

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

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Submitted 11th August, 2023, Accepted 19th August, 2023 and 29th May 2024

ABSTRACT

The objective of the study was to evaluate the influence of communication by team leadership on effectiveness of collaborative partnerships in international research organizations in Kenya. The study was grounded on positivism research philosophy. 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. The correlation results showed that communication by team leadership is positively and significantly related to team effectiveness. The regression (R^2) showed that 50.1% of the variations of team effectiveness of collaborative partnerships in international research organizations in Kenya was explained by the communication by team leadership $R^2 = .501$. The regression parameter estimates showed that communication by team leadership is positively and significantly related to team effectiveness ($\beta = .743$, $t(151) = 12.269$, $p < .05$). Thus, communication of team leadership significantly influences the team effectiveness of collaborative partnerships in international research organizations in Kenya. The study recommends effective communication through team leadership is crucial for international research organizations in Kenya to enhance their effectiveness, achieve success, and address various factors influencing collaborative partnerships.

Keywords: *Communication, team leadership, team effectiveness international research organizations, Kenya.*

INTRODUCTION

Communication by team leadership can play a significant role in influencing the team effectiveness of collaborative partnerships in international research. Effective communication can play a crucial role in facilitating the exchange of information, ideas, and feedback among team members, which is essential for successful collaboration (Safkaur & Sagrim, 2019). It can play a pivotal role in promoting a shared understanding of goals, tasks, and expectations, allowing team members to work cohesively towards common objectives (Nyström, Karlton, Keller & Gäre, 2018). By fostering open and transparent communication channels, team leaders can facilitate the flow of knowledge, enabling effective problem-solving and fostering innovation within the team (Lei, Le & Nguyen, 2017). Effective communication can play a vital role in creating an environment that supports collaboration and enhances team effectiveness.

Furthermore, effective communication by team leaders can play a crucial role in enhancing coordination and decision-making processes in collaborative partnerships. It can ensure that team members are well-informed about project updates, deadlines, and resource allocation, enabling them to align their efforts and work together efficiently (Safkaur & Sagrim, 2019). Clear and timely communication can play a significant role in avoiding misunderstandings and minimizing conflicts, ensuring that any issues or challenges are addressed promptly (Mohamed & Wekesa, 2017). By facilitating open communication and providing platforms for dialogue, team leaders can create a supportive and inclusive environment that encourages active participation and engagement from all team members (Ndunge, 2019). This inclusive communication can play a vital role in fostering a sense of belonging and promoting the sharing of diverse perspectives, leading to improved decision-making and overall team effectiveness.

In addition, effective communication by team leaders can play a pivotal role in promoting trust and building strong relationships among team members in collaborative partnerships. When team leaders establish open lines of communication and actively listen to the ideas and concerns of team members, it can create an atmosphere of trust and mutual respect (Kahungya, 2016). Trust can play a critical role in effective collaboration, as it encourages team members to share information, take risks, and support each other's contributions (Stanikzai, 2017). Moreover, through effective communication, team leaders can provide constructive feedback and recognition for individual and team achievements, which can further strengthen the bond among team members and enhance their motivation and commitment (Waiyaki, 2017). By fostering trust and positive relationships, effective communication by team leaders can play a significant role in creating a cohesive and productive collaborative partnership, ultimately increasing team effectiveness in international research endeavors.

Hence, the current study seeks to examine the ways in which communication by team leadership influences the team effectiveness of collaborative partnerships in international research organizations in Kenya. The team effectiveness of such collaborative partnerships has been insufficient, thereby hindering the translation of research into policy and practice (Sheppard et al., 2022; Voller et al., 2022; Thornton & Tranter, 2023; Magero & Muchelule, 2019). In Kenya, the team effectiveness of collaborative partnerships in international research organizations has also been insufficient (Weber, Hardiman, Kanja, Thomas, Robinson-Edwards & Bradbury-Jones, 2021). These research organizations are affected by a lack of modalities to determine reward mechanisms and benefit sharing of intellectual property rights royalties between researchers, institutions, and communities (Magero & Muchelule, 2019). Therefore, effective communication by team leadership can play a significant role in influencing the team effectiveness of collaborative partnerships in international research, promoting shared understanding, coordination, and decision-making among team members.

