# Journal of Human Resource & Leadership



Team Leadership and Organizational Performance of Non-Governmental Agricultural Organizations in Kenya

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ISSN: 2616-8421



## Team Leadership and Organizational Performance of Non-Governmental Agricultural Organizations in Kenya

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How to cite this article: Ngeresa J., O. & Chemutai P. (2023). Team Leadership and Organizational Performance of Non-Governmental Agricultural Organizations in Kenya. *Journal of Human Resource & Leadership. Vol* 7(5) pp. 118-132 <a href="https://doi.org/10.53819/81018102t2259">https://doi.org/10.53819/81018102t2259</a>

#### **Abstract**

Team leadership is critical to ensuring that employees are aligned with the organization's vision and goals. Agriculture NGOs are usually tasked with promoting sustainable agricultural practices, providing support to farmers, and enhancing food security. To achieve these objectives, agriculture NGOs must rely on effective team leadership to mobilize resources and ensure that teams work together cohesively to achieve common goals. This study sought to examine the effect of team leadership on organizational performance in non-governmental agricultural organizations in Kenya. The specific objectives are to examine the effect of employee collaboration, team coaching, team motivation, and team communication on organizational performance in non-governmental agricultural organizations in Kenya. The theories informing the study include the Team Leadership Model, Social Learning Theory, Expectancy Theory, and Communication Accommodation Theory. The research design that was employed in this study is a descriptive research design. The study population target was 47 Non-Governmental Agricultural Organizations in Kenya. The unit of observation was the top, middle, and lower-level management. Stratified random sampling was used to select the 105 respondents from the 47 Non-Governmental Agricultural Organizations. Primary data was collected through the administration of questionnaires. The study used both descriptive and inferential statistics. The multiple linear regression model was used to measure the relationship between the independent variables and the dependent variable that are explained in the model. The findings indicated that employee collaboration, team coaching, team motivation, and team communication were positively and significantly related to organizational performance. The study's conclusions underscore the significance of effective employee collaboration, team coaching, team motivation, and team communication in influencing the organizational performance of non-governmental agricultural organizations in Kenya. These findings emphasize the importance of fostering a collaborative and communicative work environment while leveraging coaching and motivation strategies to enhance team dynamics and overall organizational outcomes. The study recommends that non-governmental agricultural organizations in Kenva focus on cultivating effective employee collaboration through cross-functional teams, knowledge sharing, and a cooperative culture. Additionally, optimizing team coaching practices, adopting

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motivational strategies, and prioritizing effective team communication are advised to enhance organizational performance.

**Keywords**: Communication Accommodation Theory, organizational performance, team leadership

#### 1.1 Introduction

Team leadership is critical to ensuring that employees are aligned with the organization's vision and goals. Agriculture NGOs are usually tasked with promoting sustainable agricultural practices, providing support to farmers, and enhancing food security (Shames, 2019). To achieve these objectives, agriculture NGOs must rely on effective team leadership to mobilize resources and ensure that groups work together cohesively to achieve common goals (Keding, 2022). Agriculture projects are often complex, with multiple components that require coordination and collaboration among club members. Effective team leaders must be able to manage and delegate tasks effectively, promote open communication, and foster a positive group culture to ensure that all its members are working towards a shared vision.

Team leadership refers to the ability of a person to guide and direct a group of individuals toward achieving a common goal. A group leader is responsible for creating a sense of purpose, setting objectives, and motivating members to work collaboratively toward achieving those objectives (Hakanen et al., 2020). Effective team leadership involves a variety of skills and qualities, including excellent communication, conflict resolution, delegation, decision-making, and problem-solving. Employee collaboration in team leadership refers to the process of working together to achieve a common goal or objective (Mirońska & Zaborek, 2019). It involves leveraging the unique strengths and expertise of each member to maximize team performance and achieve the best possible outcomes. Collaboration is critical for achieving success in complex tasks that require input from multiple sources, such as brainstorming, problem-solving, and decisionmaking. According to a study by Deloitte (2019), effective collaboration can lead to increased innovation, higher levels of engagement, and improved job satisfaction among employees (Deloitte Insights, 2019). According to the International Coaching Federation (ICF) (2019), team coaching is defined as "an interactive process through which a coach works with a group to support them in achieving agreed-upon outcomes, including improved performance, enhanced communication and collaboration, and increased effectiveness in achieving shared goals. According to Flaherty (2017), team coaching is an effective approach to helping clubs overcome challenges, build resilience, and develop the necessary skills to perform at their best. Team coaching can take many forms, and there are several models and frameworks that coaches can use to guide their work with groups.

