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## The Influence of Team Effectiveness on Humanitarian Aid Delivery Effectiveness in Humanitarian Organizations in Somalia

Hashim Abdirahman Shuria  
Managing Director, Research Care, Africa

### **Abstract:**

*The general objective of this study was to determine the influence of team effectiveness on humanitarian aid delivery effectiveness in humanitarian organizations in Somalia. With regard to research methodology, this study used positivism approach and correlational design. A census survey of 494 senior managers targeted. Findings from this study showed that there was a significant and positive relationship between team commitment and support, and effectiveness and humanitarian aid delivery effectiveness. Besides, there was no the moderating effect of environmental complexity on relationship between team effectiveness and humanitarian aid delivery effectiveness. Based on the findings of this study, it was concluded that team commitment and support increases team effectiveness within humanitarian aid organisations in Somalia. Therefore, humanitarian organisations should create and foster commitments within teams and organizational and leaders support teams to realize effectiveness.*

**Keywords:** Team effectiveness, Humanitarian aid delivery effectiveness, NGOs, Somalia

### **1. Introduction**

Human resources are considered to be one of the main sources of competitive advantage in an organization because they may become a valuable organizational resource. Thus, having strong team of employees is critical to gain a competitive advantage for an organisation (Torre-Ruiz, Spain & Correa, 2013). One of the critical requirements of a humanitarian aid response is the availability of teams of well-trained and equipped personnel who can move into action at short notice or in response to early warnings according to the location and type of the emergency events (Sheppard, et al., 2013). An effective team leader can transform an organization by providing direction, inspiring staff, mobilizing new resources while still maintaining a clear organizational identity, and promoting shared values (Apostu, 2013).

A number of the case studies by Smith and Scriven (2011), showed leaders who take quality of time to mentor staff and giving them space to be leaders in their own field were appreciated organisational staffs. According to the authors, the leaders were enabling leaders who placed a high value on developing the leadership qualities of their team. Successful leaders engage people in facing the challenges of change, adjusting their priorities, and developing new habits of thinking towards changes and the external environment in which the organisation operates (Darling, Heller & Wilson, 2012). Beside, leaders create higher levels of engagement and ownership of organizational teams and results by understanding and meeting the needs of the employees and other stakeholders (Wang, Tsui, & Xin, 2011). According to Wutchty, Jones and Uzzi (2007), the success of organizations depends to a large extent on the effectiveness of teams. Thus, effective teams can have positive impact on organizational effectiveness (Hera & Taberno, 2011).

While humanitarian aid agencies have served communities from all corners of the world, Africa has been one of the biggest hosts and beneficiaries of humanitarian aid assistance for the last three decades (Active Learning Network for Accountability and Performance in Humanitarian Action [ALNAP], 2009). Humanitarian assistance provided in recent years by humanitarian organizations in Africa has saved hundreds of thousands of lives (Smock, 1996) while Somalia has been one of the top beneficiaries of humanitarian aid in Africa (Global Humanitarian Assistance [GHA], 2013). The humanitarian organizations deliver relief aid comprising of food and non-food items including medicine, shelter, cash, livestock's and firms inputs across Somalia (GHA, 2013).

Over the past two decades, Somalia has become one of the world's worst and most enduring humanitarian crises. It is one of the most insecure places in the world, most costly and extremely difficult in delivering humanitarian aid (Bradbury 2010). According to Bradbury (2010), Somalia is the most enduring example of modern state collapse in the world and one of the longest-running humanitarian crises. It is also one of the most restrictive and insecure environments for humanitarian actors and one of the most insecure environments for humanitarian personnel.

In the past decade, Somalia has been among the top ten recipients of humanitarian aid (Bradbury, 2010; GHA, 2013) and receives one of the highest proportion of its Official Development Assistance (ODA) as humanitarian aid, consistent with the prevailing situation where insecurity severely limits access and opportunities for development programming (Global Humanitarian Assistance [GHA], 2012). It was not until 2013 that the world learned the true human impact of the severe food insecurity and famine in Somalia where

an estimated 257,500 people died between October, 2010 and March, 2012. It is widely acknowledged that the international aid delivery was too slow which depended largely on the effectiveness of the top and or executive leaders of the humanitarian organization to act accordingly (Hammond & Lee, 2012). Research on the influence of team effectiveness on humanitarian aid delivery effectiveness in humanitarian organizations in Somalia remains scarce. This study therefore seeks to make a contribution in this area.

### *1.1. General Objective*

The general objective of this study was to determine the influence of team effectiveness on humanitarian aid delivery effectiveness in humanitarian organizations in Somalia

### *1.2. Specific Objectives*

This study was guided by the following specific objectives;

1. To assess relationship between team commitment and humanitarian aid delivery effectiveness in Somalia
2. To examine the relationship between team support and humanitarian aid delivery effectiveness in Somalia
3. To determine to what extent environmental complexity moderate the relationship between team effectiveness and humanitarian aid delivery effectiveness in Somalia

### *1.3. Justification of the Study*

This study is useful in understanding the relationship between team effectiveness and humanitarian aid delivery effectiveness. It is useful to different stakeholders including humanitarian organisations leaders, policy makers, researchers and academicians.

