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Collaborative Management and Performance of Real Estate Companies in Enugu Metropolis, Enugu State, Nigeria.

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ABSTRACT

The study investigated collaborative management and performance of real estate companies in Enugu Metropolis in Enugu state. The objectives of the study were to establish the extent to which leadership role is impacted on team commitment, identify the relationship between inter-organizational innovation and employee performance. The study adopted the survey design method and the sample size for the study was determined using Freud and William's formula and sample size of 233 was selected from a population of 4541. The study made use of primary and secondary data sources while primary data were collected through copies of structured questionnaire on a 5 point Likert Scale format while analyses were represented in tables and percentages. The hypotheses were tested using simple linear regression and Pearson product moment correlation coefficient. The study concludes that the importance of collaborative management strategy and real estate companies' performance justified their importance as a tangible asset in promoting and managing project performance. The findings revealed that there was a significant positive relationship between leadership role and team commitment ($r = 0.674$; $p < 0.05$) in the real estate companies; while it was discovered that inter organizational innovation positively affected the project employee performance ($r = 0.665$; $p < 0.05$) in the real estate companies. The study recommends among others that mechanisms should be adopted in encouraging collaborative efforts as collaborative advantage attained positively and significantly affected the employee interpersonal integration in the real estate companies
Keywords: Collaborative Management, Management, Performances.

INTRODUCTION

Collaboration management is a technique that describes various management philosophies that enhance and promote a sense of unity and teamwork among various stakeholders within a business organization. This management style allows managers to combine their strength with the strength of other team members thereby ensuring that they collectively offset and mitigate available weaknesses of other team members. Collaboration management strategy is a rational plan in which managers contribute to operations and also create an enabling environment for view expression and contributions which positively increase the quality and reliability of shared information towards organizational success and progress. The degree of participation enhances commitment to the strategy and improvement on organizational goal attainment [1].

Collaboration management argues that motivating people and companies is fundamental to business success. In the activities that matter most in today's economy; design, development marketing, sales, and projects would be difficult to be defined. Setting up business activities to get the results requires strategic challenge. In industries, it requires new ways of working with partners that break down traditional company boundaries and establish new roles and relationships which enables business to grow rapidly and achieve superior profits [2].

Firms increasingly face competitive pressures related to rapid and continuous adaptation to a complex, dynamic and highly interconnected global environment. Pressing challenges include keeping pace with shorter product life cycles, incorporating multiple technologies into the design of new products, creating products and services with customers and partners and leveraging the growth of scientific knowledge in many sectors [3]. Businesses have shown themselves to collaborate as to compete. Many businesses are actively on the lookout for opportunities for collaboration. [4] believes that collaboration management is a very important strategic option to actualize a business prospect in a veritable manner.

In this light, organizations under a collaborative management need to define their structures and operational actions. Collaboration management strategy has been seen as a useful theoretical mechanism when applied to joint activities of organizations. It is expressed as people's aspirations to come and act together. Enhancing the capacity of another organization requires sharing responsibilities, resources and risks. Collaborative management inspires and creates strategy developments, with the establishment of a series of collaborative schemes such as partnerships, strategic alliances, formal and informal networks. The formation of operational framework for collaborative organizations explores collaborative strategy. In collaborative management strategy, organizations in operation is the relationship between the organization, its environment (external and internal), and the strategy chosen for implementation.

[5] refers to collaborative management as the strategic partnership specifically between a young, entrepreneurial firm and an established firm such as a Multinational Corporation. Collaborative innovation combines the strengths of these two firms at uniquely different stages of business to discover and commercialize new technologies, products and services efficiently. At its best, collaborative innovation promotes long term economic growth and regional competiveness. A strategic alliance involves at least two partner firms that: (1) remain legally independent after the alliance is formed; (2) share benefits and managerial control over performance of assigned tasks; (3) make continuing contributions in one or more strategic areas such as technology or products.

In collaboration management strategy, teams are increasingly becoming the primary means for organizing work in the multinational corporation [6]. Most activities of the organization require at least some degree of co-ordination through the operation of group and team work. [7] further explains that an understanding of the nature of groups is vital only when the manager is to influence the behavior of the employees in work situation. The manager must be aware of the impact of groups and teams and their effects on organizational performance.