Team motivation in team leadership is essential for creating a high-performing group (Gupta, 2021). By understanding the needs and desires of members and using various motivational techniques, leaders can encourage members to work together towards a common goal, achieve success, and grow personally and professionally. According to Maslow, people have a hierarchy of needs that must be met to achieve self-actualization. At the bottom of the social order are physiological needs such as food, water, and shelter, followed by safety, social, esteem, and finally self-actualization needs (Halis, Çamlibel, & Bükey, 2020).

Organizational performance in NGOs involves several factors, including financial sustainability, program effectiveness, accountability, and governance. In NGOs, performance entails establishing

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and maintaining accountability mechanisms while ensuring financial sustainability and effective governance to enhance their performance and achieve their mission effectively (Baskaran, 2020). NGOs operate in a highly competitive and constantly evolving environment where their performance is crucial to achieving their mission and maintaining stakeholder support. Effective organizational performance in NGOs involves several factors, including financial sustainability, program effectiveness, accountability, and governance (Demir & Budur, 2019).

NGOs working in agriculture in Kenya play a vital role in promoting sustainable agriculture, improving food security, and supporting smallholder farmers (Oluoch, K'Aol, & Kosha, 2021). Their activities and programs aim to address the challenges facing the agricultural sector in Kenya and contribute to the country's economic development and poverty reduction efforts. The performance of non-governmental agricultural organizations (NGOs) in Kenya plays a crucial role in achieving sustainable agricultural development and improving the livelihoods of smallholder farmers. NGOs in Kenya operate in a challenging environment characterized by inadequate infrastructure, low levels of technology adoption, and limited access to finance, among other challenges (Schetter, Mkutu, & Müller-Koné, 2022).

#### 1.2 Statement of the Problem

Despite the considerable presence of Non-Governmental Agricultural Organizations (NGAOs) in Kenya, productivity levels within the agricultural sector remain low. The sector contributes to 34% of Kenya's GDP and employs over 70% of the rural population, but its growth rate has been inconsistent, averaging only 3.8% between 2020 and 2020 (Kenya National Bureau of Statistics, 2021). This is insufficient to meet the increasing food demands of the rapidly growing population. However, despite their vital role in promoting sustainable agricultural practices and improving the livelihoods of local communities, these organizations face various challenges that can impede their overall performance and impact. One such challenge is the effectiveness of team leadership within these organizations (Ministry of Agriculture, 2021). The role of team leaders in shaping organizational culture, fostering collaboration, and driving innovation is crucial to the success of any organization. Yet, the relationship between team leadership styles and the performance of nongovernmental agricultural organizations in Kenya remains largely unexplored.

Previous studies on leadership within non-governmental organizations have primarily focused on the general sector, with limited attention paid to the agricultural context. Additionally, most of these studies have been conducted in Western countries, which may not provide an accurate reflection of the challenges and leadership dynamics Kenyan NGAOs face, thereby presenting a contextual gap. Hsieh and Liou (2018) conducted a study on collaborative leadership and organizational performance. The study illustrates a conceptual gap as it was performed in a public service agency, while the current study was carried out in agricultural NGOs. In addition, the study presents a methodological gap as it adopted a path analysis to test the effect of four dimensions of collaborative leadership on perceived organizational performance, while the current study adopted a multiple regression analysis. Sappe, Rante, Tuhumena, and Bharanti (2019) assessed the relevance of leadership on employee performance as mediated by organizational culture, work commitment, and work motivation as determinants of employee performance improvement.

