

The influence of collaborative leadership on team's performance (A Case study of Kingdom SACCO)

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Abstract: Leadership is critical for any institutional development in a rapid changing environment. Traditional leadership styles slow down growth and development in organizations. Many leaders in organizations are trying different leadership styles to see whether they can work in the current competitive environment without success. This study investigates the influence of collaborative leadership on employee's team performance. The study was guided by innovation, motivation, change and ethics

The study established that collaborative leadership components of innovation, change, motivation and ethics to have influence on team's performance to a greater extent since the parameters used to measure each variable was rated above average.

Keywords: Collaborative leadership, Leadership, Leadership competences, Performance & Working Team

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I. Introduction

The need to discover leadership styles that have significant effect in small business as well as in the world largest organizations is more of a critical factor now than before. As the world develops gradually complex challenges emerge in the business environment (Kotter, 2012). Every style affects everyone from the top leadership to the lowest member in an organization. The styles shape the organization culture that influences the corporation and its performance. The concept of 'Collaborative Leadership' is a management practice which is focused on the leadership skills across functional and organizational boundaries (Meyer, 2009).

Collaborative leadership, also called facilitative leadership, adaptive leadership, integral leadership, and catalytic leadership, focuses on power sharing among groups, units and organization (Newell & Ronyne, 2012). In modern day, Collaborative Leadership is widely accepted as integral part of achieving expected performance in work environment. Lack of collaborative leadership style hamper motivation and enhances conflicts as employees compete in work performance. Collaborative leadership allows teamwork to function effectively as gaps become reduced between leadership and workers (Rubin, 2002).

Teams are organizational groups composed of members who are interdependent, who share common goals, and who must coordinate their activities to accomplish these goals. This reveals that teams are critical in as much as collaborative leadership is concerned. The ability of a team to collaborate is essential to team effectiveness. A collaborative climate is one in which members can stay problem focused, listen to and understand one another. Team should feel free to take risks and be willing to compensate for one another (Northouse, 2007).

II. Literature Review

Collaborative Leadership Theories: gives clear sight to the collaborative leadership style to have significant aspect in including all stake holders in decision making. The theories provide credible and open collaborative process that give participants the confidence that their views will be heard to avoid top down approach in decision making. The theories enhance visible support from high level of leadership and gain support from beginning to the end from established authorities. Collaborative leadership brings the team close as they agree on the vision and the strategies for implementation. The theory of collaborative advocates the need to encourage the employees of the organizations to be innovative and cooperative. Communication and teamwork are the best way to create innovative ideas in order to produce the best outcome for the organization (Maxwell, 2009).

Collaborative leadership theory: developed by David Chrislip and Carl Larson through their research on civic leadership and collaboration in the 1980s and early 90s. The Collaborative leadership Theory assumes that by cooperating and coordinating their efforts, groups of people collaborate when they transcend personal interests to pursue common goals (Archief.2012). Today's leaders are working in a new landscape that requires them to be collaborative. By collaborative we mean the process of facilitating and operating in multi-

organizational arrangements to solve problems which cannot be solved or easily solved by a single person, department or organization. Collaborative means to co-labor, to achieve common goals, often working across boundaries and in multi-sector and multi-actor relationships (O’Leary, at. el., 2009).

Bryson and Crosby (2008) theorize that collaboration across sectors emerges after the failure of a single sector to address a public policy problem; they define sectors as markets and business, nonprofit organizations, community and the public, the media, and government. This can be enhanced through leadership activities fundamentally through the spirit of collaboration that facilitate embracing each other, empowering, involving and mobilizing employees.

Collaborative leadership theories however, gives clear sight to the collaborative leadership style to have significant aspect in including all stake holders in decision making. Provide credible and open collaborative process that give participants the confidence that their views will be heard to avoid top down approach in decision making. The theory enhances visible support from high level of leadership and gain support from beginning to the end from established authorities. Collaborative leadership brings the team close as they agree on the vision and the strategies for implementation.

The Three Needs Theory: Nzuve (2007), described this theory as: the need for achievement, affiliation and power, which are major motives in work. This theory puts forth that the specific needs of an individual are acquired and shaped over time through the experiences he has in life. These needs are needs for achievement, need for affiliation, and need for power. All individuals possess combination of these needs (Saylor, 2011).

The three-need theory advocate need for achievement as where people have a compelling drive to succeed. They have a desire to do something better or more than it has been done before. The reason collaborative leadership is critical is because it always seeks for new ways to come up with solutions. The need for power is activated by the desire to have an impact and to be influential. Individuals with a high need of power enjoy being in charge, strive to influence over others Collaborative leadership has the aspect of creating impact and to be influential. They strive to influence others by impacting them with new approaches to problem solving (Stephen, 2007). Collaborative leadership prefers job situations with personal responsibility, feedback and an intermediate degree of risk. They are risk takers and don’t fear to fail (Stephen. 2008)

Statement of the Problem

The current competition in the market place presents many challenges to the organizations. Organizational leadership wishing to operate effectively must demonstrate a clear understanding of the prevailing challenges and a wide range of leadership competencies in order to respond to challenges presented for one to succeed in business or establish operations in an environment of restless pace of competition especially in the growing economies (Hurn, 2013). The application of traditional leadership styles results to rigid and hierarchical structures with lack of new innovations to improve creativity. There is insufficient information or literature on how collaborative leadership can contribute to influence team’s performance. Little has been done to address these challenges. It is against this context this study sought to establish the influence of collaborative leadership on team’s performance in organizations.

