

**INFLUENCE OF LEADERSHIP STYLES AND CAPACITY DEVELOPMENT
ON THE PERFORMANCE OF AGRICULTURAL ENTERPRISES IN
SELECTED COUNTIES IN KENYA**

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Declaration

I declare that this dissertation is my original work and has not been presented to another Institution for academic credit.

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Dedication

This study is dedicated to my spouse, Beatrice Kerubo, and my children, Dr. Jeremiah Rogito (PhD), Norah Nyaboke, Marilyn Sarange, and Jonathan Nyamota, whose unwavering support and understanding made this academic journey possible.

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Abstract

A performance evaluation of agricultural enterprises in Kenya was conducted to assess the influence of leadership styles and capacity development. The study adopted a pragmatism philosophy using an explanatory sequential mixed methods approach. The assessment of agricultural enterprises' performance encompassed financial and non-financial indicators. The research achieved its overarching aim by assessing the influence of four leadership styles and capacity development initiatives on the performance of agricultural enterprises in Kenya. The Systems, Path-Goal, Situational Leadership and Transformational Leadership Theories guided the study. The study evaluated the influence of Transformational, Transactional, Democratic and Autocratic leadership styles on the Performance of Agricultural Enterprises in Kenya. The moderating influence of Capacity Development on the relationship between Leadership Styles and the Performance of Agricultural Enterprises in Kenya was assessed. An explanatory sequential mixed methods approach was adopted using a cross-sectional survey design to collect quantitative and qualitative data. Quantitative data were gathered using closed-ended questionnaires, while qualitative data were gathered using interview and focus group discussion guides. For the quantitative study, a stratified random sample of 222 leaders and employees was selected from a population of 525 leaders and employees drawn from a census of 105 agricultural enterprises. Qualitative data drew a sample of 40 respondents. Quantitative data was analysed using descriptive and inferential statistics as provided in Statistical Package for the Social Sciences (SPSS) Version 28.0.1. Using multiple linear regression analysis, the five null hypotheses were tested based on the p-values of the standardised beta coefficient at a 95% confidence level. The study's findings indicate that agricultural enterprises in Kenya perform better under Transformational ($\beta=0.481$), Transactional ($\beta=0.673$), and Democratic ($\beta=0.222$) leadership styles but are adversely affected by Autocratic leadership ($\beta=-0.217$). The study revealed that the performance of agricultural enterprises in Kenya is significantly moderated by capacity development. Agricultural enterprises should adopt appropriate leadership styles to stimulate team innovativeness. The study recommends the implementation of capacity development initiatives by National and County governments, donors and capacity-building organisations to enhance the performance of agricultural enterprises in Kenya.

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Abbreviations and Acronyms

AEP:	Agricultural Enterprise Performance
ALS:	Autocratic Leadership Style
ANOVA:	Analysis of Variance
CBL:	Coaching Based Leadership
CD:	Capacity Development
DLS:	Democratic Leadership Style
EVA:	Economic Value-Added Factors
HRM:	Human Resource Management
4Is:	The components of Transformational Leadership (Inspirational Motivation, Individualized Consideration, Idealized Influence, Intellectual Stimulation).
KNBS:	Kenya National Bureau of Statistics
MLQ:	Multifactor Leadership Questionnaire
MSEA:	Micro and Small Enterprises Authority
NGOs	Non-Governmental Organizations
PTTCs:	Primary Teacher Training Colleges
ROA:	Return on Assets.
ROCE:	Return on Capital Employed
ROE:	Return on Equity
ROI:	Return on Investment
SEM:	Structural Equation Modelling
MSMEs:	Micro, Small and Medium-Sized Enterprises
SPSS:	Statistical Packages for Social Sciences

PAC:	Pan Africa Christian University
NACOSTI	National Commission for Science, Technology & Innovation
TL	Transactional Leadership Style
TLS:	Transformational Leadership Style

Operational Definition of Terms

- Agricultural Enterprise:** It is a corporate organisation that emphasises agriculture and is motivated by innovation, strategic objectives, and the desire to generate revenue. It provides services and goods to customers for income generation in agriculture and employs less than ten people (Hansen et al., 2018).
- Autocratic Leadership:** An approach to leadership in which employees cannot voice their opinions while performing their assigned duties (Katsaros et al.,2020).
- Democratic Leadership:** A leadership style that allows employees to express their views in the decision-making process (Akkaya, 2020).
- Staff turnover rates:** The percentage of employees who leave an enterprise within a given period, usually a year, is measured by staff turnover rates, also referred to as employee turnover rates. Turnover occurs when an employee voluntarily resigns for personal, professional, or retirement-related reasons or is involuntarily fired for non-performance-related issues (Ogony & Majola, 2018).
- Leadership style:** A person's capacity to persuade, encourage or motivate employees to achieve set milestones (Al Khajeh, 2018) individually or collectively.

Transformational Leadership:	Transformational Leadership is a potent and efficient approach to cultivating a happy and inspiring work atmosphere, which results in improved productivity and individual development. The leadership style challenges the prevailing conditions by elucidating the challenges inherent in the current system and furnishing employees with a compelling vision of the future enterprise (Kalsoom et al.,2018).
Capacity Development:	All initiatives address the leadership capacity gaps identified among agricultural enterprise employees to improve leadership at the enterprise level (Goldman et al.,2021).
Performance:	The ability of an enterprise to attain its goals or set targets. It is measured using financial and non-financial parameters (Berraies & Bchini, 2019).
Transactional Leadership:	Transactional Leadership is a management approach focusing on oversight, coordination, and output. A well-defined framework and leader-established standards distinguish it. The foundation of this leadership approach is a system of incentives and penalties meant to compel followership. (Al Khajeh, 2018).
Non-Financial parameters:	Assessments and evaluations that refer to subjective views, such as employee turnover rates and job

satisfaction, are considered subjective measurements of organisational performance (Asiaei, et al., 2021).

Financial parameters:

An objective measure of performance looks at financial parameters such as improved profitability, increased quantity and quality of products sold, and the ability of the firm to thrive regardless of any market dynamics (Berraies & Bchini, 2019).

Chapter One: Introduction and Background to the Study

Introduction

This chapter sets out the background to the study considering the features, attention, and role of four leadership styles, namely transformational, transactional, democratic, and autocratic, in the leadership of Agricultural enterprises, capacity development and their performance, current understanding, and adoption of the four leadership styles in theory and practice, emerging issues in understanding and application of the leadership styles. It presents the problem statement, focusing on the empirical, theoretical, and conceptual issues of the selected leadership styles and how they influence the performance of enterprises. The chapter identifies suggested calls for scholarship on how leadership styles influence enterprises' performance, the inquiry's rationale, the study objectives, the inquiry's importance, and the study's general organisation.

Background to the Study

Like other businesses, agricultural enterprises are established to generate income for their proprietors. Agricultural enterprises offer a variety of products and services to farmers. The services offered include access to farm inputs, animal and crop protection products, aggregation, and post-harvest services. Most agricultural enterprises are micro enterprises employing less than ten employees with an annual turnover of less than five million Kenya shillings (Central Bank of Kenya, 2023). Such enterprises' success depends on how they achieve their business goals. Consequently, they employ several staff to manage the enterprise's business lines. A company's achievement of organisational objectives has been observed to be affected by a multitude of factors. Leadership styles

applied by agricultural firms have been found to influence employees' performance, directly impacting the firm's ability to achieve set targets (Northouse, 2019).

The Agriculture Sector

The agriculture industry is vital to the world economy. Agriculture is vital because it gives everyone access to food and propels other industries worldwide. The agricultural industry provides raw ingredients to a wide range of other sectors. The agriculture industry receives equipment and other items from other industries. It is the foundation of economies, the primary source of income, and an essential part of food security. Agriculture plays a significant role in the world economy. It employs more than 26% of the global workforce and contributes roughly 4% of GDP worldwide. In developing nations, where it can make up to 30% of GDP and employ over 50% of the workforce, it is a significant source of revenue. Since agriculture produces most of the food consumed globally, it is the foundation of global food security. It is necessary for growing staple foods like maize, wheat, and rice, which are vital for feeding the world's population. The utilisation of land, water resources, and biodiversity are all significantly impacted by agriculture (Hunter et al., 2017). Sustainable agriculture methods are essential to prevent adverse environmental effects and maintain long-term ecological equilibrium. The agriculture industry contributes to nutrition by growing the range of fruits, vegetables, and proteins required for a healthy diet.

In Africa, the agriculture sector contributes 60% of the labour force employed and produces roughly 23% of the continent's GDP. The sector is critical to regional trade, with numerous nations exporting agricultural goods like coffee, cocoa, and tea—all essential foreign exchange sources. Since it sustains the livelihoods of millions of smallholder farmers and rural communities, agriculture plays a crucial role in the fight against poverty.

Agricultural productivity gains can potentially raise incomes and quality of living considerably. Agriculture's productivity has a significant impact on the region's food security. In Sub-Saharan Africa, efforts to enhance farming methods and boost yields are crucial to reducing hunger and malnutrition.

Kenya's economy is based mainly on agriculture, which employs over 40% of the country's workforce and more than 70% of those living in rural areas. Agriculture accounts for over 34.5% of Kenya's GDP (Kenya National Bureau of Statistics, 2023). Important agricultural exports that are significant sources of foreign exchange include tea, coffee, horticultural products, and floriculture. Millions of Kenyans are employed in the agriculture industry as their primary source of income. It offers formal and informal employment from large-scale commercial agriculture to small-scale subsistence farming. Since agriculture produces most of the food consumed domestically, it is essential to Kenya's food security. Enhancing rural communities' infrastructure, market accessibility, and economic prospects promotes rural development. Food security and economic growth depend on measures to increase agricultural output, such as implementing contemporary farming practices and expanding input accessibility (Barati et al., 2024). Using sustainable agricultural methods is crucial in tackling issues like soil erosion, deforestation, and the consequences of climate change. Projects supporting climate-smart and conservation agriculture are essential to preserving the environment's health.

Leadership Styles and Enterprise Performance

Given the heterogeneous backgrounds of agricultural enterprise proprietors, an evaluation was necessary to ascertain their comprehension of suitable leadership styles that could optimise enterprise performance. Owners of agricultural enterprises in Kenya are not obliged by law to adopt any specific standards to register and operate the businesses. Consequently, many existing agricultural enterprises do not have well-

structured structures that guarantee employee motivation to provide their services continuously. This has resulted in mushrooming enterprises that thrive for a while and stagnate or close altogether because of a lack of leadership. As a result, organisations that collaborate with such businesses should seek to implement enterprise leadership development. Various leadership styles have been analysed in terms of their impact on the performance of enterprises (Northouse, 2019). Studies have indicated that leaders should apply diverse leadership styles to address specific organisational circumstances. Veliu et al. (2017) argue that leaders must apply the most appropriate leadership style depending on the situation at hand in the organisation for them to achieve optimum organisational results. Many scholars have argued that influential leaders should adjust their leadership style contingent on employees and the inherent situation (Kumar & Bhatti, 2020). Leadership styles adopted have been found to positively or negatively influence employee performance, directly impacting how the enterprise achieves sustained organisational performance (Magombo-Bwanali, 2019).

Kafetzopoulos and Gotzamani (2022) found a momentous relationship between autocratic and Transformational Leadership styles on the capacity development of support staff in enterprises. Leadership development among employees was also found to enhance sustained enterprise performance. Transformation and Transactional leadership styles were found to highly influence an enterprise's sustained economic, social, and environmental growth. A similar study in Thailand among SMEs by Jermstittiparsert (2020) found a significant correlation between leadership styles and organisational performance. Leadership styles were found to influence job satisfaction among employees positively. Job satisfaction was equally found to influence enterprise-sustained performance positively. Consequently, studies integrating leadership development among

enterprises needed to be conducted in other sectors to establish if the findings hold; thus, the focus was on agricultural enterprises in Kenya.