The study presents conceptual gaps as it focused on organizational culture, work commitment, and work motivation, while the current study expounded on employee collaboration, team coaching. team motivation, and team communication on organizational performance in agricultural NGOs.

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Otieno, Waiganjo, and Njeru (2019) explored the effect of employee communication on organizational performance in Kenya's horticultural sector.

#### 1.3 Study Objectives

The general objective of this study was to examine the effect of team leadership on organizational performance in non-governmental agricultural organizations in Kenya.

#### 1.3.1 Specific Objectives

- i. To examine the effect of employee collaboration on the organizational performance of non-governmental agricultural organizations in Kenya.
- ii. To establish the effect of team coaching on organizational performance in non-governmental agricultural organizations in Kenya.
- iii. To assess the effect of team motivation on organizational performance in nongovernmental agricultural organizations in Kenya.
- iv. To investigate the effect of team communication on organizational performance in non-governmental agricultural organizations in Kenya.

#### 1.4 Research Questions

The study sought to answer the following research questions:

- i. What is the effect of employee collaboration on the organizational performance of non-governmental agricultural organizations in Kenya?
- ii. How does team coaching affect organizational performance in non-governmental agricultural organizations in Kenya?
- iii. What is the effect of team motivation on organizational performance in non-governmental agricultural organizations in Kenya?
- iv. How does team communication affect organizational performance in non-governmental agricultural organizations in Kenya?

#### 2.1 Literature Review

#### 2.2 Theoretical Review

#### 2.2.1 Team Leadership Model

Hill's (2019) Team Leadership Model emphasizes the desired outcomes of teamwork due to group excellence. The model posits that effective team leaders diagnose group problems, take appropriate actions, and monitor their progress. This model distinguishes between internal (e.g., group dynamics, task allocation) and external (e.g., resources, inter-team coordination) leaders. The Team Leadership Model, as proposed by Hill, offers a practical approach to understanding and enhancing team leadership in various organizational settings. This model emphasizes the importance of diagnosing association-related issues, taking appropriate actions, and monitoring the cooperation's progress to ensure the effective functioning of an association (Hoogeboom & Wilderom, 2019). Moreover, the model emphasizes motivation and communication as vital to improving organizational performance.



#### 2.2.2 Social Learning Theory

Bandura (2019) posits that people learn new behaviors and attitudes by observing others who serve as models for their behavior. This observation can occur through direct experience or exposure. When people observe others being reinforced for behavior (i.e., receiving rewards or praise), they are more likely to adopt that behavior themselves (Bandura, 2019). The theory can be applied to improve employee performance and productivity. By providing employees with opportunities to observe and learn from successful colleagues, organizations can help employees develop the skills and behaviors that are necessary for success (Horsburgh & Ippolito, 2018). Additionally, by creating a supportive work environment and providing positive reinforcement for desired behaviors, organizations can help employees develop a strong sense of self-efficacy and a belief in their ability to succeed.

#### 2.2.3 Expectancy Theory

Vroom's (1964) expectancy theory is a motivation theory that explains the relationship between an individual's effort, performance, and outcome. The theory suggests that a person's motivation to perform a task is affected by their belief in the connection between their effort and the consequence they expect to achieve. According to expectancy theory, three key components determine an individual's motivation to perform a task: expectancy, instrumentality, and valence. The theory explains the variable team motivation. The theory is relevant as it provides a framework for leaders looking to motivate their groups and improve performance. By understanding the link between effort, performance, and outcomes and offering meaningful rewards, leaders can increase their team's motivation and drive success. When a leader wants to motivate a group to meet a deadline for a project, they can use expectancy theory by making sure that members understand the importance of the project and their role in its success, thus improving organizational performance.