## **2. Literature Review**

### *2.1. Humanitarian Aid Delivery Effectiveness*

Humanitarian organizations either deliver relief, or development or both areas. Humanitarian organizations involved in humanitarian relief confront a complex working environment (Stephenson & Schnitzer, 2009). Humanitarian aid is interchangeably used with humanitarian assistance which as defined as humanitarian assistance and action designed to save lives, alleviates suffering and maintains and protect human dignity during and in the aftermath of emergencies (ALNAP, 2009). Humanitarian aid is different from other forms of foreign assistance and development Aid. For instance, humanitarian aid is intended to be governed by the principles of humanity, neutrality, impartiality and independence. It is also intended to be short-term in nature and provide for activities in the immediate aftermath of a disaster (GHA, 2013). Humanitarian service delivery is crucial function of the humanitarian agencies. Further, the effectiveness of the aid delivery is key parameter in assessing the success of the humanitarian agencies in delivery of their mandates.

Discussion on aid effectiveness, either in development or humanitarian aid has been going for many decades and became a big concern as more and more actors get involved in delivery of aid in fragile economies and states. Many development and humanitarian assistance were subjected to criticism (Maxwell et al., 2008). The effectiveness of humanitarian aid continues to be a critical challenge. Aid volume is still increasing, but, there is frequent change in incentives, donor structure and fragmentation of aid. In fact, according to GHA (2013), humanitarian global funding has doubled from 2000 to 2013 with United States dominating the top 30 governments in terms of its contribution to humanitarian assistance over the past 10 years, giving one third of all humanitarian assistance over this period. While development aid is aimed for sustainable developmental projects, most of the humanitarian aid is aimed to respond to emergencies and crisis which have of huge social and economic negative impact on the victims. In this sense, humanitarian aid is aimed to safe live and restores the livelihoods of the affected victims (Roberts, 2010).

Walden, et al. (2010), indicated that major organizations including Oxfam and United Nations High Commission for Refugees (UNHCR) have adapted four benchmarks used in responding to humanitarian emergencies in delivering aid. These include: the speed and timelines and of the response in delivery of humanitarian aid, coordination of aid and finally the appropriateness of relief (aid) provided by the humanitarian aid delivery organizations. These three measures were used to measure humanitarian aid delivery effectiveness in this study as discussed in the subsequent sections.

The need for speed in aid operations is paramount (Steets, Hamilton, Binder, Johnson, Koddenbrock, & Marret, 2009). The speed of the humanitarian aid response determines how many lives can be saved during emergencies to achieve humanitarian goals (Benini, et al., 2009). However, research by Walton, Mays and Haselkorn (2011) indicated that perception of the speed of the response by the stakeholders plays critical roles in delivery of humanitarian aid.

Researchers also argued that speed in delivery of humanitarian aid is based on the premise that the victims cannot wait and urgency is of essence to effectively respond to emergencies that create humanitarian aid (Murray & Clarke, 2008; Benini, & Conley, 2007). According to Walton et al. (2011), organizations should be able to measure average response speed to reaching beneficiaries during humanitarian aid delivery. However, some scholars claim that achieving speed in disaster response requires trade-offs between speed and other factors such as quality, cost and coverage (Benini & Conley, 2007). The ability of the humanitarian agency to procure, transport, and receive humanitarian aid supplies at the site of humanitarian relief effort in critical factor in the speed of humanitarian aid after a disaster (Kovacs & Spens, 2007).

Studies of humanitarian aid delivery have indicated that complex humanitarian crises provide challenging setting for coordination (Stephenson & Schnitzer, 2006). Coordination of disaster assistance is critical for effective humanitarian aid operations (Moore, Eng

& Daniel, 2003). However, the coordination of relief in international humanitarian crises has long been viewed as troubled with problems of inadequate inter-agency coordination (Stephenson & Schnitzer, 2009). Research by Stephenson (2005) noted that, progress of the flow of resources among agencies and increases the accountability, effectiveness and impact of aid operations critically depend on the improvement of the level of coordination among humanitarian aid organizations. The coordination of aid delivery is demanding as it involves requirements typical of an emergency situation that include for example, high uncertainty and necessity for rapid decision making and response under resource constraints (Walden, et al., 2010).

There is lack of consistencies in the quantity; quality and appropriateness of relief distributed to the beneficiaries in humanitarian organization (Hofmann, et al., 2004). The major task that any humanitarian organization cannot deny is which humanitarian aid interventions are actually appropriate and which are justified as humanitarian responses in any situation (Levine, et al., 2011). There are various ways of helping affected populations. Cash grants can be provided, supplies can be donated, technical assistance given, food provided. The quality and appropriateness of the assistance are more important than its size, its monetary value or the rapidity with which it arrives (Cozzolino, 2012). One major challenge of aid effectiveness worth mentioning is the drop in aid which often occurs in the transition phase between the end of a humanitarian crisis and the beginning of development financing. According to Dodd, Schieber, Cassel, Fleisher and Gottret (2007), fragile states also present opportunities for donors, on average each US\$ 1 spent on conflict prevention generates over US\$ 4 in savings to the international community.