[8] stated that team building is one of the key imperatives for a successful organization. Team building is known as one aspect of organizational development strategy that makes or helps multinational corporations to be successful. [9] explains that collaboration management in the workplace is when two or more people (often groups) work together through idea sharing and thinking to accomplish a common goal. It is simply teamwork, taken at a higher level. Teamwork is often physical joining of two people or a group to accomplish a task. With the changes and advancement in technology, such as highly speed internet, web based program, file sharing email and video conferencing, collaboration has become a more productive way of doing things. Collaboration management in the workplace incorporates teamwork and several other aspects, such as rethinking and brainstorm ideas to provide solutions, a strong sense of purpose and equal participation. The need to fill the gap associated with collaboration management necessitated the study in South-South, Nigeria.

OBJECTIVES OF THE STUDY

The aim of the study is to examine collaborative management and performance of real estate companies in Enugu Metropolis, Enugu state. The specific objectives of the study are to:

i. Establish the extent to which leadership role is impacted on team commitment in the real estate companies.

ii. Identify the relationship between inter-organizational innovation and employee performance in the real estate companies.

Research Questions

The following research questions guided the study. They are in line with the aims and objectives. They are;

i. To what extent does leadership role have an impact on team commitment in the real estate companies?

ii. What is the nature of the relationship between inter-organizational innovation and employee performance in the real estate companies?

Research Hypotheses

To achieve the objectives of this study and provide answers to the research questions, the following hypotheses have been formulated to guide the conduct of the study:

Hi Leadership role positively has an impact on teamwork commitment in the real estate companies.

Hi There is significant relationship between inter-organizational innovation and employee performance in the real estate companies.

Conceptual Framework

Concept of Collaboration Management Strategy

Collaboration is the mutual engagement of participants in a coordinated effort to solve a problem together. Collaborative interactions are characterized by shared goals, symmetry of structure, and a high degree of negotiation, interactivity and in interdependence. Interactions producing elaborated explanations are particularly valuable for improving employee behavior [10]. Collaborative management strategy is a term that is used to describe various management techniques that promote a sense of unity and teamwork among managers and supervisors within a business organization. This management style allows managers to combine their strengths with the strengths of other members of the team, making it possible to collectively offset any weaknesses that may be found among the team members. Collaboration management inspires and creates strategy developments, with the establishment of a series of collaborative schemes such as partnerships, strategic alliances, formal and informal networks. The formation of operational framework for collaborative organizations explores collaborative strategy. The organizational strategy is the intellectual process of formulating ideas that pursue the organization's aims and objectives [11]. In collaborative management strategy, organizations in operation is the relationship between the organization, its environment (external and internal), and the strategy chosen for implementation. The organization can be supported by external advisors e.g. governmental staff which guide on and evaluate the organization's function. Professional help by support staff normally on administrative matters can be regarded as essential. The fact that a collaborative treats its members in equal terms can be seen by the position of the political and managerial strategic group in relation to advisors and staff. They form a straight line, which reflects the networking character of the collaborative organization. Factually, there is no managerial apex in this type of organization. The assembly constitutes the highest possible decision making body having a say on crucial matters like the economic, social and political planning of the organization.

Collaborative Management Leadership

[12] defines leadership as the capability to successfully manage change in organizations. The way one manages is to some extent contextual and influenced by the environment. The environment our future leaders have to operate in is quite different from what were used to in the previous decade. Leadership styles needs adaptation. Leadership is considered to be a key attribute of successful management, whether it is in the private or public sector. Research on leadership has come up with multiple variants of leadership [13], ranging from traditional "command and control" leadership; become a global learner [14]. This broad and frankly speaking often incoherent if not contradictory literature on leadership does not help in defining how young high potential managers can be prepared to rise up to the leadership challenge in the professional world. The best approach is to develop these young high potentials to become effective innovators and managers of change [15]. Management is about coping with complexity; leadership is about coping with change [16]. But providing leadership in order to manage change is to some extent contextual. It is dependent on the culture in which one operates [17].

Effective leadership in the current climate requires collaboration, listening, influencing and flexible adaptation, rather than command and control. [18] emphasize that collaborative leadership can be employed in almost any situation, and is practiced in some businesses with great success, but is seen more often in community coalitions and initiatives, in community based health and human service organizations, or in alternative. Collaborative management leadership is an increasingly vital source of competitive advantage in the highly networked, team-based, and partnership-oriented business environments. Yet, few leaders have been trained to lead collaboratively, especially those at more senior levels who climbed the organizational ladder in a different era [19].

