among employees and leaders.	3.9	1.1
Delegation has increased trust, speed and quality of decisions in our team.	3.6	1.2
Our leaders recognize the importance of employee autonomy.	3.5	1.1
Our leaders provide encouragement	4.2	0.9
Our leaders guide employees through one-on-one communication.	4.1	1.0
Our leaders have helped employees develop their skills.	3.7	1.1
Employees have growth opportunities in the organization	3.6	1.2
Our leaders help to nurture employee talents.	3.5	1.2

### **Inferential Statistics of the Relationship between Human Resources Exchange and Team Performance**

Simple linear regression analysis was used to determine the influence of human resource exchange on team performance. A regression model was done with team performance as the dependent variable and human resource exchange was the independent variable. Results in Table 3 show an R square of 0.215 which imply that human resource exchange in terms of support, attention, delegation, and mentorship accounts for 21.5% of team performance in Agricultural NGOs, while the remaining 78.5% is explained by other variables not included in the model.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464a	0.215	0.211	0.44197

a Predictors: (Constant), Human Resource Exchange

ANOVA was used to ascertain the significant of the model in predicting the dependent variable. The ANOVA results in Table 4 showed that human resource exchange correctly predicts team performance ( $F(1,209) = 57.237, p < .05$ ).

**Table 4: ANOVA of Human Resource Exchange and Team Performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.18	1	11.18	57.237	.000b
	Residual	40.825	209	0.195		
	Total	52.005	210			

a Dependent Variable: Team Performance

b Predictors: (Constant), Human Resource Exchange

Findings in Table 5 show that human resource exchange had a statistically significant influence on team performance ( $t = 0.549, p < 0.05$ ). In essence this means that if human resource exchange in terms of .....exists team performance is expected to improve by 54.9% ( $\beta = 0.549$ ). The t-statistics value of 7.566,  $p < 0.05$  is an indication that there was enough evidence to reject the null hypothesis and conclude that human resource exchange has a statistically significant influence on team performance in non-governmental agricultural organizations.

**Table 51: Coefficients on Human Resource Exchange and Team Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		.
1	(Constant)	1.641	0.262		6.252	0
	Human Resource Exchange	0.549	0.073	0.464	7.566	0

a Dependent Variable: Team Performance

The influence of human resource exchange on team performance was further probed in an in-depth interview with key information in agricultural NGOs. It was shown that support to teams in terms of work equipment. The team should have the right working tools that would help them deliver on their mandate. The management through the human resources should be attentive to the employees. The management should develop a collaborative environment where they pay attention to employees' issues. Delegation is critical to lessen the workload of individuals. Delegation will also ensure that work is distributed to different individuals who can help reduce the time it would have taken to accomplish the specific task. Through delegation teams are able to achieve work targets which improve the overall team

performance. Mentorship helps to cover the team whenever one team member exits the team. Mentorship helps to pass work knowledge to others improving their performance in the team.

### **Discussion**

The findings of this study stress the importance of empowering subordinates to be creative and innovative to facilitate continuous exchanges of knowledge, skills and information leading to high performance. The regression analysis results that human resource exchange accounts for 21.5% of team performance in Agricultural NGOs. ( $R^2=0.215$ ). One unit increase in human resource exchange improved team performance by 54.9% ( $\beta = 0.549$ ). The null hypothesis was rejected ( $p < 0.05$ ) concluding that human resource exchange has a statistically significant influence on team performance in non-governmental agricultural organizations. The findings were consistent with past research that supported building relationships and mentoring employees, which boosted their morale leading to improved performance. Al-Tit (2020) concluded that building strong relationships between leaders and team members positively influenced sharing of knowledge and skills. Strong exchange was characterized by team members' obligations to develop each other and maintain a strong bond of trust. Chen (2018) highlighted that developing horizontal exchange relationships among employees influenced innovation, effectiveness and creativity, leading to improved success. This suggests that human resource exchanges required strengthening of relationships and interactions between leaders and team members. The findings indicated that servant leaders should support, delegate, mentor and empower their employees to foster stronger in-group and out-group relationships. Tanno and Banner (2018) explained that servant leaders are change agents because they harness their major traits to support, inspire and empower employees leading to increased trust and independence. Kohntopp and McCann (2018) concluded that self-transcendent leaders strengthened individual and organizational relationships by creating a supportive and empowering culture.