## 2.2. Team Effectiveness

A team is a building block of any organization. Consequently, effective teams are a pre-requisite for organizational success (Singh, & Muncherji, 2007). Research also suggests that leadership may be the most important element in whether teams succeed or fail (Meuse, 2009). Effective organisational leader in team effectiveness assumes flexibility, problem-solving skills, motivating organisational teams (Cacioppe & Stace, 2009). Review of literature of several studies indicated that, there are seven characteristics that create team effectiveness including coordination, communication, cohesion, decision making, conflict management, social relationships, performance feedback (Mickan & Rodger, 2000). In another research, team work, esprit de corps, team trust, recognition & rewards were used to measure team effectiveness. Finding from the research found that teamwork, esprit de corps, team trust and recognition and rewards has a significant positive effect on employee performance (Manzoor, HafizUllah, Hussain & Ahmad, 2011). Furthermore, Harvey, Millett and Smith (1998) outlined eight key factors which facilitate the effective teams including clear goals; provision of resources; accountability and responsibility; training and development; organizational support; decision making authority; rewards and effective leadership. Different groups of researchers have perceived criteria and measures of team effectiveness differently. Singh and Muncherji (2007) suggested that team effectiveness is a multi-faceted phenomenon. According to Ross, Jones and Adams (2008), team effectiveness consists of two overarching dimensions: team performance and team development. Team performance refers to whether and how well team tasks were accomplished, and team development refers to how well the team was maintained in accomplishing the team's tasks. In addition, Pin˜ a, Martı´nez, and Martı´nez (2008), suggested that three major dimension of team effectiveness developed by Cohen and Bailey (1997) that have been widely used. These are performance effectiveness (productivity, efficiency); attitudinal outcomes (satisfaction, commitment and trust in management); and behavioural outcomes that includes absenteeism, turnover or safety. A study by Ross, et al. (2008) on team effectiveness used performance, behaviour, attitude, team member style and corporate culture as an empirical measure of team effectiveness.

Meanwhile, Katzenbach and Smith (1993) came up with team basics model in which they come up with team commitment as the team members having specific goals, meaningful purpose and common approach. The authors further indicated that sufficient complementary skills, the understanding of the common purpose are well understood by the teams. In addition, there are team-oriented goals that clear, realistic, and measurable while the team have a well thought-out, articulated working approach. According to Lombardo and Eichinger (1995) to team support from the organization is the extent to which the leadership of the organization enables the team to perform. The authors argued that it does not matter how good a team is on trust, talent, teaming skills, and task skills, it must have the support from the organization and the leadership fit to be effective (Lombardo & Eichinger, 1995). This is shared by Lafasto and Larson (2001) who developed a model of team effectiveness in which they indicated that organizational processes and practices should able to promote clarity, confidence, and commitment in a team. Therefore this study used team commitment and team support to measure team effectiveness.

### 2.1.1. Team Commitment

To achieve effectiveness, team members need to work together to accomplish the task. Besides, valuable individuals must combine with the rest of the team members to become a source of competitive advantage (Reagans, Zuckerman & McEvily, 2004). According to Hackman (1993), work groups are referred to as teams when there is little or no interdependence, stability, clear boundaries, and clearly specified authority. Despite the influence that the best performer of a team may have on the rest of team members, it is expected that the effect of these others members on best performer contribution to the team are higher because of the high interdependence of teams (Torre-Ruiz, et al., 2013).

Humanitarian organisations' leaders need to develop their staff to become strategic thinkers within the context of their job responsibilities to shift from dependency to self-sufficiency in order to remain competitive and sustainable (Clark, 2012). The vision of the organization needs to be shared by the team who help define it and set goals that are owned by all and communicated well throughout the organization. According to Robbins (1993), team performance depends on two main components namely team member resources and team structure. Subramaniam, Ali and Shamsudin (2010), also indicated that effective management of aid delivery emergency situations requires collective and cooperative emergency teamwork from various emergency agencies. According to the

authors, emergency response preparedness teams who are effective are a critical element in any emergency management system for emergency mitigation efforts (Subramaniam, et al., 2010).

Study findings showed that effective team coordination increases performance (Marks, Mathieu, Alonso, DeChurch, & Panzer 2005). Further, a review of literature of previous research on effective teams showed that organizational teams with collectivist corporate culture, attitudes, behaviors were found to increase performance and productivity within the organization (McAtavey & Nikolovska, 2010). Moreover, data collected from 97 work teams in public organization showed that that interpersonal aggression in teams' negatively affects team performance and team viability (Aubé & Rousseau, 2011). Further, the authors showed that goal commitment exercises positively affect team effectiveness and performance. This finding is further supported by Peralta, Lopes, Gilson, Lourenco and Pais (2015) who reported that goal clarity and commitment within organizational teams increase innovation and performance. A study on from 64 teams from companies from different industries in Scandinavian and Dutch countries by Driedonksa, Geversb, and Weelec (2010) concluded that organization executives who focused on employee involvement, commitment, team composition, and team processes had better team and organizational performance outcomes. Therefore this study hypothesized that:

- H<sub>1</sub>: There is significant positive relationship between team commitment and humanitarian aid delivery effectiveness in Somalia

### 2.1.2. Team Support

Focus Contemporary research regarding team effectiveness has focused on the complex question of what makes some teams more effective than others (Zaccaro, et al, 2001). Evidence suggests that perceptions of team effectiveness are a reflection of the team member's skills and ability (Polychroniou, 2009). Therefore, people refer to effective when each individual member possesses the necessary skills and abilities to contribute to team success (DeOrtentiis, et al., 2013). Further, research findings indicate that the team leaders' interpretation of tasks assigned to the team also determine the effectiveness of the team (Zaccaro, et al., 2001).