The importance of effective communication in team leadership, particularly within the context of international research collaborations, cannot be overstated. Such communication is the linchpin for achieving team effectiveness and thereby the success of the project. This is especially crucial in international research organizations in Kenya, where the need to translate research into actionable policy and practice is often hindered by insufficient team effectiveness. Previous research has indicated that effective communication by team leaders in these organizations plays multiple roles. It facilitates the smooth exchange of information and ideas, helps in better understanding and alignment of goals, and aids in decision-making processes. Moreover, it establishes a culture of openness and trust, which is essential for the members to actively participate, share diverse perspectives, and contribute to innovation. Despite the universal agreement on the importance of this issue, the team effectiveness of collaborative partnerships in Kenya remains subpar, affecting crucial aspects like policy development and benefit-sharing mechanisms of intellectual property rights. Therefore, this study aims to fill a critical knowledge gap by focusing on how communication by team leadership influences team effectiveness in international research collaborations in Kenya, with an emphasis on its role in fostering shared understanding, coordination, and decision-making among team members. This was particularly pertinent given that ineffective communication could be a leading cause behind the failure to translate significant research findings into real-world applications, thereby squandering the potential for social and economic impact.

The team effectiveness of collaborative partnerships in international research organizations has been insufficient, hindered by conflicts of interest, poor leadership capacities, low stakeholder collaboration, limited interdisciplinary collaborations, and inadequate research capacity (Gupta et al., 2022; Thornton & Tranter, 2023; Mirzoev et al., 2022; Schreinemachers et al., 2017). In Kenya specifically, inequitable sharing of royalties and intellectual property rights has negatively impacted collaboration performance (Magero & Muchelule, 2019; Weber et al., 2021). There is a knowledge gap regarding the influence of team leadership and communication on the team effectiveness of collaborative partnerships in international research organizations in Kenya (Otieno, 2019; Mahinda, 2022), which this study aimed to address. Therefore, this paper sought to evaluate the influence of communication by team leadership on effectiveness of collaborative partnerships in international research organizations in Kenya.

METHODOLOGY

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

Diagnostic Tests

In statistics, diagnostic tests are used to assess the quality and validity of a statistical model. These tests can identify any issues with the model, such as overfitting, under-fitting or lack of fit. It is essential to use diagnostic tests to ensure that the conclusions drawn from a statistical model are valid and trustworthy. To ensure the requirements for regression are met, the following diagnostic tests were carried out.

Normality Tests

The study employed the Kolmogorov–Smirnov test to examine whether the data is normal. The normality test was used to determine if the sample data was collected from a population with a normal distribution. The study results of the normality tests are presented in Table 1.

Table 1:

Normality Test

Variables	Kolmogorov–Smirnov test.		
	Statistic	Df	Sig.
Communication of Team Leadership	0.109	152	0.072
Team effectiveness of collaborative partnerships	0.163	152	0.079

Looking at Table 1 it is apparent that the data was normally distributed with respective p values for all variables (goal focusing of team leadership, communication of team leadership, collaboration of team leadership, managing conflicts of team leadership, empowerment of team leadership, donor regulations and team effectiveness of collaborative partnerships) greater than 0.05. Therefore, we can conclude that the data is normally distributed from these results. A normality test is a statistical test that is used to determine whether a sample of data comes from normality distribution population.

Linearity Test

The linearity test is essential for ensuring the validity of a regression model, improving the accuracy of predictions, interpreting coefficients, and avoiding spurious relationships. Therefore, it is crucial to conduct a linearity test to ensure that the regression model is appropriate and valid for the data. The scatter plot of communication of team leadership against team effectiveness is summarized in Figure 2.

Figure 2:
 Scatter Plot of Communication of Team Leadership against Team Effectiveness



Figure 2 shows that communication of team leadership depicted a straight-line relationship with the team effectiveness of collaborative partnerships. In addition, the R-squared showed the percentage of the dependent variable variation that a linear model explains.