Collaboration management is a purposeful relationship in which all parties strategically choose to cooperate in order to achieve shared or overlapping objectives. [20] explains that the success of collaboration depends on one or more collaborative leaders' ability to build and maintain these relationships. Collaboration is very similar to, but closely aligned than cooperation. Most collaboration management requires leadership, although the form of leadership can be social within a decentralized and egalitarian group [21].

Collaborative leadership is a management practice which is focused on the leadership skills across functional and organizational boundaries [22]. [23] identify the basic task of the collaborative leader as the delivery of results across boundaries between different organizations. Getting value from difference is at the heart of the collaborative leader's task. The leaders have to learn to share, control, and to trust a partner to deliver, even though that partner may operate very differently from themselves.

Collaborative Management Innovation

Innovation is defined as the successful commercialization of novel ideas, including products, services, processes and business models. It is a critical component of economic growth [24]. The importance of innovation as a driver of growth and competitiveness has and will continue to increase. Innovation drives growth in two connected and complementary ways: by introducing new and improved products or services that tap into existing or latent demand in the market, thereby creating additional value for firms and consumers; and by increasing the productivity of firms employing such innovations.

Innovation is more than a strategic priority of multinational companies (MNCs), but innovation has changed in its making, unfolding and localization [25]. The part played by subsidiaries in the development of innovation has grown. The various subsidiaries allow MNCs to target specific local needs while facilitating relationships with geographically close partners.

Collaborative management innovation is a way in which young firms and incumbent players complement one another mutual benefit. It is an important and valuable strategy for young firms to scale within the globe and collaborate with larger, established firms to access a variety of financial and organizational resources. Similarly, established firms seeking to improve their external innovation capabilities can take advantage on the different perspectives, approaches and risk outlooks of young firms. Young, dynamic firms are often structured around the development of truly novel and potentially disruptive products and services, while established firms have deep-rooted processes and value networks. Collaborative innovation partnerships can exploit these complementary capabilities.

[26] explains that collaborative management innovation is the big idea that needs to shape up with actionable items, allowing players across the value chains to participate in the emergency of new collaborative business models. Anchored in solid foundations of entrepreneurship, collaborative innovation is the engine of modern, agile organizations capable of creating new capacity, which can pioneer radical new ideas while testing the limits of markets. Collaboration is the true best friend of growth.

Collaborative management innovation is the strategic partnership specifically between a young, entrepreneurial firm and an established firm such a multinational corporation. Collaborative innovation combines the strengths of these two firms - at uniquely different stages of business to discover and commercialize new technologies, products and services efficiently. At its best, collaborative innovation promotes long-term economic growth and regional competitiveness. In addition to combining the strong suits of each firm, collaborative innovation allows for compensation of each company's weak points. From the young firm's perspective, the value of collaborative innovation lies in addressing one of the greatest obstacles for entrepreneurs scaling up. Partnering with an established firm can solve the problem by allowing startups to gain access to resources, capital and markets as well as others experience in scaling a product or service. For the established, on the other hand, collaborative innovation brings creative entrepreneurial ism to complement the company's management expertise, brand strength, and reputation in order to expand existing markets and create new ones.

Collaborative management innovation is multi-disciplined, open and global. Collaborative management innovation is the new imperative because of a fundamental market shift. All markets by their very nature exist to promote win-win interactions. The interactions are motivated by the premise that entities that interact will be better off after interacting than they were before; that is, interactions for both entities result in value creation, also known as value-co creation [27].

Managing Collaborative Innovation Successfully

[28] submits that collaborative innovation relationships are highly sensitive to the unique situation of each participating company and stakeholder. There are a

number of common challenges that both young and established firms around the world experience when collaborating, and a set of corresponding principles and strategies to improve the chances of success. The model for managing collaborative innovation consists of three layers: Prepare, Partner and Pioneer.

- Prepare: The preparation layer lays the critically important and often overlooked foundation for collaboration and involves defining objectives, finding the right partners, preparing both organizations culturally and through incentives to support collaborations, and connecting with the right potential partners.
- Partner: The partnering layer focuses on negotiating and tailoring the projects with partners to ensure that the benefits, risks and governance aspects are adequately defined.
- Pioneer: Finally, a pioneer layer ensures that partnerships adapt and thrive for the mutual and sustained benefits of all parties as they are executed and as the context changes.

External Environment

Organizations exist within certain contexts or environments that facilitate or impede their performance, key factors in the policy or regulatory environment, and in the economic, political socio- cultural environmental and technological contexts, effects how the organization does its work, or the work it does [29].