Most leadership studies have been conducted among highly formal enterprises in European and American backgrounds, which differ from those in African and Asian contexts. In Africa and Asia, the organisational frameworks for enterprises were found to be informal (Kurtulmuş, 2017). This calls for scholars in various countries to explore backgrounds that can influence the tendency of leaders to apply unacceptable and unscrupulous behaviours that would go against the genuine interests of firms and employees. Some leadership styles have been found to impose values, norms and limitations that hinder the performance of firms and employees (Arendt et al., 2021). Studies in such backgrounds have glorified leadership styles such as transformational and democratic leadership as a panacea for the high performance of enterprises and their employees. However, such leadership styles are rarely practised in African backgrounds. In Kenya, agricultural enterprises are highly informal because the systems do not require proprietors to comply with specific regulations (Kenya National Bureau of Statistics, 2023).

Empowering leadership has been found to aid an increase in sales in international markets (Colovic, 2022). In a study on the role of leadership and business model innovation in late internationalising SMEs in the Japanese context, it was established that empowering and directive leadership enhance sales in international markets (Colovic, 2022). Leadership style can be defined as the combination of various attributes, qualities, and conducts used by leaders to interrelate with their support staff (Al Khajeh, 2018). Various scholars describe leadership styles as how leaders motivate and guide their employees in executing firm plans (Okorji & Epetuku, 2019). Similarly, Kariuki and Wachira (2017) describe leadership styles as how leaders guide their employees as they

execute organisational plans. Leadership styles exert different types of influence on employees. Their study on the influence of leadership style on the financial performance of enterprises in Croatia (Miloloža, 2018) found a momentous relationship between democratic leadership and the financial performance of enterprises. The study indicates that adopting a suite of leadership styles becomes influential when managing enterprises at a stagnation stage. Therefore, similar studies in agricultural enterprises are needed to find what leadership style would best influence financial performance. For instance, Miloloža (2018) asserts that leadership style contributes enormously to the performance of small enterprises. Berries and Bchini (2019) assert that leadership styles influence the innovativeness of employees. Transformational and Transactional Leadership Styles are associated with enhanced follower innovativeness and improved organisational performance. However, the Transactional Leadership Style has been found to exert little influence on employees wanting to adopt exploratory innovation. Leadership styles determine the strategies firms employ to guide their operations to achieve their set targets.

Other scholars group leadership styles into two broad categories, focusing on the leader or employees (Gandolfi & Stone, 2017). Leader-centred styles include autocratic, charismatic, and transactional. Follower-centred leadership styles include participative, servant, and Transformational Leadership, all of which emphasise the inclusiveness of the democratic leader. On the other hand, other scholars categorise leadership styles into three broad classes: autocratic, participative, and laissez-faire (Northouse, 2019). This is consistent with early scholars of leadership who classified leadership styles into three distinct groups: autocratic, also referred to as authoritarian; democratic, also known as participative; and laissez-faire. Their categorisation forms the basis for studies on leadership. Autocratic leaders take responsibility and set clear prospects for what, how, why, and when jobs should be accomplished. Autocratic leaders are fully responsible for

all decisions made in the organisation and do not consider the input of their employees. On the contrary, democratic leaders are viewed as the most influential leaders because they promote the input of employees in their decision-making process in large and small organisations. In the democratic leadership style, the input of employees towards accomplishing targets and undertakings is appreciated.

Democratic leaders adopt a two-way interactive process between employees and leaders, which is divergent from the one-way communication process adopted by autocratic leaders (Gandolfi & Stone, 2017). Irrespective of the leadership style, advantages and disadvantages exist, which makes it challenging to assert which leadership style would lead to the best achievement of organisational goals. Organisations are set up to achieve specific goals and require the intervention of employees to achieve the targets (Velu et al., 2017). Leaders influence the organisation's members to willingly contribute to accomplishing firm goals and objectives. The leader, therefore, exerts the most significant influence on support staff as they perform their tasks to achieve their targets.

In Europe, a study conducted in Germany to determine the effect of leadership styles on the performance of Generation Y found a statistically significant connection between transactional and Transformational Leadership on the performance of enterprises (Nazarian et al., 2017). Leadership styles influence follower performance differently. Their findings suggest that leaders should use the Transactional Leadership style to satisfy the needs of employees in the lower order. They should, however, use transformational leadership when developing and motivating employees to reach their potential as they achieve high-order objectives. On the contrary, they found a negative influence between passive leadership style and enterprise performance because being passive is unacceptable in Germany. Their findings indicate that there would be a cultural influence in adopting leadership styles, influencing how leaders use their approaches and practices. This calls

for studies to find out to what extent and how different leadership styles influence the performance of firms in other settings. Small enterprises should, therefore, identify leadership capacity areas that would positively influence specific performance measures. The gaps should be used to determine the possibility of capacity development to improve leadership practices for enhanced firm performance, offering hope for the future of leadership in enterprises. A similar study in Kosovo targeting the private sector established a positive influence between employee performance and three leadership styles, namely, transformational, democratic, and autocratic (Veliu et al.,2017). Conversely, these privately held companies in Kosovo adopted a Transactional Leadership Style, which was found to adversely influence employee performance.

Research examining the impact of leadership styles on the performance of Asian businesses has produced contradictory findings. An investigation by Al Khajeh (2018) revealed that democratic, transformational, and Autocratic Leadershipstyles benefit organisations' performance. The primary objective of this study was to ascertain the correlation between leadership styles and the organisational performance of United Arab Emirates-based banks. Conversely, the Transactional Leadership Style had a detrimental impact on the enterprise's overall performance. This finding contradicts the results of Veliu et al. (2017), who observed that the Transactional Leadership Style positively influenced organisational performance in Kosovo. In a study conducted by Tong (2020), a significant correlation was discovered between transactional and Transformational Leadership styles and the performance of Chinese enterprises. These contradictory findings underscore the need for further research in leadership studies, sparking curiosity about the future of leadership in different cultural contexts.

Small and Medium-sized Enterprises (SMEs) in Africa are often confronted with competition from larger foreign enterprises and are characterised by their informal nature

and modest scale (Hansen et al.,2018). African small and medium-sized enterprises (SMEs) are affected by three key factors: leadership capabilities, environmental factors, and strategies that are put in place to guide the enterprise. Leadership capabilities explain the difference in performance between enterprises in the same setting and sector. African enterprises' growth and sustained existence are highly dependent on the leadership capabilities of the top executives. The environment in which the enterprise operates determines the level of success. The strategies, including working with the existing government, dictate African SMEs' sustained existence or collapse. Weak leadership capabilities to institute working contractual obligations, rampant corruption, and instability of firms make it difficult for African enterprises to survive. African enterprises are characterised by a myriad of internal resource constraints, unexplored leadership capabilities, and strategies to enhance the growth of the enterprises. All these factors cause many African SMEs to collapse within the first five years of their establishment.

In Chad, studies established that supportive, participative, and achievement-oriented leadership styles are strongly related to employee satisfaction (Dokony et al., 2020). A directive leadership style was noticed to be counterproductive to the job satisfaction of employees. Amegayibor (2021) realised a positive influence between transformational and Autocratic leadership Styles on the performance of employees in family-owned manufacturing companies in Cape Coast, Ghana. An investigation examining the impact of transactional and Transformational Leadership styles on the operational outcomes of businesses in Tanzania revealed a robust correlation among leaders who employ a hybrid approach combining both styles (Mwakajila & Nyello, 2021). While numerous scholars concur that a robust correlation exists between leadership styles and the performance of organisations, more studies need to be conducted to propose a model that ensures sustained firm performance. Scholars do not seem to postulate one

leadership style that can be used across the nations that guarantees the sustained achievement of enterprise goals.

Consistent findings have emerged from comparable research endeavours conducted in Kenya to validate the impact of leadership styles on enterprise performance. Previous research has demonstrated that transformational, autocratic, and democratic leadership styles positively influence employee performance. Bwonya et al. (2020) assert that the traits projected by leaders determine the achievement of organisational goals. Leadership styles benefit firms in the well-organised achievement of objectives. It links job performance to valued incentives, ensuring workforces get resources to implement their functions. Nzeneri (2020) classifies leaders as either follower-centred or leader-centred. Follower-centred leaders actively involve their employees in the daily execution of their activities. Leader-centred leaders instruct employees, expecting them to perform their functions as directed. The leadership style an enterprise adopts determines, to a greater extent, how the enterprise performs. Agricultural enterprise owners and high-ranking leaders have been found to negatively or positively influence the performance of employees. Consequently, studies aimed at isolating leadership styles that motivate employees to perform at their best must be identified.

The Path-Goal Theory classifies leadership into supportive, directive, achievement-oriented or participative (Nzeneri, 2020). The theory has an elaborate questionnaire adapted to measure various leadership styles' existence. The Transformational Leadership Theory has been utilised to explain the various leadership attributes and how leaders influence their followers (Bass, 1985). Consequently, the two theories guided the formulation of research instruments and explained the study findings.

In the industrial sector of Thika Sub-County, Kenya, Kihara et al. (2016) discovered a significant and positive correlation between leadership styles and the

performance of SMEs. The researchers identified three predominant leadership styles implemented by small and medium-sized enterprises in Kenya's manufacturing sector: transactional, passive, and transformational. It was observed that transformational leadership was significantly correlated with SMEs' performance. The relationship between transactional and passive leadership styles and performance was significant but positive. Research examining the impact of Autocratic Leadership Styles on the academic performance of Primary Teacher Training Colleges (PTTCs) in the Lake Victoria Region of Kenya has consistently identified a detrimental effect on school performance (Lumumba et al., 2021). This contradicts the conclusions drawn by other researchers, whose research demonstrated that Autocratic Leadership positively affects the performance of organisations. The reviewed studies identified research gaps that necessitated additional investigations across multiple sectors to ascertain the validity of their findings.

Capacity Development and Enterprise Performance

Firms use capacity development strategies to increase their employees' leadership and management capacity. Goldman et al. (2021) describe capacity development as a strategy used by organisations to identify capacity gaps. The capacity gaps are then used to develop a training curriculum that enables leaders and employees to provide and receive feedback as their skills are enhanced. Each member of the enterprise plays a critical role, which, if valued, plays a significant function as enterprises work towards achieving their business goals. Any agricultural enterprise's success depends on good interaction between employees and leaders. For instance, Smith et al. (2019) point out that highly performing enterprises form a network that helps them share good leadership practices that help them motivate their teams to deliver on their mandates.

Firms that identify capacity gaps and fill them as they carry on with their businesses have been found to perform better than those who take no consideration about any gaps in the leadership of their enterprises. Continuous training, mentoring, and coaching have been singled out as viable strategies that, if well planned and implemented, help firms improve their leadership structures, thus improving their performance (Armstrong & Taylor, 2020). Studies have established a positive connection between enterprise-level capacity development and large companies' organisational performance (Samoka et al., 2023). On the contrary, little has been done on small enterprises where most agricultural enterprises fall. Training imparts knowledge to organisational members to fill capacity gaps usually identified after performance appraisals. Organisational members are introduced to various leadership concepts, which helps them lead teams better. Mentoring uses highly trained and experienced individuals to guide and advise selected team members (Armstrong & Taylor, 2020). Coaching, on the other side, is the one-on-one process where a highly skilled person helps a person grow their skills and knowledge to improve their performance (Jones et al., 2016; Tsai & Barr, 2021). The three strategies have been found to improve worker performance, which leads to better achievement of enterprise results in many sectors.