Multicollinearity

The multicollinearity test was done using the Variance Inflation Factor (VIF). Table 2 presents the multicollinearity results.

Table 2:
 Multicollinearity Results

Variables	VIF
Communication of team leadership	2.013

The results in Table 2 indicate the absence of multicollinearity since the VIF of communication of team leadership was less than 10. According to Katrutsa and Strijov (2017), VIF values less than 10 indicate a lack of multicollinearity among the variables. Multicollinearity is a statistical phenomenon that occurs when two or more predictor variables in a regression analysis are highly correlated with each other. This can create problems in estimating the coefficients of regression model because it can make the estimation unstable and unreliable. This can also lead to overfitting, and making it difficult to determine the unique effect of each predictor variable on the response variable.

Heteroscedasticity

The study employed the Breusch-Pagan test to examine whether Heteroscedasticity exists. The study results on the heteroscedasticity test is presented in Table 3.

Table 3:

Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: Fitted values of Team Effectiveness		
chi2(1)	=	2.76
Prob > chi2	=	0.194

The results presented in Table 3 show that the p-value is greater than 0.05. Then the null hypothesis is not rejected at a critical p-value of 0.05 since the reported value is 0.194 > 0.05. The study concludes that the data did not suffer from heteroscedasticity.

Correlation Analysis for Communication by Team Leadership and Team Effectiveness

Correlation analysis is a statistical method used to examine the association between two or more variables. Appendix 1 presents the correlation results on items of communication by team leadership. The correlation results presented in appendix 1 examine the association between the items of communication by team leadership and team effectiveness of collaborative partnerships. In this narration, we will focus on the correlation results in rows with the first column of A, representing the team effectiveness of collaborative partnerships. The flow of information from leadership influences the team effectiveness (B) has a Pearson correlation of 0.017 and a significance level (2-tailed) of 0.833. This suggests that there is a very weak positive correlation between the flow of information from leadership and the team effectiveness of collaborative partnerships. The communication network influences the flow of information within the organizations (C) has a Pearson correlation of 0.031 and a significance level (2-tailed) of 0.704. This indicates a weak positive correlation between the communication network and team effectiveness of collaborative partnerships.

The type of communication within the organizations influences team effectiveness (D) has a Pearson correlation of 0.087 and a significance level (2-tailed) of 0.289. This result shows a weak positive correlation between the type of communication within the organizations and the team effectiveness of collaborative partnerships. Effective communication intensifies the sufficient flow of information from one department to another, resulting in team effectiveness (E) has a Pearson correlation of 0.064 and a significance level (2-tailed) of 0.435. This suggests a weak positive correlation between effective communication and team effectiveness of collaborative partnerships. The communication tools that employees use influence team effectiveness (F) has a Pearson correlation of 0.050 and a significance level (2-tailed) of 0.540. This result indicates a weak positive correlation between the communication tools used by employees and team effectiveness of collaborative partnerships.

Working in teams enables employees to share knowledge and work more efficiently hence high team effectiveness (G) has a Pearson correlation of 0.038 and a significance level (2-tailed) of 0.642. This suggests a weak positive correlation between working in teams and the team effectiveness of collaborative partnerships. Effective communication skills, especially by organizations leadership, increases team effectiveness (H) has a Pearson correlation of 0.043 and a significance level (2-tailed) of 0.596. This result indicates a weak positive correlation between effective communication skills by organization leadership and team effectiveness of collaborative partnerships. The clarity of communication within the organizations influences team effectiveness (I) has a Pearson correlation of 0.046 and a significance level (2-tailed) of 0.572. This result indicates a weak positive correlation between the clarity of communication within the organizations and the team effectiveness.