Team effectiveness can be achieved when the leader of the organisation creates an atmosphere of change, create visionary ideas that stimulate and drive teams to work hard and deliver their objectives successfully. In regard to the above, organisational leader need to have the capacity to motivate team members to do more than normally expected (Polychroniou, 2009). Therefore, effective leadership represent the most critical factor in the success of organizational teams (Lorinkova, et al., 2013). According to their research, teams led by an empowering leader experience higher performance improvement due to the higher levels of team learning, coordination and empowerment, (Lorinkova, et al., 2013). Managers gather information, process and assimilate information, and recommend a decision, but the organisational leader' holds ultimate authority for the final decision (Olie, Iterson & Simsek, 2012).

Although an individual leader may have played a key role in terms of their organisational leader, and their relational skills in drawing people around them and putting together high-performing teams is critical (Smith & Scriven, 2011). According to the authors, leaders create environment in which others could contribute, motivated and encouraged to develop their potential (Smith & Scriven, 2011). Researchers like Sandwell (2011), indicated that humanitarian organizations are challenged by the short time scale of relief missions and high staff turnover rates while the humanitarian organizations involved in emergencies and the unpredictability of disasters that need effective and motivated teams.

Research findings by Ozaralli (2003), and Kuo (2004), showed that rewards and punishments have a positive impact on leadership satisfaction, organizational commitment, team effectiveness and individual and organizational performance. Research by Smith and Scriven (2011) also found that leaders in humanitarian organisations encourage their teams to take risks while they shoulder responsibility for risk-taking by their teams as well. Expert coaching is the responsibility of the leader to minimize obstacles in the path to success while facilitating progress within the team (Hackman, 1993). The lesser attention given to team coaching could simply mean that leaders underestimate the potential benefits of providing coaching assistance to their teams (Hackman & Wageman, 2005). Team-based approach to leadership is supported by a shared sense of purpose and ownership of issues at all levels of the organization. This concept suggests that leadership is a collective task based on shared decision-making and delegated authority (Apostu, 2013). Successful leaders engage people in facing the challenges of change, adjusting their priorities, and developing new habits of thinking towards changes and the external environment in which the organisation operates (Darling, Heller & Wilson, 2012). Beside, leaders create higher levels of engagement and ownership of organizational teams and results by understanding and meeting the needs of the employees and other stakeholders (Wang, Tsui, & Xin, 2011).

Chen, Wu, Yang, and Tsou (2008) investigated and found that diversified leadership roles influences team trust which in turn directly impacts team effectiveness. The author also found that team trust mediates the relationship between leadership effectiveness and team effectiveness. Stewart (2006) also revealed that enhanced team relationship leads to performance. For instance, the author, argued that autonomy and coordination within the team were associated with better performance, irrespective of the type of task accomplished by the team. Further, Zellmer-Bruhn and Gibson (2006) found positive associations between quality team members' relationship and performance. Goal and task interdependence of members of organisation teams has positive relationship with team effectiveness (De Dreu, 2007). Findings from a research by Manzoor, et al. (2011) indicated that teamwork, team trust and recognition and rewards have a significant positive effect on employee performance. However, in their study, teamwork was found to be the most significant variable having strong relationship with employee performance. The authors further recommended organization to adapt teamwork activities in order to enhance the employee performance. Kirkman, Rosen, Tesluk and Gibson (2004) revealed that team empowerment and support was positively related to team performance and customer satisfaction and thus organizational effectiveness. Furthermore, studies have concluded that type of leadership as an input that rives team effectiveness and processes such as coordination, commitment, support and team performance (Chen, Kirkman, Kanfer, Allen & Rosen, 2007). In addition, it was found that organizational-level performance can be contributed to team performance (Mathieu, Maynard, Rapp, & Gilson, 2008).

Consequently, effective teams are a pre-requisite for organizational success (Singh & Muncherji, 2007). Therefore, consistent with prior research studies, it was hypothesized that:

- H<sub>2</sub>: There is significant and positive relationship between team support and humanitarian aid delivery effectiveness in Somalia

### 2.3. *The Moderating Role of Environmental Complexity*

Complexity is defined as the measure multiplicity in environmental factors such as customers, suppliers, socio-political and technology in which the organization operates (Mason, 2007). Further, Baburoglu (1988) defined environmental complexity as increased environmental uncertainty and the unexpected changes of occurrences in an impermanent state. Any understanding of the role and performance of humanitarian leaders must incorporate the environment in which they work (Apostu, 2013). Today's international humanitarian organizations widely agree that they must improve the speed, quality and effectiveness of their humanitarian response. However, this goal has to be achieved against a backdrop of insecurity, scarce resources, climate change, lack of and access to infrastructure as well as increasing scrutiny from a wide range of stakeholders (Dickmann, et al., 2010). Besides, disasters and emergencies, security and poor infrastructure were taken as variables used to measure environmental complexities within Somalia in this study (Hofmann, et al., 2004; Bachelet, Mountain, & Amos, 2011; Hammond & Lee, 2012).