#### 2.2.4 Communication Accommodation Theory

Communication accommodation theory (CAT) is a theory of communication developed by Giles (1991). This theory concerns the behavioral changes that people make to attune their communication with their partner and the extent to which people perceive their partner as appropriately attuned to them. This theory is concerned with the links between language, context, and identity (Mandell & Pherwani, 2019) and focus on the patterns of convergence and divergence of communication behaviors, particularly as they relate to people's goals for social approval, communication efficiency, and identity (Mandell & Pherwani, 2019). In an organizational setting, individuals may adjust their communication style to align with that of their superiors, colleagues, or subordinates. By understanding the way that individuals communicate, leaders can use CAT to promote effective communication and build stronger relationships with their employees.

#### 2.3 Empirical Review

Baskaran (2020) conducted a study to examine the relationship between employee involvement and job performance within an organization. The study findings revealed that employee involvement and employee performance were at a higher level. Hence, there is a strong positive relationship between employee involvement variables and employee performance. The study concluded that enabling employees to participate and be involved in matters that affect their jobs increases job performance.

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Lawasi and Triatmanto (2017) assessed the effect of communication, motivation, and group work on increasing employee performance. They sought to analyze the effect of communication, motivation, and group cooperation on employee performance and to know and analyze the variable that has a dominant effect on employee performance. The results of this study prove that communication has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Team cooperation doesn't have a significant effect on the improvement of employee performance, and communication has the dominant effect on improving employee performance.

Further studies by Ngoma and Lind (2019) explored the impact of virtual collaboration and e-collaboration technologies, mediated by knowledge transfer, on group performance in virtual environments. The studies suggest that virtual collaboration, e-collaboration technologies, and knowledge transfer differentially affect group performance. The authors proposed a holistic framework that aligns virtual collaborative systems with business goals to advance the design and conceptualization of knowledge-based virtual teams.

Group work has more importance in organizations compared to the work done individually for efficient and effective results. There is a positive relationship between collaboration among members and team performance (Assbeihat, 2019). The author also asserts that continued collaboration in an organizational setting is more likely to improve output.

Sappe, Rante, Tuhumena, and Bharanti (2019) assessed the relevance of leadership to employee performance as mediated by organizational culture, work commitment, and work motivation as determinants of employee performance improvement. The findings indicate that good leadership can improve employee performance when considering the factors that come into play: organizational culture, work commitment, and motivation for DKP in Keerom, Papua Province. Furthermore, the results of this study show that the strengthening of organizational culture and high employee commitment can lead to increased motivation.

Idealized effect and inspirational motivation have a direct impact on staff motivation. The findings by Ngaithe and Ndwiga (2019) found that the idealized effect was positively and significantly correlated with staff performance. Multiple linear regression revealed that the idealized effect significantly predicted staff performance. Inspirational motivation was positively and significantly related to staff performance and significantly predicted staff performance. The study concluded that the idealized effect and inspirational motivation positively and significantly increased the performance of staff in SOEs in Kenya. The study recommended that top management classes in SOEs should work towards encouraging the delegation of tasks, career mentoring, coaching, and the creation of new learning opportunities, along with a supportive climate for their employees.

Motivation is also a key factor impacting employee performance. A study by Gechango and Wekesa (2017) established that these factors comprise training, reward systems, performance appraisal, and work-life balance. According to a study conducted at the National Bank of Kenya, motivation was found to have a statistically significant impact on employee performance.

Dimas, Renato Lourenço, and Rebelo (2019) examined the effects of coaching behaviors provided by peers and by the leader on the emotions experienced by inter-professional health and social care associations and on members' satisfaction with the group, as well as on team performance. The results show that leader and peer coaching positively affect group members' satisfaction with the group and positive emotions but harm negative emotions. Furthermore, coaching provided by peers has a positive effect on team performance, as assessed by the group leader.