Most participants agreed that their firms were people-centric enabling leadership support and mentorship to team members. The exchanges resulted in increased satisfaction, collaboration and cooperation among the team. It also improved in-group and out-group trust. Buyukbas and Harmanci (2020) also presented similar findings and emphasized that unified and balanced exchanges supported by strong relationships benefited team members by raising their self-esteem and facilitating recognition and support that resulted in higher performance levels and increased satisfaction. Exchanges between team members are crucial for individual and collective support through sharing knowledge and skills, innovation and creativity. Respondents were categorical that leaders should mentorship was important for their skill development, nurturing talent, encouragement and access to growth opportunities. Ogochi et al. (2022) noted that mentorship allowed leaders to nurture employees' intrinsic characteristics that influence creativity and innovation, leading to improved performance.

The findings also revealed that appreciation and delegation were important predictors of organizational performance. Leaders that listened to their ideas, opinions and solutions to organizational problems felt valued and loved. They were of the impression that the leaders valued their input in the team, which improved their motivation to become productive and assist the organization in achieving its goals. Participants agreed that leaders should delegate tasks to employees arguing that the practice strengthened their team relationships, enabled them to develop new skills and capabilities and increased trust in the team leader. As observed by Njiiri et al. (2021), leader-team trusts as key to strengthening team capabilities and commitment towards team goals. Northouse (2019) stated that delegation and valuing member input in organizations were essential management skills that allowed leaders to

develop individual and collective team capabilities to improve team productivity and efficiency. Zhang et al. (2017) presented similar views stating that most effective leaders intentionally delegate power and responsibilities to team members to help them develop new skills and gain confidence in performing certain roles that require finding solutions to complex problems.

The positive correlation between human resource exchanges and team performance emphasizes the importance of employee perception of the quality of support, delegation, mentorship and empowerment from their leaders. This view is consistent with evidence from past literature linking it to enhanced team performance (Al-Tit, 2020; Northouse, 2019; Kim & Park, 2017). The findings showed that human resource exchanges help build strong bonds between team members and facilitate sharing of ideas. These behaviors are important in the gradually dynamic and complex environment requiring team members to adapt to changing conditions by promoting knowledge exchanges and creativity. The exchanges moderate team cohesion, work autonomy, decision-making flexibility and innovativeness when responding to organizational problems. In this context, the findings emphasized the importance of quality reciprocal relationships within the team, especially during a crisis.

Findings suggest that promoting supportive and empowering leadership in agriculture NGOs prompts voluntary sharing of ideas and showing empathy and respect for one another. In reciprocal, other team members receive and process the ideas, share feedback, and recognize and show gratitude for the knowledge disseminated. Many scholars have recognized the mediating role of these behaviors on work productivity and emphasized that human resource exchanges enable team members to learn from one another and freely share knowledge, thus improving the team's competence and effectiveness during the execution of tasks (Kim & Pak, 2018). The cyclical relationships mediate positive work productivity and performance. However, some studies have emphasized the direct link between emotional and human resource exchanges. Chen (2018) indicated that servant leaders must create a caring and respectful environment to aid a positive team atmosphere that prompts empowerment, mentorship and support for each other. This way, the team develops a sense of collectiveness and responsibility to support each other to achieve the desired team goals and success. This view implies that servant leaders in agriculture NGOs must build impartial, honest interactions and relationships with employees to maintain an atmosphere of high trust, respect, honesty and teamwork.

### **Conclusion**

This study concluded that human resource has a statistically significant influence on team performance. Human resource exchanges reflect the strong bonds of trust and collaboration among team members. It strengthens the relationships between leaders and team members. Evidence from this study stresses that servant leaders should provide support, mentorship, and attention and regularly delegate tasks to team members to enable them to build self-esteem and collaboration. Developing unified, balanced exchanges, fosters strong in-group and out-group relationships that benefit the team through increased cohesion, collaboration and job satisfaction. Human resource exchanges enhance the understanding of the assignment and achievement of team goals. Having collaborative and cooperative relations among team members drive greater interpersonal communication and dialogue, which support team performance. Team performance can be enhanced through team cohesion which increases coordination, sharing of knowledge, and support for each other in team discussions and tasks. Results also led to the conclusion that unified, balanced exchange structures in organizations result in higher performance levels and increased satisfaction among team members. Having

a high level of cooperation, trust, coordination, and information sharing in organizational teams, leads to increased team performance.

### Recommendations

The Agriculture NGOs are encouraged to strengthen internal communication channels to help cultivate efficiency in information sharing and improve team collaboration. They should also deploy employee-centered communication strategies and promote regular interaction and timely feedback. Finally, effective communication channels should be established to strengthen vertical communication and enhance the bond between leaders and followers.

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