Somalia is a disaster prone country with drought, epidemics and floods as the main natural disasters affecting millions of Somali people. In addition to continuous conflict, frequent droughts, floods, has created situation of acute food security and humanitarian crisis, for large number of people on a regular basis. There have been subsequent droughts from year to year and major famines in 1995 and 1996 and between 1999 and 2002 and again 2005, 2006 and 2007 as well as 2011 (GHA, 2013). Floods are another major disaster that claim many lives and create humanitarian disasters. The Somali government does have strong capacity to support the Somali population with social amenities. By any measure, at current state, any crisis in Somalia is likely to drag on for some time, and millions of Somalis will be in dire need of humanitarian aid assistance for months if not years, strengthening the need for a long-term approaches and long-term pledge from the international community is inevitable (Bachelet, et al., 2011).

Aid agencies have unsurprisingly experienced the resistance and rigidities, including their exposure to insecurity and other risks to a degree that is unique, encouraging new efforts in security management (Collinson, et al., 2013). Meanwhile, staffs of the NGOs have been confined in fortified aid compounds, secure offices and residential complexes, alongside deterring security and travel procedures (Hammond & Lee, 2012). Security is indeed one of the most critical issues in humanitarian debates, considering the high risk of attack, kidnapping and assassination in many conflict-affected areas in Somalia. The radical Islamist group, Al-Shabaab has murdered, endangered and ousted many humanitarian workers, denying susceptible populations access to humanitarian aid assistance in areas they control (Bachelet, et al., 2011). Shifts in the dynamics of the complex political and security situation in Somalia have also put pressure to better options of delivering humanitarian aid assistance while reconsidering the nature and focus of international engagement in Somalia (Hammond & Lee, 2012).

Conflict and insecurity in many parts of the country forced humanitarian agencies to manage operations remotely from Nairobi or from some parts of Somalia which are partially secure. This have made difficult to accurately assess needs, control and monitor and follow-up on actions and aid delivered to larger part of constituencies mostly in south central Somalia for over ten years due to security reasons (Bachelet, et al., 2011). Metcalfe, Haysom and Gordon (2012) argued that insufficient, weak infrastructure presented operational challenges to the operations of humanitarian organization in fragile environment. Chakravarty (2011) indicated that infrastructural factors, such as the accessibility of a road network, airports, electricity, play a critical role in the performance of humanitarian operations especially logistics. For instance, the presence of airfields such as airports and airstrips close to the disaster locations will ease the supply of aid assistance. However, the situation is worsened by lack of effective governments in fragile economies which cannot repair road and other infrastructures after natural disasters before relief provisions can be delivered to the beneficiaries (Yan & Shih, 2009). In regard to the above, Kunz and Reiner (2012) carried out meta-analysis of humanitarian logistics research and revealed that the highest proportion of previous research studies, mainly focused on transports infrastructure that affects the delivery of humanitarian supplies. The environment in which team perform can positively or negatively affect team effectiveness (Ullah & Park, 2013). Research by Haleblan and Finkelstein (1993) showed that teams performed better in a turbulent environment than in a stable one with effective delivery. In addition, it was argued that organisational leader can be more influential in uncertain and changing work environments and work environment effects on employee performance (Imran, Fatima, Zaheer, Yousaf, & Batool, 2012). A study by Ching, Hoffman, Cao, Schniederjans (2014) on 433 technically from in USA and china showed significant positive moderating effects of environmental pressures on the relationship between institutional collectivism and organizational performance. In relation to the previous research studies discussed, it was hypothesized that;

- H<sub>3</sub> Environmental complexity significantly moderate the relationship between team effectiveness and humanitarian aid delivery effectiveness in Somalia

### 3. Methodology

This study used positivist approach as the data was collected objectively through a survey method and quantitative data analysed through statistical analysis to test research hypothesis with minimal interference of the researcher (Creswell, 2003). Sekaran (2000) suggested six guidelines in developing research strategy or design. These are mainly; purpose of the study, researcher extent within study, and type of the study, the time horizon, unit of analysis of the study and location or setting of the study. The authors argued that any research study must be able to point out research the six guidelines in the design process. For instance, the purpose of a study can be exploratory, descriptive, and hypothesis testing. Exploratory is preferred for new exploration; descriptive is used when

characteristics of the research need to be described; and hypothesis testing used to explore a problem using hypotheses (Sekaran, 2000). Therefore, the purpose of this study was hypothesis testing. Furthermore, a correlational research design was used to determine to what degree two variables are related, however, correlational research does not prove cause and effect relationship; rather, it indicated an association between two or more variables (Creswell, 2008).

The population was composed of 494 senior management members of international and national NGOs working in Somalia that were registered with Somalia NGO Consortium (Somalia NGO Consortium, 2014). This study adopted census for the quantitative components of this study (Onwuegbuzie & Collins, 2007). Self-administered questionnaires were used as data collection technique where the respondents read and record the responses without the presence of the interviewer or the researcher (Zikmund, 2003). A total of 37 scale items were used to measure the constructs in this study. Constructs have been operationalized using 7-point Likert scales, ranging from (1=strongly disagree) to (7=strongly agree). 7-Point Likert scale is more capable than 5-point Likert scale as it allows greater discrimination and finer differences between people (Colman, Norris & Preston, 1997).

## 4. Results

### 4.1. Demographics

The response rate was 78% (n=383) of the total population of 494 managers of which 35% were female and 65% male. 76% (n=290) of the respondents worked with international NGOs while 24% (n=93) worked with national NGOs.