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Chidir, Asbari, Supriatna, and Novitasari (2021) investigated whether increased attention given to coaching practices affects performance while considering the mediating effect of team commitment. This study shows that coaching has a positive and significant impact on employee performance, either directly or indirectly, through team commitment mediation. The results of this study could have substantial implications for HR managerial decision-making regarding the coaching practice process among manufacturing industry employees in Indonesia. This study also helps the HR management of the manufacturing industry seriously assess their HR development investment plans in the form of coaching practices and direct their company's HR strategic planning.

#### 2.4 Conceptual Framework

A conceptual framework is a structure or system of concepts, ideas, and theories that help explain a phenomenon or concept. It provides a systematic and organized understanding of the relationships between contrasting variables and concepts.



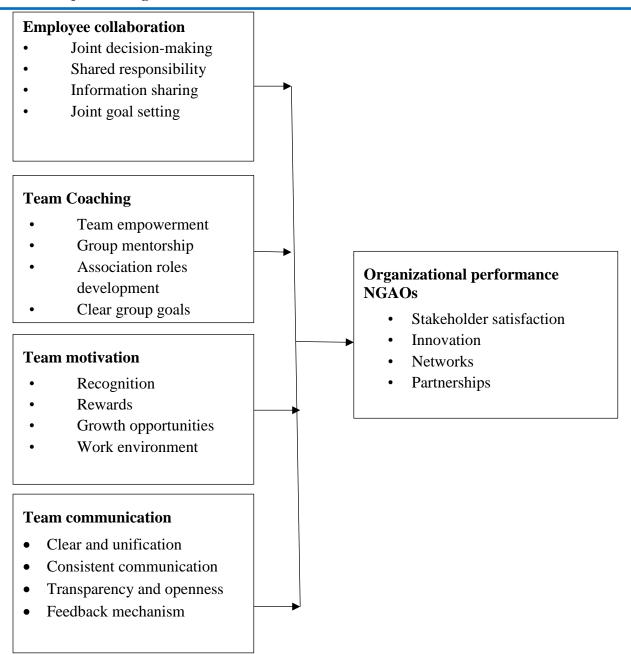


Figure 1: Conceptual Framework

#### 3.1 Research Methodology

The study population target was 47 Non-Governmental Agricultural Organizations in Kenya. The units of observation were the top, middle, and lower levels of management. The sample size was 95 respondents, derived using the Yamane Sampling Formula. Simple random sampling was used to select the 95 respondents from the 47 non-governmental agricultural organizations. The research design employed in this study is a descriptive research design. The study used both descriptive and inferential statistics. The multiple linear regression model was used to measure the relationship between the independent variables and the dependent variable that are explained in the model.



#### 4.1 Results and Findings

The analysis of the response rate showed the representativeness of the sample size. Out of 95 administered questionnaires, 89 were filled out. The response rate of 93.68% in this study signifies a very good sample size for the study.

#### **4.2 Correlation Analysis**

A correlation analysis was conducted to establish the association between the independent and dependent variables. Correlation coefficients (r) were used to quantify the strength and direction of these relationships. A correlation coefficient ranges from -1 to 1, with positive values indicating a positive relationship, negative values indicating a negative relationship, and values closer to 0 indicating a weaker relationship.

**Table 1: Correlation Matrix** 

	Organizational Performance	Employee Collaboration	Team Coaching	Team Motivation	Team communication
Organizational Performance	1.000				
Employee Collaboration	.700** 0.000	1.000			
Team Coaching	.815** 0.000	.293** 0.000	1.000		
Team Motivation	.728**	.331**	.334**	1.000	
Team communication	0.000 .752**	0.000 .394**	0.000 .486**	.392**	1.000
	0.000	0.000	0.000	0.000	

Employee collaboration exhibits a strong positive correlation of 0.700 with organizational performance (p < 0.001). It implies that effective collaboration among employees significantly contributes to enhanced organizational performance. When employees work cohesively and share their expertise, the collective effort leads to improved outcomes and accomplishments for the organization. Similarly, team coaching displays a strong positive correlation of 0.815 with organizational performance (p < 0.001). Moreover, team motivation exhibits a strong positive correlation of 0.728 with organizational performance (p < 0.001). It highlights the significance of maintaining motivated teams to drive organizational success. Motivated teams are more likely to be engaged, proactive, and dedicated to their tasks, ultimately contributing to improved organizational performance. Similarly, team communication demonstrates a significant positive correlation of 0.752 with organizational performance (p < 0.001). It underscores the pivotal role of effective communication within non-governmental agricultural organizations.