Performance of Enterprises

Globally, performance is described as a measure of the level of profitability, the volume of sales achieved by an enterprise at a given time. It also considers the share of the market that the enterprise commands (Feranita et al., 2020). From a human resources perspective, performance can be measured at three levels: individual employee, the team and the organisation (Akdere & Egan, 2020). Irrespective of the type or mission of a firm, performance is a measure of its outcomes. A firm's competitiveness depends on its ability to manage its employees' skills and competencies to perform their functions adequately.

The financial performance of agricultural enterprises selling agricultural equipment heavily depends on the services they offer to their clients. According to the results of an investigation conducted by Jankelová et al. (2020) that explored the influence of Transformational Leadership on the performance of agricultural enterprises in Slovakia, job autonomy and job satisfaction act as mediators. The study concluded that there is no doubt regarding the impact of Transformational Leadership on agricultural enterprise performance. External factors have the potential to impact the performance of agricultural enterprises. To attain optimal performance, these enterprises should prioritise enhancing their management of internal factors, including leadership. Leaders' efforts to improve the job satisfaction of agricultural workers have been found to influence performance positively.

Leaders play a pivotal role in shaping how employees interact with their customers. Satisfied customers continue engaging with their suppliers and refer other clients to the enterprise, expanding its reach. The absence of after-sale services has dramatically influenced the number of clients who buy agricultural equipment (Qin et al., 2021). A study in South Africa established that the presence of motivated staff to offer services to clients who buy agricultural equipment leads to higher sales of such equipment. This underscores the influence of leadership in fostering a motivated workforce. Continuous after-sales services to clients address the challenges of proper equipment utilisation and access to spare parts, a task that effective leadership can ensure is carried out efficiently. A comparable inquiry conducted in South Africa identified entrepreneurial orientation as a critical determinant impacting agricultural enterprise performance. A study undertaken in Uganda to examine the influence of transformational and Transactional Leadership Styles on the performance of organisations unveiled a noteworthy correlation between the two (Owani et al., 2020). They define organisational

performance as how a company accomplishes the objectives specific to its mission, highlighting the significant role of leadership in this process.

In Kenya, agricultural enterprise performance is quantified in terms of the profits generated, the quality of services offered and the market share that the enterprise enjoys (Bwonya et al., 2020). Agricultural enterprises' performance requires adopting cost-cutting strategies to diversify their service offerings to their clients. A study in the milk processing sector in Kenya found a robust positive relationship between agricultural enterprises that adopt leadership strategies that reduce their working costs, expand to other agricultural business lines, and enhance their operational efficiency (Kimiti, 2020). An additional research study conducted in the banking sector identified a strong positive correlation between leadership and the performance of banking institutions in Kenya (Makori & Kinyua, 2019). Their study concluded that the type of leadership adopted at a firm determines the strengths and weaknesses of different employees, which helps leaders determine which employees to delegate work to accordingly. Creating organisational cultures that make employees feel heard, valued, encouraged, and empowered is highly recommended in Kenya's banking sector. The same should be evaluated among employees in other sectors to establish if the findings hold. Rana et al. (2019) found a positive and considerable correlation between participative leadership and staff performance in the coffee sector in Kenya. They equally confirmed that participative leadership can predict the performance of employees. Having conducted their study among senior-level leaders, they recommend studies on participative leadership among lower cadre employees in enterprises.

Statement of the Problem

Highly performing Agricultural Enterprises generate sufficient financial resources to facilitate employment creation for skilled and unskilled workers. Kenya National

Bureau of Statistics (2020) postulates that the Agriculture Sector remains a crucial employer, accounting for 34.5% of Kenya's Gross Domestic Product (GDP), employing over 10 million people. Adopting appropriate leadership at the helm of the agricultural enterprise is expected to attract highly talented and motivated employees. Such highly performing workplaces result in high profitability for agricultural enterprises. Consequently, this leads to low staff turnover from the enterprise and high levels of commitment by all workers. High product production levels result in high owner satisfaction to invest more in the enterprise. A highly performing agricultural enterprise will, therefore, pay government taxes and levies on time and provide market outlets for inputs, products or services to its clients, which will, in return, lead to sustained business growth. Performing agricultural enterprises influences investor confidence, leading to high capitalisation levels to expand the business lines that generate highly demanded products and services. Development partners such as donor agencies, non-governmental organisations, and faith-based organisations invest in performing agricultural enterprises to fight poverty through capacity enhancement programs that address smallholder farmers' needs, which are critical to developing a vibrant agricultural sector. Central Bank of Kenya (2021) indicates rising loans from Kenya's Micro, Small and Medium-Sized Enterprises (MSME) sector to expand their businesses. In 2020, there were 915,115 active loans taken by the MSME sector in Kenya. Despite the significance of the agriculture sector in Kenya, it only received an allocation of 3.7 per cent. In contrast, the trade, real estate, and transport sectors took a lion's share of 66.4 per cent. Adopting appropriate leadership styles that motivate and empower employees influences them to perform their tasks at their best, leading to sustained enterprise performance on increased sales volumes, higher profitability, expanded market outlets, satisfied investors, governments and donors and low staff turnover. This underscores the importance of leadership in shaping the

performance and success of agricultural enterprises, providing valuable insights for policymakers and business leaders.

Despite their significance to many countries, Agricultural Enterprises have been noted to either collapse or stagnate businesses, making it difficult for owners to continue providing their services to their clients (Jackson, 2021). A lack of leadership to provide strategic direction on the management of employees to efficiently perform their tasks to enhance enterprise performance. KNBS (2023) reports the existence of 7.4 million micro and small enterprises in Kenya that contribute to job creation and the production and sale of products and services to the Kenyan population (International Development Association, 2023).

Lack of leadership capacity makes it difficult for the enterprise to anticipate human resources and working capital needs. It has been found to lead to enterprise stagnation and even collapse (World Bank, 2016). Many of these enterprises lack the leadership capacity to stimulate business growth. Studies have found a trend that sees three out of five enterprises collapsing because of poor leadership at the helm and various stages of the enterprise. Muthimi and Kilika (2018) explain that a lack of leadership at the helm of the enterprise leads to failure. Many studies on how leadership styles influence enterprise performance adopted quantitative approaches, leaving out the qualitative approaches, which would help resolve why enterprises do not perform. The context in which the studies have been conducted, mainly European and American, makes it challenging to apply them in the Kenyan context.

Adopting inappropriate leadership styles leads to low product sales, reduced profitability, and low capitalisation, all demoralising investors. Inappropriate leadership styles lead to high staff turnover and the inability of the enterprise to meet its financial obligations, such as timely payment of staff salaries and late or non-payment of

government taxes and levies, all of which culminate in the failure of the enterprise. Enterprises fail to meet their financial obligations because of poor business performance occasioned by poor leadership, which leads to the loss of crucial staff, revenue and consequent closure. This research aimed to ascertain the manner and rationale behind the influence of leadership styles on the performance of agricultural enterprises in Kenya. Additionally, it sought to propose a model that could guide the development of leadership capabilities to achieve improved performance.

Objectives of the Study

A broad objective and specific objectives guided the study.

General Objective/Purpose of the Study

The research achieved its overarching aim by assessing the influence of different leadership styles and capacity development initiatives on the performance of agricultural enterprises in Kenya.

Specific Objectives

- I. To evaluate the influence of the Transformational Leadership style on the performance of agricultural enterprises in Kenya.
- II. To assess the influence of the Transactional Leadership Style on the performance of agricultural enterprises in Kenya.
- III. To determine the influence of the Democratic Leadership Style on the performance of agricultural enterprises in Kenya.
- IV. To establish the influence of Autocratic Leadership Style on the performance of agricultural enterprises in Kenya.
- V. To determine the moderating influence of capacity development on the relationship between Leadership Styles and the Performance of Agricultural Enterprises in Kenya.

Research Hypotheses

The study sought to test the following hypotheses:

H₀₁: Transformational Leadership style does not influence the performance of agricultural enterprises in Kenya.

H₀₂: Transactional Leadership Style does not influence the performance of agricultural enterprises in Kenya.

H₀₃: Democratic Leadership Style does not influence the performance of agricultural enterprises in Kenya.

H₀₄: Autocratic Leadership Style does not influence the performance of agricultural enterprises in Kenya.

H₀₅: Capacity development does not moderate the relationship between Leadership Styles and the Performance of Agricultural Enterprises in Kenya.

Assumptions of the Study

According to Hiller et al. (2020), assumptions are elements of a research study that are not under the researcher's jurisdiction, yet their existence lends credibility to the study. It was assumed that the respondents to the survey questionnaires, interview schedules, and focus group discussions would provide truthful and honest responses that represented reality on the ground. The study samples for agricultural enterprises and their staff were representative enough to generalise the results. Respondents were assured that their answers would be handled with strict privacy and that their responses would be treated as anonymous. This way, respondents gave genuine feedback about the leadership situation on the ground and how the enterprise performed during the study. Respondents and respondents were assured that their involvement was voluntary, that they could withdraw from the study at any time of their own will, and that they would not be punished for such actions.

Justification of the Study

This study was critical to industry players such as investors, donors and government agencies who intend to provide training and financial support to highly performing agricultural enterprises. The findings of this study will help define the appropriate leadership styles that are required to be adopted by enterprise owners if they desire growth in their businesses. The study proposes guidance to County governments and other development agencies to design appropriate capacity development endeavours better. Capacity development needs to be guided by appropriate assessment tools for leadership capacity assessment, and the results must be used to develop an appropriate training curriculum. Without this study, convincing relevant authorities of the leadership gaps they needed to fill would be challenging. Since county governments depend on revenue collected at the county level, this study will help them make informed decisions. It will also help donors and development agencies that have lately concentrated their support on agricultural enterprises to reach more farmers sustainably.

Significance of the Study

The findings of this inquiry will guide analogous investigations in unexplored sectors. The study identified the leadership styles implemented by agricultural enterprise leaders that contribute to their organisations' superior performance. The study identified recommendations that agricultural enterprise owners should implement to improve the overall performance of small and medium-sized enterprises (SMEs) across all sectors. Numerous SMEs in the agriculture industry are crucial to bolstering the competitiveness of any value chain. The study's results provide valuable insights for researchers interested in applying similar methodologies to the agriculture sector, which is rife with numerous micro, small, and medium enterprises (MSMEs) that fail or stagnate during their early stages. The findings will guide capacity enhancement strategies on how to nurture

emerging leaders with promising leadership styles that will enhance the performance of their enterprises. The study will guide development and government agencies in enriching the capacity development agenda for enterprises. Adopting appropriate leadership styles and capacity development initiatives proposed in this study will enrich the services offered by the Micro and Small Enterprises Authority (MSEA) to enrich the capacity development agenda for enterprises (MSEA, 2021).

The study recommends adopting a pragmatism approach utilising an explanatory sequential mixed methods approach. Adopting this approach to agriculture and other sectors will enrich similar studies and improve their performance. The Situational and Path Goal Theories of Leadership adequately guided the study and can be explored in other sectors. Similarly, the applicability of the Systems theory to guide studies.

Scope of the Study

This investigation centred on assessing the influence of capacity development and leadership styles (transformational, transactional, democratic, and autocratic) on the performance of agricultural enterprises in Kenya. The study focused on 525 leaders and employees drawn from 105 agricultural enterprises providing post-harvest technologies and marketing services to smallholder grain farmers in Kenya. The study focused on the agricultural enterprises employing less than ten staff in Machakos, Kitui, Makueni, Tharaka Nithi, Meru, Kakamega, Kisumu, Busia and Homa Bay counties, focusing on the major grain crops (maize, sorghum, millet, green grams, cow peas, pigeon peas and beans). The study targeted micro, small, and medium-sized agricultural enterprises because they risk closure if they do not make sufficient profits. The enterprises work closely with FIPS Africa, Self Help Africa, Farm Africa and Cereal Growers Association and the Ministry of Agriculture at the County level to reduce post-harvest losses and enhance grain farmers' access to markets.