### 4.2. Descriptive Statistics

#### 4.2.1. Humanitarian Aid Delivery Effectiveness

The score for humanitarian aid delivery effectiveness (HADE) was computed as the simple average of the scores of the sub-constructs; timeliness, speed, coordination and appropriateness of humanitarian aid response. Results indicated that the four subconstructs had an average score of more than 5 in the likert scale (7-point scale ranging from 1 referring to strongly disagree to 7 referring to strongly agree). Besides, timeliness of the aid response (THAR) has the lowest average score of 5.12 with standard deviation of  $\pm 1.25$ .

Furthermore, coordination of humanitarian aid response (CHAR) had the highest average score of 5.45 with standard deviation of  $\pm 1.13$ . The other variables; speed of humanitarian aid response (SHAR) and appropriateness of humanitarian aid response (AHA) had mean score of 5.33 (standard deviation of  $\pm 1.17$ ) and 5.17 (standard deviation of  $\pm 1.30$ ) respectively. The average mean score of HADE latent variable was 5.27 reflecting that respondents were agreeable to statement of each of the variables (Table 1). The average standard deviation of  $\pm 1.06$  showed that the respondents were not too much dispersed from their mean score. Furthermore, result of the reliability of the total observed variables used to measure the dependent constructs (HADE) using the Cronbach alpha was 0.895 which is higher than each of the stand-alone subconstructs.

ITEM	Description	N	Measure items	Mean	Std. Deviation
SHAR	Speed Of Humanitarian Aid Response	383	3	5.33	1.17
THAR	Timeliness of Humanitarian Aid Response	383	3	5.12	1.25
CHAR	Coordination of Humanitarian Aid Response	383	2	5.45	1.13
AHA	Appropriateness of Humanitarian Aid Response	383	2	5.17	1.30
<b>Average Score (Humanitarian Aid Delivery Effectiveness)</b>			<b>10</b>	<b>5.27</b>	1.06

Table 1: Descriptive Statistics of Humanitarian Aid Delivery Effectiveness

#### 4.2.2. Team Commitment

Team commitment (TC) was measured using nine observed variables using a 7 point Likert scale with 1 being strongly disagree and 7 being strongly agree. Results indicated that the highest mean rating of 5.76 ( $\pm 0.999$ ) for TR1 item while the lowest mean rating was 5.54 ( $\pm 1.148$ ) for CD2 item (Table 2). The average score for team commitment was 5.66 with as standard deviation of  $\pm 1.10$  showing that the respondents strongly agreed with the variables. In addition, the nine observed variables have a Cronbach alpha of 0.898 while the Cronbach alpha decreases when any item is deleted which showed the strength of each item measuring the sub-construct, team commitment (TC) as shown in Table 2.

Item	Description	N	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
RT1	My organization teams are able to cooperate of the team members to accomplish task	383	5.76	.999	0.889
RT2	My organization have teams that are able to remain together(stability) to accomplish results	383	5.70	1.095	0.885
RT3	The teams within my organization have clear boundaries of work	383	5.69	1.114	0.885
RT4	There is clearly specified communication and direction within the teams	383	5.63	1.159	879
CD1	The teams within my organization have clear and defined goals and objectives to accomplish	383	5.65	1.092	884
CD2	The teams within my organization are assigned challenging goals to accomplish	383	5.54	1.148	0.89
ES1	My organization leaders allocate relevant tasks to teams	383	5.66	1.126	0.888
ES2	My organization teams are composed of well experienced and skilled members	383	5.65	1.069	0.891
ES3	My organization teams have team norms and rules that guide them	383	5.62	1.114	0.887
<b>Average Score (Team Commitment)</b>			<b>5.66</b>	<b>1.10</b>	

Table 2: Descriptive Statistics of Team Commitment

#### 4.2.3. Team Support

Team support was measured using six observed variables using a 7 point likert scale with 1 being strongly disagree and 7 being strongly agree. The highest mean rating of 5.37 ( $\pm 1.285$ ) for SOC3 item while the lowest mean rating was 4.88 ( $\pm 1.519$ ) for CD2 item. The average score of the respondents' feedback for team support was 5.20 with as standard deviation of  $\pm 1.37$  indicating that the respondents agreed to the statement of the variables (Table 3). Besides, the six observed variables were precisely measuring team support (TS) as they have a Cronbach alpha of 0.880 and it decreases if any of the observed variables was deleted. This was an implication that the six observed items are precisely and accurately measuring team support (Table 3).

Item	Description	N	Mean	Std. Deviation	Cronbach's Alpha if Deleted
SOC1	My organization teams have adequate resources allocated to them	383	5.34	1.293	0.863
SOC2	My organization reward teams adequately	383	4.88	1.519	0.863
SOC3	My organization provide complete information to the teams	383	5.37	1.285	0.86
EC1	My organization leaders are able to identify which members of the team require help with tasks	383	5.17	1.437	0.847
EC2	My organization leaders are able to understand the factors that motivate the teams	383	5.18	1.397	0.856
EC3	My organization leaders are able to minimize team obstacles by providing the correct level of support	383	5.29	1.299	0.865
<b>Average Score (Team Support)</b>			<b>5.20</b>	<b>1.37</b>	

Table 3: Descriptive Statistics of Team Support (TS)

#### 4.2.4. Environmental Complexity

Environmental complexity (ENV) was measured using three sub constructs; disasters and emergencies (DE), insecurity (INS) and poor physical infrastructure (PPI) in a 7 point likert scale with 1 being strongly disagree and 7 being strongly agree. Insecurity (INS) had the highest mean score of 5.49 with standard deviation of  $\pm 1.47$  while poor physical infrastructure (PPI) had the lowest score of 5.46 with standard deviation of  $\pm 1.39$ . This indicated that insecurity poses more challenges than other variables when responding to humanitarian emergencies (Table 4). Reliability test using the Cronbach alpha of the seven observed variables measuring environmental complexity were found to be 0.830 which is was higher than the Cronbach alpha each of the stand-alone sub constructs.