Internal Motivation:

Internally, performance is driven by the organizations motivation to perform which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature of how the organization competes, and the degree of involvement of internal stakeholders in decision, making processes [30].

Performance is driven in part by organizational capacity, which is understand as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management and inter institutional linkages IDRC. Each of these seven capacity areas may be described in sub-components as for example, in the organizations strategic leadership capacity which is understood as its structures, governance, leadership, strategic, plans and niche Management, Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations – refered to as Inter – Institutional Linkages [31].

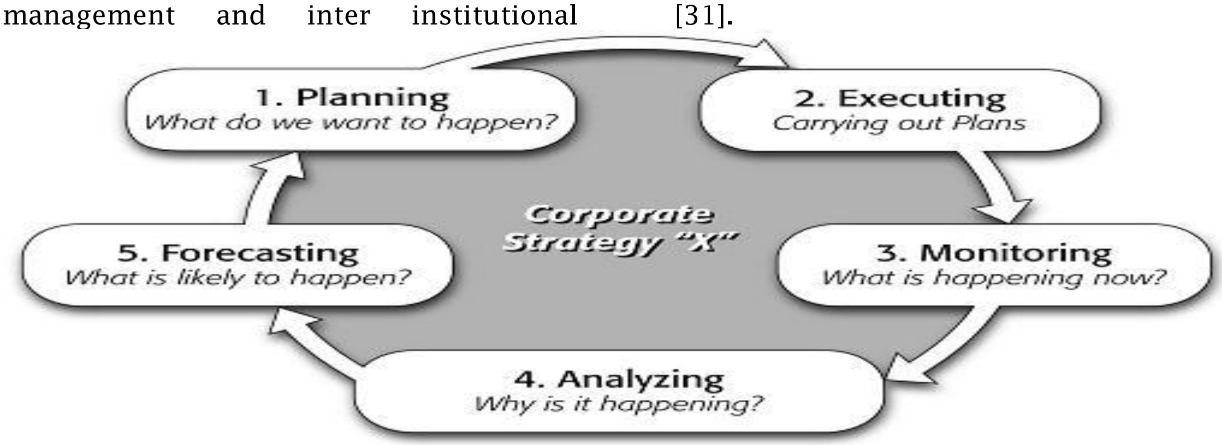

Figure 1: The Performance Management Cycle.
Source: [12] *The Strategy Process*, Harlow, Prentice Hall.

Similar to our fitness program, where progress is monitored and analyzed in areas such as weight loss or number of repetitions for a given exercise, *performance management* involves monitoring key performance indicators (KPIs) that measure whether an organization is meeting its objectives and overarching strategy. A KPI in this sense is a measure defined by a business that allows for observation of actual values, as they may emerge from *line-of-business (LOB)* applications and their comparison to established targets (or budgeted values). If a KPI reveals an actual value that deviates too far from (or in many cases, closely approaches) a pre-defined target, then further analysis is warranted [32].

Discoveries made during analysis should help us plan our next steps, set new (or adjust existing) expectations, and predict what may happen based on our decisions. In larger organizations, data from multiple LOB systems are often centralized within "a single version of the truth" *business intelligence (BI)* system to optimize KPI monitoring, detailed analysis, and performance reporting. BI systems often (but not always) consist of several layers that work together, helping businesses to:

- Integrate and refine data from a variety of applications, systems, and documents into a centralized data mart or data warehouse.
- Analyze refined data to gain insight into current performance (monitoring KPIs), potential causes for specific KPI variances (or deviations of actual values from target values).
- Report past, current, or forecast conditions to stakeholders.

The goal of a BI system is to ultimately help business people make better, faster decisions. Classically, such decision-making has occurred at higher levels of an organization and been limited to a relatively small number of individuals

Theoretical Framework

In the theoretical framework, four theories have been considered. They include: the Performance Theory of Organizations, the Resource Based View theory, stakeholders view theory and the Knowledge Based View theory.

Performance Theory of Organizations

The Performance theory of Organizations propounded by [33] was initiated to form a framework that can be used to explain performance improvements. The theory states that for organizations to perform involves the production of valuable results. In line with the theory, a performer can be an individual or group of people engaging in a collaborative effort. Organizations that crave for improved performance must initially seek for valuable information and generate competitive intelligence on those organizational variables that are rationally related to performance.