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#### **4.3 Regression Analysis**

The study performed regression analysis to establish the statistical significance of the relationship between the independent and dependent variables. The results presented in the table exhibit the fitness of the regression model used in explaining the study phenomena:

**Table 2: Regression Outputs** 

Model	R	R Square			Adjusted R Square Std. Error of the Estimate						
1	.839 <sup>a</sup>	.782		.778			.1				
Model		Sum of	Squares	df		Mea	n Square	F		Sig.	
Regression		33.722		4		8.43	1	22	0.767	.000 <sup>b</sup>	
Residual		4.506		84		.038					
Total		38.229		88							
			Unstanda Coefficie B		zed Std. Er	ror	Standardiz Coefficien Beta		t	Sig.	
(Constant)			.098		.010				9.835	.035	
Employee (	Collaboration	n	.209		.052		.220		3.993	.000	
Team Coac	hing		.134		.055		.147		2.453	.016	
Team Moti	vation		.322		.050		.322		6.385	.000	
Team communication			.345		.046		.375		7.564	.000	

The fitted model was:

 $Y = 0.98 + 0.209X_1 + 0.134X_2 + 0.322X_3 + 0.345X_4$ Where:

Y = Organizational Performance

 $\{\beta \text{ I}; i=1,2,3,4\}$  = The coefficients for the various independent variables

 $X_1$  = Employee Collaboration

 $X_2 = \text{Team Coaching}$ 

 $X_3 = Team Motivation$ 

 $X_4$  = Team communication

 $\varepsilon$  is the error term that is assumed to be normally distributed with mean zero and constant variance.

Employee collaboration, team coaching, team motivation, and team communication had a positive correlation with organizational performance. The study findings established a positive baseline effect on organizational performance. The t-value of 9.835 indicates that this effect is statistically significant at a level of 0.035, highlighting its relevance in the model. Employee collaboration is represented by a coefficient of 0.209 with a standard error of 0.052. It suggests that a one-unit increase in employee collaboration is associated with a positive change in organizational

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performance. With a t-value of 3.993, this effect is statistically significant at a p-value of 0.000, underscoring the importance of employee collaboration in enhancing organizational performance. Likewise, the coefficient for team coaching is 0.134 with a standard error of 0.055. It indicates that an increase in team coaching positively influences organizational performance. The t-value of 2.453 signifies statistical significance at a level of 0.016, suggesting that effective team coaching contributes to improved organizational outcomes.

Team motivation, with a coefficient of 0.322 and a standard error of 0.050, is a significant factor affecting organizational performance. A rise in team motivation leads to a positive change in performance. The significant t-value of 6.385, accompanied by a p-value of 0.000, underscores the noteworthy impact of team motivation on organizational success. Team communication, represented by a coefficient of 0.345 and a standard error of 0.046, demonstrates a strong positive association with organizational performance. An increase in team communication corresponds to a favorable change in performance levels. The high t-value of 7.564 and the low p-value of 0.000 emphasize the significance of effective communication within the organization. The regression analysis provides valuable insights into the relationship between team leadership factors and organizational performance in Kenyan non-governmental agricultural organizations. The positive and significant coefficients of employee collaboration, team coaching, team motivation, and team communication highlight the crucial roles these variables play in contributing to enhanced organizational performance.

Correlation results indicated that employee collaboration exhibits a strong positive correlation of 0.700 with organizational performance (p < 0.001). It implies that effective collaboration among employees significantly contributes to enhanced organizational performance. When employees work cohesively and share their expertise, the collective effort leads to improved outcomes and accomplishments for the organization. Regression results indicate that a coefficient of 0.209 with a standard error of 0.052 represents employee collaboration.