Item	Description	Mean score	Std. Deviation
DE	Disasters and Emergencies	5.14	1.60
INS	Insecurity	5.49	1.47
PPI	Poor Physical Infrastructure	5.46	1.39
<b>Average Scores (Environmental Complexity)</b>		<b>5.36</b>	<b>1.49</b>

Table 4: Descriptive Statistics of Environmental Complexity

#### 4.3. Hypothesis Testing

Multiple regression analysis was conducted on the relationship between the predictor and the outcome variables. Result from multiple regression summary model showed that forty three percent (34.5%) of the observed variance in humanitarian aid delivery effectiveness was explained by three predictor variables ( $R^2=0.345$ , Adjusted  $R^2=0.342$ ) as shown in table 5.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 <sup>a</sup>	.345	.342	.85145
a. Predictors: (Constant), TC=Team commitment; TS=Team support				

Table 5: The Goodness-Of-Fit of the Relationship between the independent variables (TC; TS) and Humanitarian Aid Delivery Effectiveness (HADE)

Result on the overall significance of the model showed that the value of the F ratio = 100.245 ( $p<0.01$ ). This indicated that there was significant linear relationship between three independent variables and the dependent variable (Table 6).

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.348	2	72.674	100.245	.000 <sup>b</sup>
	Residual	275.486	380	.725		
	Total	420.833	382			
a. Dependent Variable: HADE=Humanitarian Aid Delivery Effectiveness						
b. Predictors: (Constant), TC=Team Commitment; TS=Team Support						

Table 6: The Overall Significance of the Relationship between the Independent Variables (TC; TS) and the Dependent Variable (HADE)

Results indicated that there was a statistically significant positive relationship between team commitment (TC) and humanitarian aid delivery effectiveness (HADE) ( $\beta_1=0.471$ ,  $t=7.586$ ,  $p<0.01$ ). Further, results on the relationship between team support (TS) and humanitarian aid delivery effectiveness (HADE) showed significant positive relationship ( $\beta_1=0.154$ ,  $t=3.034$ ,  $p<0.01$ ).

Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients (B)	t	Sig.
1	(Constant)	1.878	7.609	.000
	TC	.471	7.586	.000
	TS	.154	3.034	.003
a. Dependent Variable: HADE=Humanitarian Aid Delivery Effectiveness				
b. Predictors: (Constant), TC=Team commitment; TS=Team Support				

Table 7: The Coefficients Significance of the Relationship between the Independent Variables (TC; TS) and Dependent Variable (HADE)

In summary, this study supported the hypotheses that there was a statistically significant positive relationship between the three independent variables (team commitment, and team support) and humanitarian aid delivery effectiveness (HADE) (Table 7).

#### 4.4. The Moderating Role of Environmental Complexity

Moderated regression analysis was performed to test the moderating effect of environmental complexity on the association between the components of team effectiveness and humanitarian aid delivery effectiveness. The moderating effect was computed by use of hierarchical multiple regressions by testing the main effects of the independent variable (team effectiveness) and moderator variable (environmental complexity) on the dependent variable (humanitarian aid delivery effectiveness) in the first model. Secondly, the interaction between team effectiveness and environmental complexity was included in the model to test the change in variance. However, the significance of the independent variable and the moderator variable was not particularly relevant in determining moderation. In this case, moderation is assumed to take place if the interaction between team effectiveness and environmental complexity was significant.

A single item indicator representing the product of the team effectiveness (TE) and environmental complexity (ENV) was formed to create an interaction term (TE\*ENV). The results (Table 8) showed that team effectiveness (TE) and environmental complexity (ENV) explained 38.8% of the variation in humanitarian aid delivery effectiveness ( $R^2=.388$ ) in the first model. Under change statistics (Table 8), the results revealed that the  $R^2$  change increased by 0.01% from .388 to .389 ( $R^2$  change=.001) when the interaction variable (team effectiveness [TE] \* environmental complexity [ENV]) was added. However, the change was not statistically significant at  $\alpha=.05$  ( $p$ -value=.0443).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.623 <sup>a</sup>	.388	.384	.82351	.388	120.270	2	380	.000
2	.623 <sup>b</sup>	.389	.384	.82396	.001	.591	1	379	.443
a. Predictors for model 1: (Constant), TE= Team Effectiveness; ENV=Environmental Complexity									
b. Predictors for model 2: (Constant), TE= Team Effectiveness; ENV=Environmental Complexity; TE*ENV= Interaction between team effectiveness and Environmental complexity									

Table 8: The Goodness-Of-Fit of the Hierarchical Multiple Regression Model

The results showed statistically significant regression coefficients for team effectiveness ( $\beta=.042$ ,  $p\text{-value}=.00$ ) indicating that there was a linear dependence of humanitarian aid delivery effectiveness on team effectiveness. Further result also showed significant relationship between the environmental complexity and humanitarian aid delivery effectiveness with ( $\beta=.047$ ,  $p\text{-value}=.00$ ). Besides, the moderating effect of environmental complexity on relationship between team effectiveness and humanitarian aid delivery effectiveness was tested (Table 9). The result indicated that the interaction variable between environmental complexity and team effectiveness (TE\*ENV) was not significant at  $P<0.05$ , indicating ( $\beta_1=0.000$ ,  $t=-.769$ ,  $P=.443$ ). This implied that environment complexity does not moderate the relationship between team effectiveness (TE) and humanitarian aid delivery effectiveness (HADE).