The theory of performance has a high value and worth for organizations that engage in the act of competitive intelligence that brings about an increased organizational performance. In the view of Elgar, worthy accomplishments are produced from high level performance. The theory of performance is very useful in exploring a manager who advances in his level of achievements. As a manager enhances level of performance, he is able to organize people and resources more effectively and achieve high quality results in a shorter time with a positive effect and influence on the attainment of organizational set goals. The study is anchored on the performance theory of organizations by [34]. The theory submits that organizations that attains a higher level of performance produces results such as; increase in the quality of products and services, decrease in operational and production costs, increase in capability, increase in knowledge, increase in skills, increase in identity, influential among competitors and motivation. The theory re-affirms that the performance of an organization is largely dependent on its ability to optimally utilize human skills and abilities.

Empirical Review

The study reviewed the work of other authors in line with the objectives. [35] studied the two facets of collaboration; cooperation and coordination in strategic alliances. Previous research has emphasized cooperation, and specifically the partners' commitment and alignment of interests, as the key determinants of collaborative success. Scholars have paid less attention to the critical role of coordination; that is the effective alignment and adjustment of the partners' actions. To address this imbalance, there was need to conceptually disentangle cooperation and coordination in the context of inter- organizational collaboration and examined on how the two phenomena played out in the partner selection, design and post-formation stages of an alliance's life cycle. A coordination perspective helps to resolve some empirical puzzles, but it represents a challenge to received wisdom grounded in the salience of cooperation. However, the coordination perspective offered more than further justification for some cooperation based predictions. It could transcend the simple dichotomies of equity vs non contractual items in prior research from cooperation perspective; provide greater insight into the specific coordination mechanisms actually used in alliances. The coordination perspective can shed light on some puzzling contradictions within the cooperation perpective, such as the paradox of simultaneous increase in trust and contractual complexity in some repeat partnerships [36]. The findings appeared to conflict with the predictions of sociologists and social psychologists that increased trust arising from repeated interactions that would reduce the need for contractual safeguards [37]. This anomaly could be explained by the fact that in turn reduces coordination costs which is subsequently reflected in looser contracts. In support of such an argument, a separate analysis of cooperation and coordination-related contractual clauses reveals that only the later increase in number with partner-specific experience [38]. As a result, it is likely that partner' cooperation and coordination experiences have distinct effects on design choices and promising venues for research.

Research Methodology

Research Design

For the purpose of this study, a survey research design method was adopted. A survey research unveils, interprets, synthesizes and integrates this data and identifies implications and their relationships. Although the survey is quite primitive in research nature, they are more realistic than experimental research method, in the sense that investigations of phenomena are conducted in natural setting

.

Sources of Data

The data used for this research was obtained specifically from two sources namely: primary and secondary sources.

Primary Sources of data

Primary data were obtained from direct observation of events, manipulation of variables, and contrivance of research situations including performances of experiments and responses to questionnaires. In collecting primary data for this study, copies of structured questionnaire were used to elicit responses from the respondents.

Secondary Sources of data

The secondary sources involved the use of existing materials for the purpose of contributing their quota in providing a solution to the problem under study. The materials used for extracting secondary data for the study include journals, magazines, periodicals, textbooks and the internet.

Population of the Study

The population of the study consists of Management staff and junior staff of the real estate companies that were studied. The breakdown is as follows;

Table 1: The population of the study consists of Management staff and junior staff of the real estate companies

Real Estate Company	Management staff	Junior staff	Total
Elim Estate (COPEN)	920	1753	2673
Heliu Residences and Estates Limited	293	598	891
Enugu Lifestyle and Golf City (Centenary City)	157	403	560
Mezue Associates Limited	84	237	321
Frank Maluze and Associates Limited	23	74	97
Total	1477	3064	4541

Source: Human Resource Department of Organizations of the Study, 2021.