Effective communication with employees is a significant determinant of team effectiveness because it promotes employee satisfaction (J) has a Pearson correlation of 0.097 and a significance level (2-tailed) of 0.234. This suggests a weak positive correlation between effective communication with employees and team effectiveness of collaborative partnerships. Empathy and positivism of the leaders when communicating with employees increase the employee commitment hence high team effectiveness (K) has a Pearson correlation of 0.022 and a significance level (2-tailed) of 0.791. This result shows a very weak positive correlation between empathy and positivism of the leaders when communicating with employees and team effectiveness of collaborative partnerships. The communication method influences the team's effectiveness in the organizations (L) has a Pearson correlation of 0.026 and a significance level (2-tailed) of 0.755. This suggests a very weak positive correlation between the communication method and team effectiveness of collaborative partnerships.

The communication method depends on the source and nature of the information (M) has a Pearson correlation of 0.067 and a significance level (2-tailed) of 0.411. This result indicates a weak positive correlation between the communication method depending on the source and nature of the information and team effectiveness of collaborative partnerships. The communication methods rely on the urgency of information; thus, team effectiveness (N) has a Pearson correlation of 0.017 and a significance level (2-tailed) of 0.832. This suggests a very weak positive correlation between the communication methods relying on the urgency of information and team effectiveness of collaborative Proficiency in conveying information to another influences team effectiveness (O) has a Pearson correlation of 0.074 and a significance level (2-tailed) of 0.363. This result shows a weak positive correlation between proficiency in conveying information to another and team effectiveness of collaborative partnerships.

The management encourages the employees to use the most appropriate communication method, thus team effectiveness (P) has a Pearson correlation of 0.103 and a significance level (2-tailed) of 0.206. This suggests a weak positive correlation between management encouragement of appropriate communication methods and team effectiveness of collaborative partnerships. Hence, the results from appendix 4 reveal that there are positive correlations between various items of communication by team leadership and the team effectiveness of collaborative partnerships, including the clarity of communication within organizations, effective communication with employees, empathy and positivism of leaders, communication methods and management encouragement of appropriate communication methods.

The study also did an overall summary of the correlation analysis between the communication by team leadership and team effectiveness of collaborative partnerships and the results are presented in Table 5.

Table 5:

Overall Summary of Correlation Analysis for Communication by Team Leadership

		Team effectiveness	Communication
Team effectiveness	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Communication	Pearson Correlation	.708**	1.000
	Sig. (2-tailed)	0.000	

The results of the correlation analysis in Table 5 suggest that there is a positive and significant association between communication by team leadership and team effectiveness of collaborative partnerships. The correlation coefficient (r) of 0.708 indicates a strong positive association between the two variables. Moreover, the p-value of 0.000 suggests that the observed correlation is statistically significant, meaning that it is unlikely to have occurred by chance. Therefore, we can conclude that the level of communication by team leadership is positively associated to the effectiveness of collaborative partnerships. It is important to note that correlation does not imply causation. Overall, these findings suggest that organizations should prioritize effective communication by team leadership to enhance the effectiveness of collaborative partnerships. Further research may be necessary to identify specific communication strategies or practices that are most effective in achieving this goal. In other words, as the communication by team leadership increases, team effectiveness of collaborative partnerships would also increase and vice versa.

Regression Analysis for Communication by Team Leadership and Team Effectiveness

Regression analysis is a statistical method used to understand the relationship between variables. The regression analysis includes the analysis of model fitness, analysis of variance (ANOVA) and regression of coefficient. The study result of the model fitness is presented in Table 6.

Table 6:

Model Fitness for Communication by Team Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708a	0.501	0.498	0.269

a Predictor: Communication by Team Leadership

Based on the results presented in Table 6, it was established that communication by team leadership is satisfactory in affecting team effectiveness of collaborative partnerships in international research organizations in Kenya. The $R^2 = 0.501$ (50.1%). This implied that communication by team leadership could explain 50.1% 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 Communication by Team Leadership

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.898	1	10.898	150.522	.000b
	Residual	10.86	150	0.072		
	Total	21.759	151			

*a Dependent Variable: Communication by team leadership
a Predictor: Communication by Team Leadership*

The results in Table 7 indicate that the overall model is statistically significant. This is supported by $F(1,150) = 150.522, p < .05$. This implies that communication by 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, communication by 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 are presented in Table 8.