Objectives of the Study

- 1) Establish the influence of collaborative leadership change on team’s performance in organizations.
- 2) Determine how collaborative leadership motivation affects team’s performance in organizations.
- 3) Examine the influence of how collaborative leadership innovation affects team’s performance in organizations.
- 4) Find out the effect of ethical collaborative leadership on team’s performance in organizations

III. Methodology

The study adopted a descriptive research design and further data was analyzed using descriptive statistics

IV. Data Analysis

Influence of leadership roles on respondent’s performance

Table 1 Innovation made by the leadership

INNOVATION	Mean	Std. Deviation
My Leadership helps me/us to think about old problems in new ways	4.06	.899
My Leadership provide me/us with new ways of looking at puzzling things	4.03	.770

The level of agreement varied from statement to statement as reflected in the mean score of the selected statements of innovation competencies of the leadership. Majority of the respondents agreed that their leadership helps them to think about old problems in new ways (Mean Score = 4.06), provide them with new ways of looking at puzzling things (Mean Score = 4.03) and give them an opportunity to rethink ideas that we had never

questioned before (Mean Score = 3.88). This therefore shows that the leadership in Kingdom Sacco is positive in innovation. This is consistent with Leonard (2016) statement that ‘Leaders who inspire and empower have a greater ability to influence the team’s actions. Trust and loyalty can easily be inspired when workers are empowered, which are part of good qualities that create strong, productive culture. Influence of innovation on Team Performance

Table 2 Influence of innovation on Teams Performance

Innovation	Mean	Std. Deviation
I work effectively because my Leadership encourages me to think about old problems in new ways	3.97	.810
I work satisfactorily at work because my leadership provides me with new ways of looking at puzzling things.	3.97	.847
I put extra effort at my duties because my leadership enables me to rethink ideas that I had never questioned before.	4.06	.899

The level of agreement varied from statement to statement as reflected in the mean scores of the statements on the influence of innovation by the leadership to collaborative team performance in the organization. Majority of the respondents agreed that their leadership helps them to think about old problems in new ways (Mean Score = 3.97), provide them with new ways of looking at puzzling things (Mean Score = 3, 97) and give them an opportunity to rethink ideas that we had never questioned before (Mean Score = 4.06). This therefore shows that the leadership in Kingdom Sacco embraces innovations. Leadership encourage innovation when they protect and participate in the innovation process by neutralizing negative people, watching out for corporate systems and responses that quash innovation, and by using innovative thinking in their own work (Horth,2014).

Influence of Change on Teams Performance

Table 3 Influence of Change on Teams Performance

Change	Mean	Std. Deviation
I put extra effort at work because my Leadership encourages me to appreciate new ideas.	3.88	.781
I perform my work satisfactorily because my Leadership provides me with new ways of looking at puzzling things.	3.85	.870
I put extra effort at work because my Leadership encourages me to appreciate new ideas.	3.97	.883

Majority of the respondents agreed that their managers/leaders helps them to think about old problems in new ways (Mean Score = 3.88), provide them with new ways of looking at puzzling things (Mean Score = 3, 85) and give them an opportunity to rethink ideas that we had never questioned before (Mean Score = 3.97. Kotter, (2002) leaders influence the followers towards the desired change through display of models of the change they want to see in them and to set the organizational direction towards which they want their followers to go. In this study the respondents agreed that the managers/leaders aligned their character towards the need for change in the organization.

Influence of Motivation on Teams Performance

Table 4. Influence of Motivation on Teams Performance

Motivation	Mean	Std. Deviation
I perform my work satisfactorily because my Leadership expresses what I should do in motivating words.	3.88	.857
I perform my duties effectively because my Leadership uses appealing images to explain what I should do.	3.52	.834
I put extra effort in my work because my Leadership helps me find meaning in my work.	3.64	1.055

Leadership helps about old problems in new ways (Mean Score = 3.88), provide them with new ways of looking at puzzling things (Mean Score = 3.52) and give them an opportunity to rethink ideas that we had never questioned before (Mean Score = 3.64). This therefore shows that the leadership in Kingdom Sacco embraces motivation.

Influence of Ethics on Teams Performance

Table 5. Influence of Ethics on Teams Performance

Ethics	Mean	Std. Deviation
My Leadership encourages me to be honest in all ways.	4.30	1.104
My Leadership collects me with love any time I make a mistake.	4.30	.770
My Leadership enables me to build systems that would improve on my level of integrity.	4.27	.719

Managers/leaders helps them to think about old problems in new ways (Mean Score = 4.30), provide them with new ways of looking at puzzling things (Mean Score = 4.30) and give them an opportunity to rethink ideas that we had never questioned before (Mean Score = 4.27). This therefore shows that the leadership in Kingdom Sacco embraces ethics. Leaders take much responsibility when they consider the extent to which his or her action influences others. The aspect of ethics fails when there is insufficient motivation and character (Hackman (2000)).

Team Performance Rating at Kingdom Sacco

Table 6. Team Performance Rating at Kingdom Sacco

Team Performance Rating	Mean	Std. Deviation
Your team completes its work on time.	4.09	.522
Your team solves problems quickly.	4.03	.684
Your team does quality work always.	4.00	.901
Your team sometimes makes a critical quality mistake.	3.00	.750

The level of agreement varied from statement to statement as reflected in the mean scores of the statements on the influence on team's performance in the organization. (Mean Score = 4.09), agreed that the teams solve their problems quickly (Mean Score = 4.03) agreed that the team does quality work always (Mean Score = 4.00) and that the team sometimes makes quality mistakes (mean score=3.00). This reality reflects that leaders and managers in Kingdom Sacco embrace team performance.

V. Conclusion

The leadership styles have an important role to play in driving organization in realizing its goals and objectives. According to, Hughes, et al. (2015) leadership is the process of influencing an organized group towards accomplishing its goals. The study has demonstrated that collaborative leadership is able to successfully influence team performance to move the organization in realizing the goals and objectives through innovative leadership, people embracing change, well motivation staff and through ethical leaders.

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