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.931	.301	3.092	.002
	TE	.526	.042	12.416	.000
	ENV	.281	.047	6.005	.000
2	(Constant)	.939	.301	3.117	.002
	TE	.527	.042	12.427	.000
	ENV	.280	.047	5.979	.000
	TE*ENV	.000	.001	-.769	.443
a. Predictors for model 1: (Constant), TE= Team Effectiveness; ENV=Environmental Complexity					
b. Predictors for model 2: (Constant), TE= Team Effectiveness; ENV=Environmental Complexity; Interaction between team effectiveness and Environmental complexity					

Table 9: The Coefficients Significance of the Hierarchical Multiple Regression Model

## 5. Discussion

This study examined the relationship between team effectiveness and humanitarian aid delivery effectiveness. Review of literature of several studies showed that coordination, communication, cohesion, decision making, conflict management, social relationships, performance feedback as critical characteristics that create team effectiveness (Mickan & Rodger, 2000). However, this study showed that team cooperation, stability, teams with clear boundaries, clear direction within the teams, clear and defined challenging goals, and allocation of relevant tasks, team composition (experienced and skilled members) were found to be the critical factors that contribute and enhance team commitment within humanitarian organisations in delivering humanitarian aid.

Organisational leaders who adequately allocate resources, adequately reward, share information, support individual members, motivating teams and minimizing team obstacles by providing the correct level of support were found to effectively create effective teams in their organisations. This constructs were based on other empirical studies which argued that it does not matter how good a team is in terms of trust, talent, teaming skills, and task skills, it must have the support from the organization and the leadership fit to be effective (Lombardo & Eichinger, 1995; Lorinkova, et al., 2013; Zaccaro, et al., 2001; Manzoor, et al., 2011). Contrary to the previous studies, results of this study indicated that team formation with short term tasks and deliverables happen more when responding to humanitarian emergencies. This was to make sure than delivery of humanitarian interventions are done faster when teams of multiple skills and professions such as finance, programmes, procurements, administration are put together to carry out a project in order to respond to certain emergencies.

An organization's human resources are considered to be one of the main sources of competitive advantage (Torre-Ruiz, et al., 2013). Effective leaders are able to lead teams effectively to realize organization goals. This study hypothesized that team effectiveness positively influences humanitarian aid delivery effectiveness. It is argued that being an effective leader means understanding the nature of leading teams effectively to realise organisational performance (Meuse, 2009). While previous studies showed positive relationship between relationship between team effectiveness and organisational performance, this study investigated the relationship between team effectiveness and humanitarian aid delivery effectiveness. Results from this study showed that team effectiveness positively influences effectiveness of humanitarian aid delivery. Further, qualitative study by Subramaniam et al. (2010) argued that effective management of aid delivery emergency situations requires collective and cooperative emergency teamwork from various

emergency agencies. This study expounds through quantitative data and reveals that team commitment and team support by the organisational leaders within organisations influence effective delivery of humanitarian aid.

## 6. Conclusions

Team commitment and support increases team effectiveness within humanitarian aid organisations in Somalia. This study concluded that team cooperation, stability, teams with clear boundaries, clear direction within the teams, clear and defined challenging goals, and allocation of relevant tasks, team composition (experienced and skilled members) as important factors that contribute and enhance team commitment within humanitarian organisations in delivering humanitarian aid. Leaders' interventions in supporting teams by providing direction, inspiring staff, mobilizing new resources while still maintaining a clear organizational identity, and promoting shared values led to effective teams and organisations.

This study also concluded that leadership support through coaching and mentoring programs enhances team effectiveness. Further, creating supporting environment from the organizational context enhances team effectiveness. Organisational leaders who adequately allocate resources, adequately reward, share information, support individual members, motivating teams and minimizing team obstacles by providing the correct level of support can effectively create effective teams in their organisations. Effective leaders are able to lead teams effectively to realize organization goals.

## 7. Recommendations

Organizations are driven by people and thus effectiveness of the teams is crucial for organizational performance. In reference to the findings and conclusions on the influence of team effectiveness on humanitarian aid delivery effectiveness, it is recommended that humanitarian organizations should create and foster commitments within teams and give organizational and leaders support to the teams to realize effectiveness. Although the findings of this study were useful, it had limitations based on the methodology, scope and gaps left in the discussion. Based on these limitations, several suggestions for further research were recommended. The data collected for this study was cross-sectional; longitudinal data will be needed in the future to investigate how team effectiveness would influence effective delivery of humanitarian aid. Meanwhile, this study focused only on top management of the humanitarian organizations and therefore future research is recommended on lower level staff or both top management and staffs to compare if the results would differ significantly.

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