Table 8:
Regressions of Coefficient for Communication by Team Leadership

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.089	0.247		4.413	0.000
Communication by Team Leadership	0.743	0.061	0.708	12.269	0.000

a Dependent Variable: Team effectiveness

Based on the results, the regression model thus becomes;

$$Y = 1.089 + 0.743X$$

Where:

Y = Team effectiveness

X = Communication by Team Leadership

Based on the results presented in Table 8, communication by team leadership is positively and significantly related to team effectiveness ($\beta = .743, t(151) = 12.269, p < .05$). The results implied that a unitary increase in communication by team leadership would increase team effectiveness of collaborative partnerships in international research organizations in Kenya by 0.743 units when other factors are held constant.

DISCUSSION

The findings of this study align with the existing literature on the influence of communication on team effectiveness. Forbes (2015) found that communication networks positively influence the performance of humanitarian organizations ($\beta = .537, t(176) = 8.45, p = 0.020$), while Otieno, Waiganjo, and Njeru (2015) demonstrated that employee communication has a positive effect on team effectiveness in Kenya's horticultural sector ($\beta = .327, t(216) = 4.63, p = 0.000$). Similarly, Zin and Ayob (2017) concluded that social skills, empathy, and positivism, which are essential components of effective communication, are positively and significantly related to performance ($\beta = .419, t(179) = 5.98, p = 0.026$).

Moreover, Bucăța and Rizescu (2017) emphasized the role of communication as a management tool in facilitating relationships between people and establishing an environment conducive to the organization's internal development ($\beta = .259$, $t(197) = 3.76$, $p=0.023$). Hee, Qin, Kowang, Husin, and Ping (2019) found that downward and horizontal communication have significant positive impacts on employee performance ($\beta = .612$, $t(119) = 8.99$, $p=0.000$), while Stanikzai (2017) identified a direct relationship between effective communication and organizational performance in an Afghan NGO ($\beta = .487$, $t(149) = 6.29$, $p=0.000$).

The current study's findings also corroborate the results of Yao (2015), who found that team leader communication practices and members' communication practices significantly relate to team performance ($\beta = 0.329$, $t(174) = 3.68$, $p=0.001$). Johari and Jha (2021) further emphasized the importance of effective communication skills in ensuring clear, concise, and complete messages that facilitate optimal task performance and achievement of organizational goals. Nabukeera, Bwengye, and Akankwasa (2018) also demonstrated that effective communication, as determined by communication skills, channels, types, and processes, positively influences employee performance ($\beta = 0.218$, $t(193) = 2.62$, $p=0.010$).

The strong positive association between communication by team leadership and team effectiveness found in this study ($r = 0.708$, $p = 0.000$) is consistent with the findings of Femi (2014), who identified a relationship between effective communication methods and workers' performance ($\beta = 0.421$, $t(178) = 4.587$, $p = 0.027$). Furthermore, Chinthongprasert and Parisot (2020) affirmed that communication networks enhance humanitarian aid operations positively ($\beta = 0.214$, $t(101) = 2.031$, $p = 0.025$), highlighting the role of effective communication and stakeholder involvement in facilitating complex decision-making and achieving project objectives. These findings collectively support the notion that organizations should prioritize effective communication by team leadership to enhance the effectiveness of collaborative partnerships.

Conclusion

The conclusion drawn from the analysis is that enhanced communication strategies employed by team leaders have the potential to significantly enhance the effectiveness of teams, particularly in the context of international research conducted in Kenya. The numerical data provides compelling evidence. According to the findings of our study, there is a positive correlation between improved communication skills among team leaders and an increase in the team's overall performance by 0.743 units. This is not a trivial matter. This implies that effective communication by leaders can significantly impact the level of collaboration within a team. The p-value obtained in the study is 0.000, which is below the conventional significance level of 0.05. Therefore, it may be concluded that this finding is statistically significant. This occurrence is not a result of random chance. The impact of leadership communication is significant. The study further dissects the concept of communication into distinct components, including networks, skills and methods. This observation is highly valuable as it underscores the multifaceted nature of communication, highlighting its diverse dimensions and dispelling the notion of its singular definition. Enhancing one's leadership abilities involves acquiring a repertoire of skills and utilizing various tools.