Determination of Sample Size

Based on the above population, the sample size for the study was determined using Freud and William's formula. This formula is used where the population size for the study is known.

$$n = \frac{Z^2Npq}{Ne^2 + Z^2pq}$$

n = Sample size
N = Population
P = Probability of Success
q = Probability of Failure
E = Significant level
Z = standard error of mean
e = 0.05
n = ?
N = 1095
p = 0.8
q = 0.2
Z = 1.96

$$n = \frac{(1.96)^2 4541\ (0.8)(0.2)}{4541\ (0.05)^2 + 1.96^2(0.8)(0.2).}$$

Hence the sample size for the study is 233

Table 2: Breakdown of the size

Real Estate Company	Population	Questionnaire
Elim Estate (COPEN)	2673	150
Heliu Residences and Estates Limited	891	50
Enugu Lifestyle and Golf City (Centenary City)	560	32
Mezue Associates Limited	321	16
Frank Maluze and Associates Limited	97	5
Total	4541	233

Source: Researcher's computation, 2021

Instrument for Data Collection

The real estate companies were grouped into different administrative cadre and both Management and junior level cadres were included. Data for the research work were collected from relevant sources using copies of questionnaire.

Questionnaire Design and Administration

The questionnaire was drawn for easy comprehension and to elicit factual as well as interpretive information. The copies of questionnaire weredesigned using the 5 point Likertscale format questions on the subject matter. Thus, most of the questions simply required respondents to tick (V) against the appropriate scoring scale of 1-5 with 5 =Strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagree.

Validity of the Instruments

In this study, the major research instrument that is the questionnaire was tested in all relevant aspects of validity. The content was tested by sending the questionnaire to some experts for vetting to determine whether it can elicit the appropriate responses for which it was designed and whether it adequately and exhaustively covers the scope and dimension of the subject of the study. Correction and suggestions received were reflected in the final design of the questionnaire.

Reliability of the Instrument

The reliability of a research is based on the consistency in results obtained after repeated investigations. To achieve this, the study makes use of Spearman ranking correlation coefficients. This involves examining the, correlation of two responses. A correlation above 0.5 indicates reliability while a correlation coefficient below 0.5 indicates no reliability.

Method of Data Analyses

The data obtained is presented in frequency tables and corresponding values expressed in percentages. The interpretations were done accordingly based on the result of the analysis. Hypotheses 1 and 2 were tested using simple linear regression while hypotheses 3 and 4 were tested using Pearson product correlation. All the hypotheses were tested at 5% error using Statistical Package for Social Sciences (SPSS, version 20)

Decision Rule

Reject Ho if p-value is < 0.5
Accept Ho if p-value is > 0.05

Data Analyses and Presentation

Distribution and Return of Questionnaire

A total of two hundred and thirty-three (233) copies of the questionnaire were prepared and distributed to the respondents from the five selected real estate companies in Enugu state, Nigeria. Out of the above number, a total of two hundred and twenty - three were properly completed and returned. None was rejected by the researcher. Therefore, the researcher based her analysis on the total number of 223 copies of questionnaire duly completed and returned. The table below shows the questionnaire attribution and collection schedule.

Table 3: Distribution and Return of the Questionnaire

Real Estate Companies	No. Distributed		No. Returned		No. Not Returned	
	Senior	Junior	Senior	Junior	Senior	Junior
Elim Estate (COPEN)	47	90	44	88	3	2
Heliu Residences and Estates Limited	15	31	15	29	-	2
Enugu Lifestyle and Golf City (Centenary City)	8	21	8	19	-	2
Mezue Associates Limited	4	12	4	11		1
Frank Maluze and Associates Limited	1	4	1	4	-	-
	75	158	72	151	3	7
Grand Total	233		223		10	

Source: Researcher's field survey, 2021

Table Outcome of the Survey 3

Table 3 shows that out of a total of 233 questionnaires administered 223 (96%) of the distributed copies of the questionnaire were returned; 10 (4%) were not returned, and 0% copies were rejected. Percentage presentation of response rate for questionnaires returned and non-response rate for questionnaires not returned are computed thus:

Percentage of number Returned $\frac{223 \times 100}{233} = 96\%$

Percentage of number not Returned $\frac{10 \times 100}{233} = 4\%$

Descriptive Analysis of Research Question One to Three

Answers to Research Question one: To what extent does leadership role affect team commitment in the real estate companies? Questionnaire items 1 to 3 were designed to provide answers to the relevant research questions. Reactions from respondents were analyzed as follows:

Table 4: To what extent does leadership role affect team commitment in the real estate companies?

	Real Estate Companies											
	Elim Estate (COPEN)		Heliu Residences and Estates Limited		Enugu Lifestyle and Golf city (Centenary City)		Mezue Associates Limited		Frank Maluze and Associates Limited		Freq.	Percentage (%)
ng	or	r	or	r	r	r	r	r	r	r		
S. Agree	15	25	2	5	1		1	5		2	60	27
Agree	10	30	7	10				2		2	69	31
Undecided	15	20	5	9	7		2	3			66	29
Disagree	3	5		3							11	5
S. Disagree	1	8	1	2			1	1			17	8
Total	44	88	15	29	8		4	11		4	223	100

Source: Researcher's Field Survey, 2021.