Limitations and Delimitations of the Study

In this study, getting samples from all agricultural enterprises across Kenya was impossible. Consequently, the sample may not accurately represent all the agricultural enterprises in Kenya. Qualitative data was collected, but it was possible not to reach data saturation because of time limitations, which would affect the results. Four focus groups and eight key informant interviews were conducted to mitigate the data saturation. Responses may not have represented the leadership situation because leaders and employees would have suspected victimisation and only responded to please their superiors. To mitigate suspicion, respondents received an explanation of the study's intent and were assured that their responses would only be used for the study and that their leaders would not access their responses; hence, no one would be victimised.

The enquiry utilised a cross-sectional survey that was conducted at one point. A longitudinal survey would have provided better results, but considering the time limitation, the study only used the earlier one. Stratified simple random sampling was used to identify study elements that considered various agricultural enterprises from different development agencies. Closed-ended questionnaires were utilised to collect quantitative data from respondents. In contrast, interview schedules and focus group discussion guides were employed to facilitate the gathering of qualitative data. These research tools were adopted to ensure that quantitative data was analysed and qualitative data from a small sample of respondents explained the results.

The study respondents were owners of the agricultural enterprises, departmental heads, their employees, and the top leaders of agricultural enterprises. Lower cadre staff perform tasks that enhance the profitability of agricultural enterprises. Top agriculture enterprise leaders manage departmental heads who manage lower cadre staff. Understanding the leadership styles of the departmental heads and their top leaders would

help establish how they influence the performance of the two levels of employees. A combination of secondary and primary data was gathered using quantitative and qualitative methodologies. Secondary data was collected using the assessment tool in the appendix.

Chapter Summary

This investigation aimed to ascertain the impact of capacity development and leadership styles on the performance of agricultural enterprises in Kenya. Five hypotheses were examined to address the research objectives and ascertain the presence or absence of a relationship among the independent, dependent, and moderating variables. The research centred on four distinct leadership styles: transactional, democratic, autocratic, transformational, and manipulated capacity development. The dependent variable in this study was the performance of agricultural enterprises, which was assessed using financial and non-financial parameters. It was anticipated that the study's findings would assist governments and development agencies in bolstering the capabilities of businesses to alleviate poverty among smallholder farmers. The next chapter reviews related literature.

Chapter Two: Literature Review

Introduction

The chapter provides an overview of the conceptual, methodological, and empirical literature to identify any deficiencies that informed the research. The impact of capacity development and leadership styles, including transformational, transactional, democratic, and autocratic, on the performance of agricultural enterprises has been examined. The Path-Goal Theory, the Transformational Leadership Theory, and the Systems Theory are delineated in this chapter as the theoretical frameworks that provide direction for investigating the relationship between leadership styles, capacity development, and the operational outcomes of Agricultural Enterprises in Kenya. A conceptual framework that establishes a connection between the moderating, dependent, and independent variables has been elucidated. A summary of the identified research gaps has been tabulated, detailing the authors and their year of publication, the broad research area, the methodology applied, the findings and the gaps identified.

Empirical Literature Review

This section reviews recent studies that have focused on how various leadership styles have influenced the performance of enterprises in global, regional, and local contexts. Studies on the extent to which and how capacity development moderates the influence of the independent and dependent variables have been reviewed. To the review's objectives, research on Transformational, Transactional, Democratic, and Autocratic Leadership Styles and the moderating variable leadership development and its impact on enterprise performance was presented first.

Performance in the Agricultural Sector

In entrepreneurship, performance can be described in terms of financials, the enterprise's market share, and the personal fulfilment of the business owner. Achieving

work-life balance, personal growth, and professional development are significant. Successful entrepreneurs aim for financial sustainability and growth for enterprises (Davidsson & Gordon, 2016). Financial performance measures an enterprise's revenue growth; its profitability and return on investment (ROI) are often measured through revenue growth and economic value-added factors (EVA). Market performance measures market share, customer acquisition, and retention rates Brush et al., 2009). Successful entrepreneurs typically seize and hold onto a substantial share of their intended market.

Organisational performance refers to the capacity of a company to successfully achieve its goals by utilising monetary and non-monetary indicators (Israel, 2018). An objective performance measure considers financial indicators such as enhanced profitability, augmented product quantity and quality, and the organisation's resilience in market fluctuations (Berraies & Bchini, 2019). The most reliable indicator of a top leader's performance and contribution to the corporation's attainment of organisational objectives is profitability. The firm's chairman and the Chief Executive Officer (CEO) impact profitability. Consequently, this bolsters the organisation's capacity to allocate resources towards competitive business systems and maintain a highly motivated workforce, which is essential for consistently satisfying market demands.

Other scholars define performance as the gauge for measuring the financial (objective) and non-financial (subjective) indicators that point to the progress of a firm towards achieving its objectives and desired results (Fatoki, 2019). Objective measures of an enterprise look at financial matters and consider performance, such as how profitable the firm is (Taouab & Issor, 2019). Objective measures look at the number of sales accomplished, the share of the firm's market, the number of services and products offered to its customers, the quality parameters, and the number and quality of workers engaged by the firm (Zwikael et al., 2018). On the other hand, subjective measures of performance

look at the level of satisfaction of the proprietors and their workers, the level of satisfaction of the firm's customers, and how the firm meets and satisfies the social and environmental aspects of the community where it thrives.

Measuring a firm's performance helps to guide the areas the firm needs to improve its management to increase its profitability, thus enabling the firm to generate sufficient incomes to remunerate their employees better and pay higher dividends to their proprietors (James & Manuel, 2009). The availability of sufficient financial resources enables firms to improve their production units, which leads to higher-quality products that satisfy their customers. Satisfied customers will continue to buy the goods and services provided by firms. Effective leadership of a firm is guided by the measures put in place to gauge the rate of achievement of organisational objectives and desired results. Consequently, high-performing organisations need to identify the desired leadership strategies to forecast the desired external and internal situations that will guide the organisation towards achieving its desired objectives and results (Kariuki & Wachira, 2017).

Organisational performance is the degree to which the organisation's goals are accomplished (Asiaei & Jusoh, 2017). Profitability, sales volumes, and market share are recognised as the fundamental metrics utilised to assess the performance of an organisation (Feranita et al., 2020). Performance indicates how an organisation compares to others in its industry regarding profits, product quality, and market share (Bwonya et al., 2020). Firm performance is indicative of the productivity of a company's personnel. It is typically assessed through revenue generation, profit earnings, and the organisation's degree of expansion and growth. Additional scholars define organisational performance as how a company accomplishes predetermined objectives distinct from its mission (Owani et al., 2020). Organisational performance can be viewed from three outcomes: financial performance, product market performance and shareholder return performance.

Whereas financial performance looks at a firm's profitability, its return on resources invested and finances, product performance looks at how its product performs in terms of several sales and market share. Shareholder return performance looks at how much the shareholders earn from the investment they make in the business. It also looks at the economic value the business adds to its shareholders (Owani et al., 2020). Other scholars describe performance from a financial and non-financial dimension (Asiaei et al., 2021). Non-financial indicators have been singled out as better predictors of a firm's performance, which can help leaders trace and assess their firm's progress toward achieving their strategic objectives. To effectively assess the performance of an organisation, it is critical to evaluate both financial and non-financial indicators.

Profitability

Agricultural enterprises exist to benefit their owners by growing any financial resources that they invest in the business. Therefore, understanding how to measure business growth is essential for investors (Oduor et al., 2021). One of the ways investors in the agriculture sector can measure their profitability is by putting in place measures that enable them to track their expenses and income to help them determine if the business is making profits or losses (Hiller et al., 2020). Similarly, a study in Croatia confirmed that profitability is one of the most critical indicators of an organisation's financial performance for businesses (Miloloža, 2018). The profitability of an enterprise is determined by calculating the return on investment at different investment levels. The calculation of return on invested capital (ROCE), return on equity (ROE), return on assets deployed (ROA), and profit generated per employee deployed at the organization.

A study on the relationship between leadership style and the financial performance of small businesses revealed that democratic leadership was a strong predictor of performance (Delić et al., 2017). The study found that the financial performance of

products and services sold in international markets was positively influenced by Democratic and Laissez-faire Leadership Styles. Moreover, the adoption of a combination of leadership styles was shown to enhance the financial performance of stagnant small businesses. Similar research in Bosnia and Herzegovina on the relationship between leadership style and bank profitability supported the idea that leadership style directly affects profitability. This prompts the question of whether these conclusions can be extended to other industries, such as agriculture (Delić et al., 2017).

Follower Job Satisfaction

Workers in any set-up take up roles to earn an income. Human behaviour dictates that such workers need other requirements beyond remuneration if they must continue working for a specific enterprise; otherwise, they will seek opportunities elsewhere (George & Humphrey, 2021). Job satisfaction refers to the ability of employees to commit to an organisation as they produce goods and services. The employee's productivity rate, absenteeism, and perceived intention to leave are the three primary parameters that measure job satisfaction (Tong, 2020). A directive leadership style predicts employee job satisfaction (Mwaisaka et al., 2019). Conversely, it has been observed that employees' job satisfaction is enhanced by supportive leadership (Onyango, 2020). Descriptive correlational research examined the impact of directive and supportive leadership styles on employee satisfaction in commercial banks in Kenya. The researchers compared employee characteristics using data from questionnaires distributed to the samples. According to the study, a positive correlation was found between a supportive leadership style and follower job satisfaction. Supportive leaders are amiable, approachable, and consistently treat employees as equals, contributing to a pleasant work environment. Similar research on the relationship between supportive leadership and job satisfaction in

Chad revealed a positive correlation (Dokony et al., 2020). Directive leadership style, however, exerted no influence on job satisfaction.

Successful leaders should devise strategies that will help them collaborate with their employees to increase and extend the interest of their employees to continue collaborating with them (Nderitu & Bula, 2022; Lloyd & Mertens, 2018). Workers express their job satisfaction when they find the jobs fulfilling and rewarding, which leads them to perform their tasks better, resulting in better organisational performance (Shrestha, 2019). Their study established that teachers who are satisfied with their jobs become more committed and effective, leading to better performance in the school. Various leadership styles influence employee job satisfaction either positively or negatively. For instance, the Transformational Leadership style positively influences employee job satisfaction (Alwali & Alwali, 2022; Al-Mariah et al., 2021). Transactional Leadership Style, on the other hand, was found to influence job satisfaction negatively. Similarly, transformational and laissez-faire leadership styles were singled out to exert a positive and considerable influence on job performance (Donkor et al., 2021). Transactional Leadership had no considerable influence on job performance. Therefore, efforts to improve employee job satisfaction should investigate the influence of transformational, laissez-faire, and Autocratic Leadership Styles on staff performance in agricultural enterprises and establish if the findings hold.

Productivity

An assessment of the relationship between leadership styles and employee productivity revealed a significant correlation between the two variables (Olayisade & Awolusi, 2021). It is contended that distinct leadership styles bestow differing degrees of influence (Manzoor, et al., 2019). Additionally, it was determined that various leadership styles can coexist within a given organisation. Descriptive and regression analyses were

subsequently executed. It was ascertained that the Autocratic Leadership Style is dominant within the Nigerian oil and gas sector. Their findings indicate that a democratic style of leadership increases employee productivity. Autocratic and Transactional Leadership Styles were found to negatively influence employee productivity because employees are given no opportunity to make suggestions, even if the suggestions are in the best interest of the firm. Highly professional staff view this leadership style as demeaning. Consequently, they prefer to seek alternative jobs elsewhere, and whenever they have an opportunity, they absentee themselves from duty. Autocratic Leadership can exhibit positive results when applied to non-skilled workers performing routine jobs where decisions have already been made, and their responsibility is to implement.