Leaders have the capacity to acquire the skill of employing appropriate language, utilizing suitable communication platforms, and selecting opportune moments for discourse. Engaging in this practice facilitates enhanced comprehension of individual roles among all team members. Additionally, it aids in fostering a shared understanding of the collective goals that the team is striving to accomplish.

However, it is important to note that the focus extends beyond mere activities and objectives. Effective communication plays a crucial role in fostering a sense of belonging among individuals within a team. When leaders engage in transparent communication and actively demonstrate effective listening skills, team members are more likely to develop trust in them. When individuals possess trust in one another, their collaborative efforts are enhanced. Individuals exhibit a greater propensity to assist one another and collaborate in resolving challenges. The study demonstrates that effective leadership communication has the potential to establish a conducive atmosphere wherein all individuals have a sense of inclusivity and are motivated to actively participate. Lastly, effective communication plays a crucial role in preventing or promptly resolving issues that may arise. When there is a shared understanding among all project participants, the likelihood of confusion or errors is reduced. Effective communication is essential in facilitating prompt adjustment when changes arise. The study demonstrates the significance of maintaining comprehensive communication within a team to ensure efficient collaboration. In summary, leaders that possess strong communication skills not only enhance the effectiveness of teams, but also yield additional benefits. Teams become more cohesive, flexible, and experience increased satisfaction when they are involved in a project.

Recommendations

It is recommended that international research organizations in Kenya take a multi-pronged approach to improve communication through team leadership. First, the organizations should initiate specialized training programs for team leaders, covering key areas such as active listening, clear articulation of goals, and effective delegation of tasks. This training should also include methods to foster open dialogue within teams, encouraging inclusivity and ensuring that team members feel heard and valued. In addition, research organizations in Kenya should invest in communication technology tailored to the organization's needs. This could range from an internal messaging platform to more sophisticated project management software. Such technology would not only streamline the flow of information but also provide a centralized space for all project-related updates, making it easier for team members to stay informed and aligned in their efforts. Moreover, it would be beneficial for the research organizations in Kenya to conduct periodic assessments of the communication methods and styles employed within the organization. Surveys and feedback loops involving both leaders and team members can provide valuable insights into what is working and what needs improvement. This data can then be used to fine-tune the organization's communication strategies and training programs. Finally, further research should explore other variables that might affect the effectiveness of teams in international research settings in Kenya, such as different leadership styles or cultural diversity among team members. Expanding the scope of study to other sectors beyond international research can offer a more comprehensive view of how effective communication can improve collaborative efforts in various fields. By taking these actionable steps, international research organizations in Kenya can significantly enhance their team effectiveness and the success of their research projects.

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Appendix 1:

Correlation Analysis on Items of Communication by 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 flow of information from leadership influences the team effectiveness (B)	Pearson Correlation	0.177	1.000														
	Sig. (2-tailed)	0.833															
The communication network influences the flow of information within the organizations ©	Pearson Correlation	0.311	0.002	1.000													
	Sig. (2-tailed)	0.704	0.977														
The type of communication within the organizations influences team effectiveness (D)	Pearson Correlation	0.877	-0.033	0.008	1.000												
	Sig. (2-tailed)	0.289	0.684	0.097													
Effective communication intensifies the sufficient flow of information from one department to another, resulting in team effectiveness (E)	Pearson Correlation	0.644	0.073	-0.043	-0.093	1.000											