Team coaching has a strong positive correlation of 0.815 with organizational performance (p < 0.001). It underscores the crucial role of coaching in improving team performance, which subsequently influences organizational outcomes. When teams receive guidance and support through coaching, they can identify areas for growth, address challenges, and refine their strategies, resulting in better overall organizational performance. Regression results indicate that the coefficient for team coaching is 0.134, with a standard error of 0.055.

The findings are consistent with Baskaran (2020), who revealed that employee involvement and employee performance were at a higher level. Further, these study findings concur with those of Chidir, Asbari, Supriatna, and Novitasari (2021) that coaching has a positive and significant impact on employee performance, either directly or indirectly through team commitment mediation. Additionally, the findings agree with those of Chidir, Asbari, Supriatna, and Novitasari (2021) that coaching has a positive and significant impact on employee performance, either directly or indirectly through team commitment mediation. Finally, these study findings agree with Otieno, Waiganjo, and Njeru (2019), who established that employee communication is statistically significant.

#### **5.1 Conclusion**

The study's objective was to examine the effect of team leadership on organizational performance in non-governmental agricultural organizations in Kenya. The main variables were employee collaboration, team coaching, team motivation, and team communication. The research concludes

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that effective employee collaboration significantly influences the organizational performance of non-governmental agricultural organizations in Kenya. The robust positive correlation observed between employee collaboration and organizational performance underscores the pivotal role of cohesive teamwork and knowledge-sharing among employees. When employees collaborate effectively, it leads to a substantial enhancement in overall organizational outcomes and achievements. The findings highlight the critical importance of cultivating a work environment that encourages and facilitates collaborative efforts among employees, contributing to the overall success of the organization. The substantial positive correlation identified between team motivation and organizational performance underscores the imperative of maintaining motivated teams within the organization. Motivated teams, characterized by engagement, proactivity, and dedication, contribute significantly to improving overall organizational outcomes. The findings emphasize the importance of implementing strategies that foster team morale and enthusiasm, as these aspects play a crucial role in driving success and positively impacting the organization's performance. The substantial positive correlation between team communication and organizational performance underscores the critical role of effective communication practices within the organization. Clear and open communication channels empower teams to make informed decisions, address conflicts efficiently, and coordinate efforts effectively. It, in turn, creates an environment conducive to improved organizational performance. The study emphasizes the significance of establishing transparent and robust communication practices as a foundational pillar for achieving organizational success in the context of non-governmental agricultural organizations in Kenya.

#### **6.1 Recommendations**

The study recommends that non-governmental agricultural organizations in Kenya prioritize the cultivation of effective employee collaboration. To achieve this, organizations should establish cross-functional teams and platforms that facilitate the sharing of knowledge and expertise among employees. Open communication channels and a cooperative culture should be encouraged to strengthen collaboration. The study recommends that organizations focus on optimizing team coaching practices to enhance organizational performance. To achieve this, organizations should invest in qualified coaches who can provide meaningful guidance and support to teams. Tailoring coaching programs to address specific challenges and growth areas identified by teams will lead to more impactful outcomes. Moreover, non-governmental agricultural organizations in Kenya should adopt strategies to enhance team motivation. It includes a combination of intrinsic and extrinsic motivational approaches. Recognition programs, career advancement opportunities, and a supportive work environment are vital components. Regular feedback sessions and performance evaluations can identify areas for improvement in motivation. Also, non-governmental agricultural organizations in Kenya should prioritize effective team communication practices. Establish clear communication protocols to ensure seamless information flow across all levels. Leveraging technology-driven communication tools will streamline information sharing and facilitate efficient decision-making. Regular communication training for employees will enhance their communication skills and promote a culture of transparency.



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Stratford Peer Reviewed Journals and Book Publishing Journal of Human Resource & Leadership Volume 7||Issue 5||Page 118-132 ||November||2023|

Email: info@stratfordjournals.org ISSN: 2616-8421



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