Highly performing organisations seek to attract and retain leaders who motivate their staff to enhance their productivity, leading to enhanced firm productivity (Rehman et al., 2018). The researchers, who aimed to examine the correlation between leadership styles, firm beliefs, and employee productivity in private banks located in Khyber-Pakhtunkhwa, Pakistan, discovered that neither autocratic nor democratic leadership styles had a statistically significant impact on employee productivity. On the contrary, they identified a significant and positive correlation between transactional Transformational Leadership and laissez-faire leadership styles and employee productivity. The results would have been influenced by the apparent power distance culture held by the employees in Pakistan. The small sample size with limited responses may affect the credibility of the findings of their study. Similar studies should be conducted in other sectors and cultures to establish if the findings hold (Olayisade & Awolusi, 2021).

An evaluation of the effect of leadership styles on organisational performance in Abuja, Nigeria, in Coca-Cola Company discovered that participatory leadership and

delegation of functions positively impact employee performance, leading to the achievement of firm goals and objectives (Ibrahim & Daniel, 2019). Their findings led them to conclude that an organisation's leadership style determines the performance level. Consequently, they concluded that firms wanting to achieve organisational goals should identify and engage the right leaders to manage employees to achieve organisational targets.

Owner Satisfaction

Enterprise owners are the persons who put together resources to establish and run enterprises. Family firms in Asia predominantly employ Autocratic Leadership as their style of management. Despite employing highly qualified external personnel to oversee their businesses, firm owners maintain the conviction that their decisions are final and, as such, in the company's best interest (Fries et al., 2021). An investigation that compared the impact of transactional and Transformational Leadership styles on employees in Moroccan firms concluded that job satisfaction is unquestionably influenced most by the personal recognition component of Transformational Leadership (Hassi, 2018). Individuals or groups of individuals predominantly own agricultural enterprises in Kenya.

Staff Turnover Rates

Agricultural enterprises employ skilled and unskilled workers to facilitate their delivery of services. Such employees are always searching for greener pastures elsewhere. In Kenya, various factors influence the decision-making ability of employees to want to stay or move to another enterprise. Leadership has been identified as one of the critical factors that influence the decision of an employee to either stay or leave an enterprise. Human capital is the most crucial resource in organisations wanting to remain at the top of their game in service and goods delivery to their customers. Identification, recruitment, and retention of top talent should be the aspiration of any leader to maintain high firm

performance (Islami et al., 2018). The movement of staff from one firm to another, especially competitors, weakens the firm's competitive advantage against competitors (Calvin, 2017). Their study focusing on the influence of directive and participative leadership styles on employee retention rates established a strong connection between participative leadership and staff retention (Jacqueline & Nafula, 2021). Their study, however, discovered a low positive connection between directive leadership and the retention of employees. Studies to evaluate the influence of directive and participative leadership styles on the performance of agricultural enterprises need to be conducted in Kenya to establish if the findings from the telecommunications sector hold. Considering participative leadership influences staff to stay and continue providing their services, firms should implement systems that monitor the leadership styles adopted to ensure key staff remain and continue to offer their services for better firm performance (Rana et al., 2019).

Leadership Styles and Enterprise Performance

Empowering leadership has been found to aid an increase in sales in international markets (Colovic, 2022). In a study on the role of leadership and business model innovation in late internationalising SMEs in the Japanese context, it was established that empowering and directive leadership enhance sales in international markets (Colovic, 2022). Leadership style can be defined as the combination of various attributes, qualities, and conducts used by leaders to interrelate with their support staff (Al Khajeh, 2018). Various scholars describe leadership styles as how leaders motivate and guide their employees in executing firm plans (Okorji & Epetuku, 2019). Similarly, Kariuki and Wachira (2017) describe leadership styles as how leaders guide their employees as they execute organisational plans. Leadership styles exert different types of influence on employees. Their study on the influence of leadership style on the financial performance

of enterprises in Croatia (Miloloža, 2018) found a momentous relationship between democratic leadership and the financial performance of enterprises. The study indicates that adopting a suite of leadership styles becomes influential when managing enterprises at a stagnation stage. Therefore, similar studies in agricultural enterprises are needed to find what leadership style would best influence financial performance. For instance, Miloloža (2018) asserts that leadership style contributes enormously to the performance of small enterprises. Berries and Bchini (2019) assert that leadership styles influence the innovativeness of employees. Transformational and Transactional Leadership Styles are associated with enhanced follower innovativeness and improved organisational performance. However, the Transactional Leadership Style has been found to exert little influence on employees wanting to adopt exploratory innovation. Leadership styles determine the strategies firms employ to guide their operations to achieve their set targets.

Other scholars group leadership styles into two broad categories, focusing on the leader or employees (Gandolfi & Stone, 2017). Leader-centred styles include autocratic, charismatic, and transactional. Follower-centred leadership styles include participative, servant, and Transformational Leadership, all of which emphasise the inclusiveness of the democratic leader. On the other hand, other scholars categorise leadership styles into three broad classes: autocratic, participative, and laissez-faire (Northouse, 2019). This is consistent with early scholars of leadership who classified leadership styles into three distinct groups: autocratic, also referred to as authoritarian; democratic, also known as participative; and laissez-faire. Their categorisation forms the basis for studies on leadership. Autocratic leaders take responsibility and set clear prospects for what, how, why, and when jobs should be accomplished. Autocratic leaders are fully responsible for all decisions made in the organisation and do not consider the input of their employees. On the contrary, democratic leaders are viewed as the most influential leaders because

they promote the input of employees in their decision-making process in large and small organisations. In the democratic leadership style, the input of employees towards accomplishing targets and undertakings is appreciated.

Democratic leaders adopt a two-way interactive process between employees and leaders, which is divergent from the one-way communication process adopted by autocratic leaders (Gandolfi & Stone, 2017). Irrespective of the leadership style, advantages and disadvantages exist, which makes it challenging to assert which leadership style would lead to the best achievement of organisational goals. Organisations are set up to achieve specific goals and require the intervention of employees to achieve the targets (Velu et al., 2017). Leaders influence the organisation's members to willingly contribute to accomplishing firm goals and objectives. The leader, therefore, exerts the most significant influence on support staff as they perform their tasks to achieve their targets.

Transformational Leadership Style and Enterprise Performance

Globally, transformational leaders have been found to influence their employees by instilling conviction and encouraging them to adopt new concepts and procedures as they perform their responsibilities (Kalsoom et al., 2018). To alter the current state of leadership, Transformational Leadership involves disclosing to staff the flaws in the current structure and presenting a compelling mental image of the future organisation. It is correlated with instigating transformation and enhancing performance (Daud et al., 2022). Positive changes among support staff have been linked to the Transformational Leadership style (Ding et al., 2017). The leader inspires, motivates, and stimulates personnel to participate in a collective vision and have faith in their capabilities, thereby causing them to surpass their natural performance levels (Ouko, 2022). According to Akkaya (2020), transformational leaders are individuals who exhibit the four symbiotic and mutually reinforcing characteristics. The leader possesses four key attributes,

including charisma and expressive influences that inspire employees' admiration, confidence, passion, and commitment, as well as the ability to generate and present an alluring capacity for forward-thinking (Bass, 1990; Munyiva & Kihara, 2018). Charismatic leaders envision the future by clarifying how set goals will be achieved and setting examples to be emulated (Katsaros et al., 2020).

Scholars worldwide have established a positive correlation between Transformational Leadership and enterprise performance (Widodo et al., 2017). Weller et al. (2020) discovered that Transformational Leadership positively impacts high-performance work systems and customer satisfaction in their study conducted in Germany. Similarly, an enquiry by Al Khajeh (2018) into the impact of different leadership styles on the performance of companies in the United Arab Emirates (UAE) unequivocally demonstrated that Transformational Leadership is inextricably linked to enterprise performance. Research conducted in Malaysia on the impact of Transformational Leadership on employee and organisational performance has consistently found a robust positive correlation between such leadership styles, employee competency, and the organisation's overall performance (Atan & Mahmood, 2019). Transformational leaders were found to continuously improve the ability of workers to perform their tasks better, which helps enterprises achieve their goals. Transformational Leadership has been found to significantly impact enterprise performance in the UAE (Alkhazraji, 2022). Leaders practising Transformational Leadership influence their employees to use their innovative and technological ideas to develop any sector of the economy.

Other researchers in Africa discovered that some aspects of Transformational Leadership had a more significant influence on the performance of businesses than others. For instance, Boukamcha (2019), in a study on Tunisian SMEs, found intellectual

stimulation and inspirational motivation to influence employees positively. Leaders who adopt the dimensions of Transformational Leadership were found to enhance employee innovativeness, their ability to venture into new business and the proactiveness of the employees at the enterprise.

In Kenya, Transformational Leadership has been found to influence the job satisfaction of employees in the County government of Kakamega (Barasa & Kariuki, 2020). The results mirror other scholars who confirm that Transformational Leadership influences organisations' outcomes. Additionally, charismatic leaders set high-performance standards, ensuring employees are determined to emulate the leader's high levels of self-confidence. Inspirational motivation is defined as the leader's ability to revitalise employees through the inculcation of happiness, thereby encouraging them to go beyond self-interested performance and contribute to the organisation's success by ensuring that challenges can be overcome and that exceptional outcomes can be attained (Munyiva & Kihara, 2018). Intellectual stimulation refers to a leader's capacity to inspire and motivate employees to question the status quo of a given situation. This capability permits employees to consider challenges from fresh perspectives, thereby facilitating the adoption of innovative methods for accomplishing tasks. Individualised consideration is described as the ability of a leader to develop employees by understanding their strengths and weaknesses and making a deliberate effort to guide the employees to perform their roles better (Ogola, 2017).

Transformational leaders inspire employees to become creative and to participate actively in organisations' decision-making processes. Small enterprises compete for highly talented workers, with large companies with structures attracting such talent. Highly talented workers will only be motivated to stay in an organisation because they enjoy the working conditions. The actions of leaders directly influence the working

conditions of a firm. Employees enjoy working in firms with the autonomy to perform their tasks. Kamau (2020) asserts that adopting the four elements of the Transformational Leadership style is directly related to the performance of commercial Banks in Kenya. The study confirmed that Transformational Leadership enables the top management of banks to provide inclusive support plans and a shared vision and instil a strong correlation with various stakeholders. Similar studies in the agriculture sector need to be conducted to establish if the findings hold.

Transactional Leadership Style and Enterprise Performance

Transactional Leadership can be defined as a leadership style that exchanges targets and rewards between the leader and the support staff (Al Khajeh, 2018). Transactional leaders give something to their employees in exchange for work performed. Such leaders reward their support staff with a pay increment, a promotion, performance-based rewards, and added responsibilities that motivate them to commit to achieving organisational goals Frangieh and Rusu (2021). This notion about Transactional Leadership has been confirmed by (Kalsoom et al., 2018), who confirm that transactional leaders use recognition, rewards, and punishment to motivate their employees to use new viewpoints and techniques to perform their responsibilities efficiently.

Transactional leaders create and sustain an organisational context where support staff are maintained by rewarding them for their sustained achievement of targets. Support staff receive tangible and intangible benefits as a direct benefit for achieving their targets. Despite support staff being rewarded for achieving organisational goals, their creativity and innovation are not encouraged, making it difficult for support staff to utilise their talents fully and, hence, not performing as per the organisation's expectations. Some scholars classify Transactional Leadership into three types of exchanges (Akkaya, 2020). The first is a conditional incentive, which defines the exchanges and deals between the

leader and employees, setting out what is expected of each other. In this case, the leader-follower relationship has conditions that need to be met to achieve desired goals. The second exchange is called management by exception, where the leader focuses on correcting faults and maintaining performance. The leader's sole responsibility is to solve faults. The third exchange is called active management by exception, where the leader only intervenes when problems are considered considerable. The leader acts as a monitor in this perspective.