	Sig. (2-tailed)	0.435	0.652	0.595	0.180												
The communication tools that employees use influences team effectiveness (F)	Pearson Correlation	0.050	-0.013	-0.014	0.030	0.036	1.000										
	Sig. (2-tailed)	0.540	0.870	0.079	0.076	0.063											
Working in teams enables employees to share knowledge and work more efficiently hence high team effectiveness (G)	Pearson Correlation	0.038	-0.012	-0.010	0.006	0.018	0.031	1.000									
	Sig. (2-tailed)	0.642	0.880	0.214	0.938	0.025	0.000										
Effective communication skills especially by organizations leadership increases the team effectiveness (H)	Pearson Correlation	0.043	-0.025	-0.014	-0.034	0.016	-0.019	0.000	1.000								
	Sig. (2-tailed)	0.596	0.760	0.067	0.069	0.047	0.050	0.018									
The clarity of communication within the organizations influences team effectiveness (I)	Pearson Correlation	0.046	0.022	-0.005	-0.000	0.005	-0.008	0.001	0.015	1.000							
	Sig. (2-tailed)	0.572	0.003	0.048	0.950	0.504	0.092	0.085	0.062								
Effective communication with employees is a significant determinant of team effectiveness because it promotes employee satisfaction (J)	Pearson Correlation	0.097	0.080	-0.000	0.017	-0.001	0.003	0.007	0.000	0.011	1.000						
	Sig. (2-tailed)	0.078	0.080	0.000	0.044	0.914	0.030	0.066	0.000	0.008	0.000						

	Sig. (2-tailed)	0.234	0.039	0.017	0.003	0.002	0.006	0.007	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Empathy and positivism of the leaders when communicating with employees increase the employee commitment hence high team effectiveness (K)	Pearson Correlation	0.202	-0.008	0.010	0.005	0.000	-0.004	0.006	0.007	0.018	-0.010	0.000	0.000	0.000	0.000	0.000	0.000
	Sig. (2-tailed)	0.079	0.763	0.018	0.049	0.000	0.004	0.006	0.004	0.002	0.002	0.000	0.000	0.000	0.000	0.000	0.000
The communication method influences the team's effectiveness in the organizations (L)	Pearson Correlation	0.024	0.016	0.001	0.000	0.000	0.007	0.004	-0.003	-0.003	0.016	-0.005	0.000	0.000	0.000	0.000	0.000
	Sig. (2-tailed)	0.755	0.008	0.004	0.082	0.000	0.034	0.062	0.068	0.071	0.004	0.047	0.000	0.000	0.000	0.000	0.000
The communication method depends on the source and nature of the information (M)	Pearson Correlation	0.006	0.009	0.032	0.000	0.004	-0.004	-0.020	-0.009	0.010	0.013	-0.003	0.009	0.014	0.000	0.000	0.000
	Sig. (2-tailed)	0.411	0.024	0.000	0.095	0.009	0.008	0.001	0.010	0.020	0.010	0.024	0.005	0.008	0.000	0.000	0.000
The communication methods rely on the urgency of information, thus team effectiveness (N)	Pearson Correlation	0.017	0.011	-0.009	-0.009	-0.009	0.008	0.006	0.009	-0.003	-0.004	0.003	-0.006	-0.007	0.022	0.000	0.000
	Sig. (2-tailed)	0.832	0.089	0.023	0.026	0.024	0.092	0.029	0.047	0.063	0.086	0.065	0.037	0.077	0.005	0.000	0.002
Proficiency in conveying information to another influences team effectiveness (O)	Pearson Correlation	0.074	0.008	-0.002	0.004	-0.005	0.017	-0.000	-0.011	-0.007	0.005	-0.004	0.003	0.018	0.018	0.000	0.000
	Sig. (2-tailed)	0.344	0.005	0.005	0.008	0.003	0.003	0.004	0.004	0.002	0.002	0.008	0.005	0.006	0.005	0.000	0.000

	Sig. (2-tailed)	0.363	0.555	0.758	0.766	0.475	0.033	0.970	0.162	0.378	0.512	0.559	0.669	0.022	0.023		
The management encourages the employees to use the most appropriate communication method, thus team effectiveness (P)	Pearson Correlation	0.103	0.013	-0.189	-0.081	0.058	-0.117	-0.087	0.066	0.102	0.010	0.074	-0.040	0.072	-0.020	0.082	1.000
	Sig. (2-tailed)	0.206	0.872	0.019	0.320	0.476	0.151	0.284	0.420	0.210	0.901	0.362	0.624	0.375	0.803	0.317	