Table 4 showed that 60(27%) and 69(31%) of the respondents strongly agreed and agreed respectively that there is a relationship between leadership role and team commitment in the multinational projects 66(29%) were undecided while 11(5%) and 17(8%) disagreed and Strongly disagreed respectively with this statement.

Table 5: Responses to whether leaders organize themselves to achieve organizational goals.

	Real Estate Companies											
	Elim Estate (COPEN)		Heliu Residences and Estates Limited		Enugu Lifestyle and Golf city (Centenary City)		Mezue Associates Limited		Frank Maluze and Associates Limited		Freq.	Percentage (%)
ıg										ır		
S. Agree		3 0				2		2			42	19
Agree	25	30	2	7		5		3		2	59	27
Undecided	4	9		5	2	2	4		1		27	12
Disagree	10	15	10	10	5	6		5		2	63	28
S. Disagree	5	14	2	5	1	4		1			32	14
Total	44	88	15	29	8	19	4	11	1	4	223	100

Source: Researcher's Field Survey, 2021

Table 5 showed that 42(19%) and 59(27%) of the respondents strongly agreed and agreed respectively that leaders organize themselves to achieve organizational goals, 27(12%) were undecided while 63(28%) and 32(14%) disagreed and Strongly disagreed respectively with this statement.

Table 6: Responses on whether inter organizational innovation affects employee performance

	Real Estate Companies											
	Elim Estate (COPEN)		Helium Residences and Estates Limited		Enugu Lifestyle and Golf city (Centenary City)		Mezue Associates Limited		Frank Maluze and Associates Limited		Freq.	Percentage (%)
Rating	Senior	Junior	Senior	Junior	Senior	Junior	Senior	Junior	Senior	Junior		
S. Agree	16	35	7	7	4	8	2			2	83	37
Agree	26	40	5	20	2	10	2		1	2	112	50
Undecided		6	3			1					10	5
Disagree	2	1									3	1
S. Disagree		6		2	2						15	7
Total	44	88	15	29	8	19	4		1	4	223	100

Source: Researcher's Field Survey, 2021.

Table 6 demonstrated that 83(37%) and 112(50%) of the respondents strongly agreed and agreed respectively that inter organizational innovation affects employee performance 10(5%) were undecided while 3(1%) and 15(7%) strongly disagreed and disagreed respectively with this statement.

Table 7: Responses on whether inter organizational innovation enhances project quality

	Real Estate Companies											
	Elim Estate (COPEN)		Heliu Residences and Estates Limited		Enugu Lifestyle and Golf city (Centenary City)		Mezue Associates Limited		Frank Maluze and Associates Limited		Freq.	Percentage (%)
ig	Senior		r	r	r	r	r	r	r	r		
S. Agree	18	40	5	15	4	12	4	7	1	2	108	49
Agree	20	35	10	14	4	5		4		2	94	42
Undecided	2	5				2					9	4
S. Disagree	4	5									9	4
Disagree		3									3	1
Total	44	88	15	29	8	19	4	11	1	4	223	100

Source: Researcher's Field Survey, 2021.

Table 7 demonstrated that 108(49%) and 94(42%) of the respondents strongly agreed and agreed respectively that inter organizational innovation enhance project quality, 9(4%) were undecided while 9(4%) and 3(1%) strongly disagree and disagree respectively with this statement

Table 8: Responses on whether new innovative products are as a result of inter organizational collaboration

	Real Estate Companies											
	Elim Estate (COPEN)		Heliu Residences and Estates Limited		Enugu Lifestyle and Golf city (Centenary City)		Mezue Associates Limited		Frank Maluze and Associates Limited		Freq.	Percentage (%)
g	Senior		r	r	r	r	r	r	r	r		
S. Agree	24	50		12	2	9		5	1	3	106	47
Agree	20	22	13	14	4	7	2	6		1	89	40
Undecided		8	2		2		2				14	6
Disagree		5				3					8	4
S. Disagree		3		3							6	3
Total	44	88	15	29	8	19	4	11	1	4	223	100

Source: Researcher's Field Survey, 2021

Table 8 demonstrated that 106(47%) and 89(40%) of the respondents strongly agreed and agreed respectively that new innovative products are as a result of inter organizational collaboration, 4(6%) were undecided while 8(4%) and 6(3%) strongly disagreed and disagreed respectively with this statement

Test of Hypothesis one

Ho: Leadership role has no impact on teamwork commitment in the Real Estate Companies.