Studies in Asia in the fast foods manufacturing sector established an irrefutable influence between Transactional Leadership and the performance of employees (Kalsoom et al., 2018). Transactional leaders motivate employees with rewards that make them want to perform their tasks leading to high achievement of organizational objectives. Similar studies in Iran found Transactional Leadership to enhance employee creativity in the education sector (Ebrahimi et al., 2017). Other studies in Nepal found Transactional Leadership to exert a negative influence on organizational performance (Thapa & Parimoo, 2022).

An investigation conducted in Africa concerning the impact of leadership styles on enterprise performance identified an inverse relationship between Transactional Leadership and organizational performance. There are no opportunities or autonomy for employees to utilize their intellect to enhance task performance (Al Khajeh, 2018). This is contrary to what other studies found on the global arena.

In Kenya, research investigating the impact of Transactional Leadership on the academic performance of private universities has identified a robust and favourable correlation (Kubai et al., 2022). Similar research examining the impact of leadership styles on Safaricom enterprise performance discovered a positive correlation (Chege & Gakobu, 2017). A study on the influence of Transactional Leadership Style on the performance of

employees found a positive correlation (Kabiru & Bula, 2020). Studies listed here point to the fact that Transactional Leadership can have a positive influence on the performance of employees and by extension the enterprises. Employees seem to be motivated to become more productive and efficient as team members when expecting rewards from their leaders. This is contrary to other studies elsewhere where Transactional Leadership has been found to exert no influence or a negative or insignificant relationship with firm performance.

Democratic Leadership Style and Enterprise Performance

Globally, studies have found a positive correlation between democratic leadership and enterprise performance. In Poland, Dyczkowska and Dyczkowski (2018) found a positive relationship between democratic leadership and SME performance. Democratic leaders make decisions after seeking the consent of their employees. Democratic leaders prioritize the social aspects of the workgroup besides giving guidance to their employees by empowering them to put into practice their talents and competencies. Democratic leaders work with support staff to remunerate them for their dedication and work with their employees to find solutions to problems instead of reprimanding them. Consequently, employees become highly accountable to meet their targets. The fact that democratic leaders involve their personnel as they discuss enterprise projections and predicted setbacks makes personnel more dedicated to their roles releasing their creativity which makes workers committed to the delivery of quality products and services to their clients. Democratic leadership enhances organizational performance because it gives support staff chances to articulate and execute their innovative viewpoints (Al Khajeh, 2018). In Asia, studies on the impact of leadership styles on employee performance in a private sector company in Malaysia found a strong positive relationship (Basit et al.,

2017). The study used closed-ended questionnaires to focus on three leadership styles and adopted convenient sampling.

A study on the connection between leadership styles and firm performance in the United Arab Emirates established an irrefutable connection between democratic leadership and the performance of firms (Cherian et al., 2020). Democratic leadership allows support staff opportunities to participate and give their propositions and responses to their leaders, motivating them to own the processes and hence put their best foot to achieve better performance. The fact that employees are allowed to participate in the decision-making process of the firm makes them feel appreciated which makes them bring out their innovative ideas.

In Africa, similar studies in the non-governmental sector in Ghana confirms the assertion that democratic leadership exerts an irrefutable positive connection on the performance of support staff (Akpapere et al., 2019). The involvement of employees in the decision-making process makes them more dedicated to their jobs leading them to better firm performance. According to their assessment of how leadership styles affect the performance of businesses at TumaKavi Development Association in Tamale, Northern Region of Ghana, support staff members are more engaged and committed to organisational projects when they are given the opportunity to voice their opinions and ideas. Leadership styles can exert either positive or negative influence on organizational performance depending on the situation. They assert that adoption of autocratic and laissez-faire leadership styles can help achieve set targets in specific situations. Similarly, Akonkwa et al. (2022) established a strong positive connection between participative leadership and the performance of enterprises in their study on the impact of democratic leadership on the performance of family-owned enterprises, in the Democratic Republic of Congo. Similar studies on the impact of leadership styles on the performance of schools

in Eritrea established a strong positive influence of democratic leadership on school performance (Tedla & Redda, 2021). Similar studies in Eritrea to explore the interaction between the leadership styles adopted by school principals on school performance found a positive impact of democratic leadership on the performance of schools (Weller et al., 2020).

In Kenya, similar studies found contrary results. For instance, Kariuki and Wachira (2017) found the application of Democratic Leadership Style inappropriate in financial institutions where quick decisions must be made. Democratic leadership requires time to consult before decisions are made, which would lead to loss of revenue if it were to be applied in situations where time is a limiting factor. On the other hand, (Bwonya et al., 2020) found democratic leadership to exert a positive influence on the performance of enterprises in Kenya. These contradictory findings required studies to establish which findings hold in other settings.

Despite the positive aspects of democratic leadership style, it has its shortcomings, such as, requiring much more time to perform a task thus making it counterproductive. Democratic leaders should therefore aim at developing small teams of highly motivated staff that quickly reach a consensus and dedicate their time to productive use. Democratic leadership is a good fit for small enterprises where time and productivity are of the greatest essence for survival in competitive economies (Fiaz et al., 2017).

Autocratic Leadership Style and Enterprise Performance

Autocratic leaders are leaders who do not have much trust in their employees (Al Khajeh, 2018). Autocratic leaders define the undertakings, practices, and strategies that support staff should use and demand that they use them as stipulated (Katsaros et al., 2020). Such leaders only foster one-way communication and rarely advocate for creativity, a practice that negatively influences the enthusiasm and gratification of their

employees. Autocratic leaders increase organisational conflicts, which negatively influence firm performance. They restrict workplace communication and interactions, which are essential precursors to firm performance. In the short run, autocratic leaders are effective and can thus positively influence firm performance. The Autocratic Leadership Style is effective whenever firms implement short-term projects that need to be completed within specified time limits. Autocratic Leadership becomes useful whenever the execution of actions requires speed, such as emergency response, and in times when specific actions would lead to securing a business deal or losing it altogether (Katsaros et al., 2020). It, however, results in complaints by organisational members and should only be used judiciously.

In Asia, studies on Autocratic Leadership's influence on employees' performance in the private sector revealed a negative relationship (Basit et al., 2017). Autocratic leaders make decisions without involving their support staff (Dyczkowska & Dyczkowski, 2018). They institute stringent rules, regulate processes, and prefer to endure official professional interactions with employees. Autocratic leaders do not create time for consultation with employees, making the leader miss out on follower contributions to the firm and exposing the firm's risks to competitors. In an Autocratic Leadership Style, the leader does not allow employees to learn and use their abilities to improve the firm's services to the clients.

In Africa, studies found contrary results. For instance, a study conducted in West Africa by Amegayibor (2021) established a positive connection between Autocratic Leadership and the performance of enterprises in a study to establish the effect of leadership styles on the performance of employees in a family-owned manufacturing company in Ghana. Amoah-Mensah and Darkwa (2020) established a positive correlation between Autocratic Leadership and employee performance in a study on the impact of

Autocratic Leadership on employee performance in Ghana. Autocratic leaders ensure that employees are guided to carry out their functions in a specific manner. In this context, employees only want to ensure their work is done as prescribed. The Autocratic Leadership Style did not influence the performance of family-owned enterprises in the Democratic Republic of Congo (Akonkwa et al., 2022). An enquiry in Africa to investigate the influence of various leadership styles on the performance of enterprises established a positive connection between Autocratic Leadership and enterprise accomplishment (Al Khajeh, 2018).

In Kenya, studies on the influence of Autocratic Leadership on performance generated contradictory results. For instance, a study on the effect of Autocratic Leadership on the performance of Primary Teachers Training Colleges (PTTCs) found a negative effect between Autocratic Leadership and the performance of PTTCs (Lumumba et al., 2021). On the contrary, Oyugi and Gogo (2019), in their study on the effect of the principals' leadership styles on the performance of students in high schools, found a positive connection between Autocratic Leadership and students' performance in schools in Awendo, Sub-County, Migori County, Kenya.

Scholars have found Autocratic Leadership to reign supreme in smaller enterprises. There is less practice of democratic leadership in small enterprises. In the small enterprise, the leader closely interacts with workers, encouraging them to become imaginative as they execute inventive concepts (Mihai et al., 2017). Most SMEs lack formal structures and practices, as exhibited by large organisations, making adjusting to the ever-changing business environment easier as they offer their business solutions. It is easier for members of the firm to work in small groups where each member works closely with the other. Such a close working relationship makes it possible for each member of

the firm's contribution to the enterprise to be felt and seen, making each more committed to their performance of tasks.

Despite autocratic leaders being seen in a bad light, they have been found to provide elaborate and precise instructions to their employees on what they expect of their employees in specific situations, detailing how the employees should do what the leader wants them to do. The clarity of instructions offered by autocratic leaders helps employees to perform their tasks effectively, deal with identified problems, and meet their targets whenever the time is assumed to be necessary. As a result of their clarity of instruction, autocratic leaders have been found to enhance firm performance rapidly in the short run. Autocratic leaders are assumed to have negative behaviours, producing negative results (Harms et al., 2018). In several instances, it has been established that autocratic leaders have produced positive results and are highly regarded by their employees in their communities. This contradicts the much-publicized notion that autocratic leaders are aggressive and hostile to their employees. It has been discovered that directive leadership, which is the same as autocratic leadership, works very well in specific circumstances.

Moderating Influence of Capacity Development

In this study, capacity development played a moderation role. The study sought to establish to what extent capacity development positively influences the performance of enterprises. In this context, capacity building explored the various avenues used to build the leadership capacity of members of an enterprise. These include training, mentoring, and coaching. Leadership development refers to the processes used to enlighten leaders and their employees on the existing leadership styles. It describes how the leadership principle is applied and why the application of specific leadership styles influences the performance of firms. Goldman et al. (2021) describe leadership capacity development using Conger's methodology. In Conger's methodology, employees and leaders are

allowed to learn leadership concepts which they should use to improve their engagement with team members. Feedback from the employees and leaders is a critical aspect that enables an organisation's members to improve their skills (Sawe, Nziku, & Struthers, 2021).

The owners or proprietors of agricultural enterprises face many challenges while managing their enterprises, considering many do not have formal training to enhance their leadership capacity. Registration of agricultural enterprises does not require them to be proficient in people management for enhanced achievement of enterprise objectives. This has led to poor firm performance of many firms. Some highly performing enterprises have been found to develop a network that helps owners and managers form a peer group that helps them share their experiences and expertise in running their businesses (Smith et al., 2019). This strategy has helped businesses develop systems that help them identify gaps in their leadership and seek practical help whenever required.

A study conducted by Suriyani et al. (2023) in Indonesia among Weaver Groups found capacity building to influence the performance of the enterprises strongly. The study adopted a qualitative descriptive methodology and used in-depth interviews and document analysis to gather data. The study concluded that government institutions should set aside resources to empower the private sector. They guide mentoring and coaching to be adopted among senior leaders in organisations to enhance the sustainable utilisation of innovative ideas from employees. Similarly, studies in Africa by Akolgo-Azupogo et al. (2021) found capacity building to positively increase employees' skills, enabling them to perform their tasks better and improving organisational performance. Their study mainly focussed on various sectors, agriculture being one of them. They concluded that capacity development should be mandatory in enterprises wanting to perform better.

A study on the influence of capacity-building and Women-owned Small and Medium Enterprises (SMEs) from Southwest Nigeria found capacity-building components to be a good predictor of the performance of Women-owned SME enterprises (Sajuyigbe et al.,2021). The study adopted a quantitative approach using questionnaires to collect data. An assessment of the influence of training programmes on the performance of youth agricultural enterprises in Nigeria found a strong correlation between training and performance (Adeyanju et al., 2021). Using a well-structured questionnaire on Kobo Collect, a quantitative survey was administered to 977 respondents, 455 program respondents and 522 non-program respondents. Data were analysed using the Endogenous Treatment Effect Regression (ETER) Model. These studies suggest a positive correlation between capacity development and enterprise performance from the African Context.

In Kenya, the Micro and Small Enterprises Authority (MSEA) was created to identify capacity gaps at the SME level and develop strategic partnerships with like-minded institutions to enhance the leadership capacity of MSMEs. This strategy has helped newly established enterprises know where to get the much-needed leadership training and other forms of training for managers and owners to improve their enterprises. Companies have developed organisational capacity assessment tools to help identify the gaps. For instance, a company such as SCOPEinsight has developed capacity assessment tools that can be applied to enterprises to identify any gaps and use the gaps to develop a training curriculum. Once capacity gaps have been identified, three methods can be applied to improve the leadership capacity of managers in an enterprise. Training, coaching, and mentoring have been identified as key strategies that can be applied to improve the leadership capacity of leaders in firms.

Training refers to specific initiatives put in place by organisations to educate their staff on specific aspects (Armstrong & Taylor, 2020). In most cases, training is planned

after specific gaps have been identified, generally through surveys and the administration of capacity assessment tools. Training is planned to provide general principles that will help employees improve how they lead and are led by their supervisors.

According to Zuberbühler et al. (2023), coaching can improve employee performance, growth, and well-being. In organisations, leadership that embraces coaching is gaining traction. Assessment tools that embrace coaching in leadership using coaching-based leadership (CBL) assessment tools are becoming legitimate and dependable. Their second study examines the relationships between CBL, and outcomes connected to the workplace for 252 employees. Structural equation modelling results showed that CBL positively correlates with in- and extra-role performance and work engagement via the mediation of psychological capital. The results contribute to the resolution of significant queries regarding the potential benefits of CBL as a job resource that can enhance the performance and well-being of employees at work.

Coaching is a one-to-one method to help workers grow their skills and knowledge, which leads to improved enterprise performance (Jones et al., 2016). Usually, the need for coaching arises from formal or informal performance reviews (Theeboom et al., 2014). Opportunities for coaching emerge as supervisors and their employees engage daily. Controlled delegation in coaching ensures that individuals know what is expected of them and understand what they need to know to complete their tasks satisfactorily. Workplace coaching is a one-to-one learning and development intervention that uses a collaborative, reflective, goal-focused relationship to achieve professional outcomes. In contemporary organisations, coaching is perceived as an executive development activity. After a performance appraisal, the line manager identifies areas where the coachee needs help improving his or her performance. The coachee can be a line manager or other officer and is not restricted to managers and executives.

Mentoring uses specially selected and trained individuals to provide guidance, pragmatic advice and continuing support that helps a person, or persons allocated to them learn and develop (Armstrong & Taylor, 2020). Mentoring is a long-term relationship between a highly knowledgeable mentor and an inexperienced mentee (Jones et al., 2016). Mentors prepare employees to perform better in the future and groom them for higher and greater things in career advancement. Mentoring can be essential in leadership capacity development (Brimah et al., 2020). Senior managers work closely with newly recruited managers or those who have just been promoted to guide them into becoming efficient managers (Susanto & Sawitri, 2023). The mentoring process encompasses making it possible for the mentee to ask questions on the spot. The mentor, usually a line manager, ensures that the mentee understands how the processes occur and allows the mentee to try the practice, make mistakes and learn to become effective. According to Aas and Vennebo (2023), Schools that had engaged principals and leadership groups conducting action research projects in a leadership role seemed more successful in realising their potential as a collective leadership team for bringing about educational reform.

Agricultural entrepreneurs who have been in business long enough are trained to mentor newly recruited entrepreneurs. By attaching newly recruited entrepreneurs to seasoned ones, the new entrepreneurs learn quickly and become experts in their business. This has been seen to increase sales and motivate new entrepreneurs to take up sales with ease quickly. This study, therefore, sought to establish the extent to which capacity development influences each of the selected leadership styles on the performance of agricultural enterprises in Kenya.

Theoretical Literature Review

A theory is a proposed explanation of the connection between a study's dependent, independent and moderating variables (Creswell & Creswell, 2018). Four theories guided

the study. The overarching theory was the Path-Goal Theory of Leadership. The Transformational Leadership Theory and the Systems Theory were integrated to guide the study further and help explain how the dependent and moderating variables influence the performance of agricultural enterprises. Four theories (Transformational, Systems Theory and Path-Goal Theories) guided leadership principles; the systems theory guided enterprise development and guided the study of how the various leadership styles and the moderating variable influence the performance of agricultural enterprises.

Situational Leadership Theory

Ken Blanchard and Paul Hersey developed the Situational Leadership Theory (Hersey & Blanchard, 1969). The theory posits that no leadership style exists that suits all situations. The most successful leaders modify their approach to match the maturity and skill level of the people or teams they manage. Effective leadership is, instead, task-relevant (Manyuchi & Sukdeo, 2021). Consequently, the theory recognises four approaches to leadership. The directing approach gives clear instructions to employees and supervises their performance. This approach is best applied to employees with low competence but high commitment. In situations where employees are noted to have some competence but with variable commitment, Coaching is observed to be the better approach. In this context, leaders provide direction but engage in mutual communication where they support and encourage the building of competence and confidence of the employees. In situations where employees have high competence and varying motivation levels, participative leadership should be adopted. Participative approaches to leadership require leaders to facilitate and support employees to accomplish their tasks and in their decision-making processes. Finally, delegating should be adopted when employees have high levels of commitment and competence. In this approach, the leader provides minimal

support and direction, empowering employees to take responsibility for their task performance.

The application of the directing approach to employees in enterprises. When a new employee lacks the necessary skills and experience is onboarded to perform tasks independently (Blanchard et al., 1993). The leader gives clear directions, keeps a close eye on development, and frequently comments. The coaching approach is used when a new employee exhibits innovation abilities but lacks confidence in its utilisation. The leader explains how the innovation works and provides constructive feedback and support.

Situational Leadership Theory guided the selection of the four leadership styles (Transformational, Transactional, Democratic and Autocratic). Enterprise leaders adopt either of the leadership styles whenever they manage their employees.

Transformational Leadership Theory

Burns formulated the Transformational Leadership Theory in 1978 (Burns, 1978). The theory postulates that Transformational Leadership transforms both the leader and the follower, which leads to superior organisational performance. Bass enhanced the theory in 1985 by introducing a measurement aspect to demonstrate how the theory impacts employees' ability to perform beyond expectations (Bass, 1985). Leaders exert a positive influence on their employees, leading to high levels of firm commitment that lead to high interest by employees to perform beyond what is expected of them. Employees put higher levels of effort and effectiveness into their work, leading to high job satisfaction. According to Burns (1978), leadership transforms both the leader and the follower. Consequently, the leader and the employees change their attitudes about work in a scenario that improves their ability to perform their tasks, leading to enhanced firm performance (Burns, 1978). In a bid to better explain the concept of firm performance

because of practising Transformational Leadership, Bass (1985) added the concept of measurement of Transformational Leadership and how it impacts on support staff motivation and performance. Transformational Leadership Theory postulates that transformational leaders positively influence their employees, increasing their commitment to the organisation (Bass, 1985). The leader influences employees to enhance their performance by inspiring them to look at teamwork to increase their performance at their allocated tasks. According to Bass (1985), the components of Transformational Leadership (intellectual stimulation, inspirational motivation, idealised influence, and individualised consideration) commonly referred to as the 4Is exert an incremental influence, which results in enhanced follower performance, which in return leads to improved ability of firms to achieve their objectives.

Regardless of its popularity, the transformational leadership theory does not explain the effect the leader has on firm processes that are instrumental to firm performance. Previous studies have failed to discuss Transformational Leadership's effect on firm processes that enhance firm efficiency. Studies to demystify how each of the 4Is influences firm performance have been proposed as a better way to corroborate the causal influence of Transformational Leadership on firm performance. Individuals exhibit different levels of each of the 4Is, which, in effect, influences follower performance differently. Bass and Riggio (2006) explain that transformational leaders influence their employees and further explain the behaviours leaders use to influence their employees. The theory explains the underlying influence course in terms of inspiring employees to rise above their selfishness for the sake of the organisation. Different conducts are involved in the transformational action of leadership, making it possible for scholars to measure the levels of Transformational Leadership in a leader using the Multifactor Leadership Questionnaire (Avolio & Bass, 2004).

The theory has been widely applied in a series of sectors, with transformational leadership being the overarching theory. However, applying the theory to workplaces with routine activities where employees work in groups and mechanized operations poses a challenge to its applicability. In organisations where standard operating procedures have not been established, it becomes difficult to apply the theory. The theory emphasises the leader and his or her ability to transform the operations of an enterprise. In such circumstances, the enterprise would face serious challenges should the leader exit the enterprise.

The Path-Goal Theory

The Path Goal Theory was postulated by Martin Evans in 1970 and further refined by House in 1971 (Evans, 1970; House, 1971). The Path-Goal Theory postulates that leaders achieve effectiveness by affecting the paths that lead to achieving goals set by employees (Matsui et al.,1981). Achievement expectation affects the employees' motivation for hard work and exemplary achievement of the set targets (Cote, 2017; Nzeneri, 2020). The theory enhances the satisfaction and performance of employees and focuses the nature of the work tasks of employees and how they are motivated to perform their tasks (Northouse, 2019).

Leadership is the process by which leaders inspire, motivate, and direct their employees to achieve their desired goals. The leader develops and communicates the organisation's future vision, which motivates employees to perform their tasks. Consequently, this engages them in the organisation as they strive to achieve their goals. The Path-Goal Theory recognises that leaders set goals and use them to set targets for their employees. The employees then carry out activities to achieve set productivity targets that can be measured to gauge the goal's achievement level (Northouse, 2019).

The Path-Goal Theory recognises four leadership styles: directive, supportive, participative and achievement-oriented (Nzeneri, 2020). The Path-Goal Leadership Theory has proposed a modified and adopted questionnaire to collect data. The data was analysed to establish how each leadership style adopted by leaders in a firm influences the performance of their employees. Once scored, the questionnaire has 20 items, which helps a researcher classify the leader into four broad categories. Their performance was evaluated and compared with the result of their performance. The Path-Goal Theory questionnaire was adapted to guide the study. Various scholars have utilised the path-goal theory in different contexts. For instance, Rohimin and Hariri (2022) used the theory in the education sector and found that the directive and achievement-oriented aspects of the theory are the most widely accepted. Similar studies need to be conducted in other sectors, like agriculture, to establish if the findings hold.

Agricultural enterprises have specific goals to make their businesses profitable and sustainable. To do this, leaders have the task of determining the goals, setting the roadmap to achieve them, and ensuring their support staff are supported and guided to navigate challenging circumstances. The Path goal theory of leadership was used to guide the study by providing the framework for measuring the leadership styles practised by agricultural enterprises. The five objectives were measured using a modified path-goal theory questionnaire. Additionally, the theory was used to establish how leaders in specific enterprises influence their support staff to accomplish their tasks. Leaders are expected to set compelling goals and prepare the team's path to accomplish the goals. This technique helps team members deal with bottlenecks as they emerge and motivate the team to accomplish their tasks. This theory explains why some enterprises perform better than others and are more successful than others. This was the overarching theory for the study.

The theory was used to explain why having a top leader in the organisation who embraces capacity development helps various cadres of staff at the organisation to develop a learning culture. This is consistent with Farhan (2017), who asserts that for learning to take place in a firm, one of the leaders must embrace it and cascade the same to other members. A leader is responsible for creating an environment conducive to learning that encourages continuous exchange of knowledge, improvement, and growth. This environment should be designed to facilitate the organisation's expansion.