HI: Leadership role has impact on teamwork commitment in the Real Estate Companies.

To test this hypothesis, a Simple Linear Regression analysis method was used. It was assumed that when there is a relationship between leadership role, it will affect the teamwork commitment.

Interpretation

The regression sum of squares (22.275) is less than the residual sum of squares (26.725), which indicates that more of the variation in the dependent variable is explained. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained is not due to chance.

R, show the degree of relationship between independent variable Leadership role and dependent variable teamwork commitment the correlation coefficient which has a value of .674, indicates that there is a strong positive relationship between Leadership role and teamwork commitment. R square, the coefficient of determination, shows that 45.5% of the variation in teamwork commitment is explained.

With the linear regression, the error of estimate is low with a value of about 0.798. The Durbin-Watson statistics of .379, which is not more than 2, indicates there is autocorrelation. Leadership role of 0.445 indicate a weak impact between Leadership role and teamwork commitment, which is statistically significant (with t = 7.920). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Hence; There is a significant positive relationship between Leadership role and teamwork commitment in the Real Estate Companies.

Test of Hypotheses two

Ho: There is no significant relationship between inter-organizational innovation and employee performance in the Real Estate Companies

HI: There is significant relationship between inter-organizational innovation and employee performance in the Real Estate Companies

To test this hypothesis, a Simple Linear Regression analysis method was used. It was assumed that when there is inter organizational innovation it would impact on employee performance in the multinational projects.

Interpretation

The regression sum of squares (30.438) is less than the residual sum of squares (38.357), which indicates that more of the variation in the dependent variable is explained. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained is not due to chance.

R, show the degree of relationship between independent variable inter organizational innovation and dependent variable employee performance the correlation coefficient which has a value of .665, indicates that there is a strong positive relationship between inter organizational innovation and employee performance. R square, the coefficient of determination, shows that 44.2% of the variation in employee performance is explained.

With the linear regression, the error of estimate is low, with a value of about 0.798. The Durbin-Watson statistics of .843, which is not more than 2, indicates there is auto correlation inter organizational innovation of 0.442 indicates a weak impact between inter organizational innovation and employee performance, which is statistically significant (with t = 5.773). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Hence; Inter organizational innovation positively affects the employee performance in the Real Estate Companies.

SUMMARY OF FINDINGS

The findings at the end of this study include the following:

1. That there was a significant positive relationship between leadership role and team commitment in the real estate companies (r = .674; F = 35.007; t = 5.917; p < 0.05) in Enugu metropolis.
2. Inter organizational innovation positively affected the project employee performance in the real estate companies (r =. 665; F = 33.329; t = 5.773; p < 0.05) in Enugu Metropolis.
3. There was a positive relationship between collaborative advantage attained and employee interpersonal integration in the real estate companies (r =1,00; P<.05) in Enugu metropolis.

CONCLUSION

The conclusion of the study is that the objective of the research which was aimed at evaluating the impact of collaboration management and performance of real estate companies in Enugu metropolis, Enugu state was achieved in the long run. Though there could be some other issues that were not revealed that could be analyzed in the role collaboration management plays in the management of real estate companies and their performance, the data from the questionnaire were explicitly in favour of the three objectives that were studied. It has become imperative to highlight the role of collaborative management strategy as major indicator in the real estate companies' performance value chain.

The study justified their importance as a tangible asset in promoting and managing real estate companies' project performance. The variables of collaborative management strategy studied which include; leadership role, inter organizational innovation, collaborative advantage attained and negotiation and mediation were positive and significant in the employee behaviour variables of teamwork commitment, employee performance, employee interpersonal integration and conflict resolution among employees of the multinational project companies studied.

RECOMMENDATIONS

Based on the findings, the study recommends;

i. The grooming of generational leaders should be encouraged as it was found out that leadership role positively affected teamwork commitment in the real estate companies.

ii. That inter organizational innovation should be encouraged through training and skill development because it significantly affected the employee performance in the real estate companies.

iii. Mechanisms should be adopted in encouraging collaborative efforts as collaborative advantage attained positively and significantly affected the employee interpersonal integration in the real estate companies.

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