The Systems Theory

Ludwig von Bertalanffy postulated the Systems Theory in the 1940s to identify approaches to novel approaches to studying life, and they believed that the Systems Theory was used to study the complexities of life (Lewin et al., 1939). The theory was refined to facilitate holistic approaches to investigating phenomena in different disciplines. The Systems Theory understands firms as social systems that are comprised of various units that relate with one another in a harmonious way to make firms more effective. In business, the Systems Theory focuses on how each element complements the other and how firms are organised into departments that work together for the firm's general good. The internal organisation also interacts with the environment where it exists and has, therefore, to adapt to the changing conditions. Firms must, therefore, place feedback loops that help them quickly adapt to any changes (Teece, 2018). In this case, agricultural enterprises are organised into departments such as production, finance, human resources, and marketing, which must interact with the environment as suppliers of goods and services. They also act as a market for the finished products or services.

The challenge with the Systems Theory is that it is broad and, in a world where specialisation needs to happen to gain competitive advantage, the theory might be misleading. For instance, a price change for products can be seen as a game-changer to

attract more customers, but if a broader view is not taken, this might not be a workable solution. Over the years, the Systems Theory has been enhanced by focusing on the dynamic capabilities of firms. The theory of dynamic capabilities states that an organisation must devise a capability to respond rapidly and effectively to threats in the business environment and opportunities that may present themselves (Plaza-Úbeda et al.,2020). Capabilities are critical in determining what the organisation can perform and how to implement changes to remain competitive in the market effectively. Dynamic capabilities look at the resources and strategies and how these are used to enhance an organisation's competitiveness. Resources constitute human labour, equipment, structures, and intangible assets. Strategy is critical because it helps organisations determine the timing of when to enter specific markets. They propose strategies to prevent competitors from entering the niche (Teece, 2018). The theory was used to explain the operations of agricultural enterprises. The theory was used to explain how each employee contributes to the optimal operation of the firm. The tasks performed by each employee uniquely contribute to the overall performance of the firm (Issa & Kiruthu, 2019).

The outcome of an appropriate leadership style application was better employee performance. The Path Goal Theory and the Transformational Leadership Theories were used to guide leaders in determining what employees need to be motivated and, hence, perform their duties. The theory helps to explain why some leadership styles, when appropriately applied, lead to better employee performance than others.

All four theories explain how each leadership style practised by enterprise leaders influences their performance. The Path-Goal Theory was the overarching theory in this study. It helped identify the leadership style adopted by the agricultural enterprises. Consequently, the two remaining leadership theories were used to explain why specific leadership styles influence employee performance and how this leads to the various levels

of agricultural enterprise performance. The Transformational Leadership Theory explains the reasons behind staff motivation to achieve their tasks. The Path-Goal Theory guided the study in formulating questionnaires. It also explained how capacity development initiatives are tapped into at the organisational leadership level to enhance performance. Olowoselu et al. (2019) insist that leaders adapt different leadership styles to motivate employees to complete their tasks. The Systems Theory guides and explains how agricultural enterprises are organised and run.

Table 1 Summary of Research Gaps

Author(s)	Study Area	Methodology	Findings	Research Gaps	How the current study addressed the Gaps
Contextual Research Gaps					
Delaney (2020)	Focused on the effect of leadership styles on business performance on Florida SMEs: A Qualitative case study	Qualitative research using a qualitative multi-case study using an open-ended questionnaire administered online via Zoom.	SME leaders should become role models to be emulated by their employees besides administering coaching, development, and the issuance of incentives to employees.	Similar studies among SMEs in other geographies and sectors needed to be replicated and focus group discussions needed to be applied to establish the validity of the findings.	The current study targeted the agriculture sector in Kenya and embraced both quantitative and qualitative approaches.
Lemma and Eshete (2018)	Effects of leadership styles on organisational performance in Kalit Metal Products Factory.	Adopted a mixed method approach to collecting quantitative and qualitative data. Explanatory research design. Questionnaires,	Established a significant and positive link between leadership style and firm performance	There was a need to apply similar studies in different sectors and contexts to establish if the findings hold.	The study targeted the agriculture sector in Kenya. Key informant interviews were used.

focused group discussions.

Thapa and Parimoo (2022).	Focussed on Transactional Leadership Style and Organizational Performance: The moderating role of emotional intelligence in the Nepalese Manufacturing sector.	Adopted a quantitative approach to collecting quantitative data. Two-step structural equation modelling was used to test the three hypotheses.	a found Transactional Leadership to exert an insignificant influence on organisational performance.	Model was tested in different countries and other sectors such as the agriculture sector.	Study was carried out in the agriculture sector in Kenya.
Weller et al. (2020)	Transformational leadership, high-performance work system (HPWS) consensus, and customer satisfaction	Adopted quantitative longitudinal survey	Found a positive relationship between Transformational Leadership and HPWS consensus.	Model looked at Job satisfaction aspect of performance in Germany	Study focused on the agriculture sector in Kenya.

(Basit et al. (2017))	The influence of leadership styles on the performance of employees in a private sector company in Malaysia.	Adopted a quantitative approach using Likert scale closed-ended questionnaires, using convenience sampling.	Found Democratic Leadership Style to have exerted a strong positive relationship	The study should have been conducted among several private-sector companies and should have examined other performance parameters.	Four leadership styles were integrated into the agricultural context of Kenya
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Methodological Research Gaps

Bwonya et al. (2020)	Leadership Style, Organizational Culture and Performance: A Critical Literature Review	Qualitative research design using secondary data from journal articles, books publications and global conference papers. Content analysis was used to identify relevant variables that were analysed and critiqued.	Organisational culture influences the link between leadership style and organisational performance.	There was a need to establish a contingency framework to establish how other mediating variables influence the link between leadership styles and the performance of firms.	A moderating variable, capacity development, was integrated.
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Mwaisaka et al. (2019)	Influence of supportive and directive leadership styles on employee job satisfaction in commercial banks in Kenya.	Quantitative descriptive correlational research design	They found a positive and significant relationship between directive and supportive leadership styles on employee job satisfaction.	There was a need to replicate the same study design in different sectors, such as the agricultural sector, and to adopt qualitative approaches to establish if the findings hold.	The study integrated autocratic and integrate other variables of performance beyond job satisfaction.
Miloloža (2018)	Impact of leadership styles on the financial performance of enterprises. Business Systems Research	Quantitative Survey research on enterprises	A significant relationship between democratic and laissez-faire leadership styles was found in the financial performance of enterprises.	Adopted qualitative approach to establish why and how leadership styles influence other performance parameters of enterprises in other contexts and sectors.	The study adopted in addition to quantitative research and qualitative research to explain the relationships.
Boukamcha (2019)	The effect of transformational leadership on corporate entrepreneurship in Tunisian SMEs.	Adopted quantitative approach	a Found a positive relationship between Transformational Leadership and corporate entrepreneurship	Focussed on employee innovativeness, proactiveness and new business venturing.	The study considered other leadership styles and integrated qualitative approaches to the

					Would have explored the influence of Transformational Leadership components on other indicators.	agriculture sector in Kenya.
Delaney (2020)	The Effect of Leadership Styles on Business Performance on Florida SMEs: A Qualitative Case Study	Adopted qualitative approach using open-ended questionnaires	Found a positive connection between leadership styles and SME performance	Used online methods to conduct the study. There was a need to conduct physical meetings. Focussed on capacity development as a moderator	The study utilised a mixed methods approach and used micro-SMEs in the agriculture sector in Kenya.	

Conceptual Research Gaps

Aketch et al. (2017)	The impact of leadership performance	Quantitative research using questionnaires	Found a positive relationship between leadership styles and organisational financial performance.	Would have used qualitative research to triangulate the results. Would have identified other dependent variables.	Study applied qualitative approach and used focus group discussions and key informants' interviews to triangulate results.	
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Ogola (2017)	The influence of individualised consideration leadership behaviour on employee performance in small and medium enterprises in Kenya adopted a quantitative approach.	Adopted a quantitative approach using a Correlational research design.	Found individualised consideration to have a strong positive and significant correlation with employee performance in SMEs in Kenya. Support staff often complete their tasks efficiently when their capacity to execute them is enhanced through mentoring and coaching from their leaders.	There was a need to replicate similar studies with SMEs from other sectors to confirm if the studies indeed hold. Studies should have engaged lower-level managers and other junior employees to get their viewpoints.	The study integrated other components of Transformational Leadership besides considering other leadership styles. A qualitative approach was integrated.
Suliman et al. (2019)	The chief executive officer's transformational leadership style on the performance of top team management in the Gulf Cooperation Council (GCC).	Applied quantitative approach using non-probability sampling.	Established that leader Transformational Leadership is linked to performance and change in how teams operate. When leaders empower their top management teams, it influences their processes, which in turn influences company performance.	Explore behavioural characteristics of the entire TMT. Explore the top Transactional Leadership and TMT Performance to establish reasons behind the different constructs. Replicate the study using a	Study assessed the influence of other leadership styles on enterprise performance besides looking at how the moderating variable influences the relationship.

Kabiru and Bula (2020)	Influence of Transactional Leadership Style on Employee Performance at Selected Commercial Banks in Nairobi City County, Kenya	of Adopted quantitative approach using closed-ended questionnaires.	The study found a significant positive influence between Transactional Leadership Style and employee performance.	Use additional leadership styles as independent variables and consider other aspects of performance.	Four leadership styles were adopted as independent variables, with performance as a moderator. Used qualitative and quantitative approaches.
Rana et al. (2019)	Influence of supportive and participative leadership styles and the moderating role of task structure on employee performance	of Adopted quantitative approach using closed-ended questionnaires. Used path-goal theory of leadership	Found participative leadership style to predict employee performance significantly.	The study considered participative and supportive leadership styles and only looked at employee performance.	The study adopted four leadership styles and evaluated financial and non-financial parameters.
Akparep et al. (2019)	The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana	of The authors adopted a qualitative approach using purposive sampling to evaluate the influence of leadership styles	Found a democratic leadership to facilitate the smooth running of the enterprise.	The study should have integrated other sectors and geographies.	The study involved multiple enterprises in Kenya.

Akonkwa et al. (2022)	Leadership Styles and Small Enterprises' Performance: Is Gender an Issue? Empirical Study from the Democratic Republic of Congo	on firm performance. An enquiry in Africa to investigate the influence of various leadership styles on the performance of enterprises. Adopted quantitative approaches using questionnaires.	Established a positive connection between democratic leadership and enterprise accomplishment, while Autocratic Leadership exerted a negative influence.	Focused on family-owned businesses.	The study identified four leadership styles, democratic and autocratic being one of them.
Adeyanju et al. (2021)	Youth Agricultural Entrepreneurship: Assessing the Impact of Agricultural Training Programmes on Performance	Adopting a quantitative survey, using a well-structured questionnaire on Kobo Collect, administered to 977 respondents.	Found a significant relationship between capacity development and the performance of youth entrepreneurs.	In similar studies, there was a need to integrate other variables, such as leadership.	The study adopted capacity development as a moderating variable and integrated agricultural enterprises run by all ages.
Sajuyigbe (2021)	Capacity Building and Women-owned Small and Medium Enterprises (SMEs) Performance:	The study adopted a quantitative approach using	The study found capacity-building components to be a good predictor of Women-owned SMEs enterprise performance.	Similar studies using other variables to conceptualise the relationship	Study integrated capacity development as a moderating variable using

	Empirical Evidence from Southwest, Nigeria.	questionnaires to collect data.		between capacity development and enterprise performance were needed in other contexts.	leadership styles as independent variables.
Smith et al. (2019)	Developing a program of practice for leadership development	Carried out a qualitative study of a cohort of 25 owner managers.	Found a positive relationship between capacity development and enterprise growth.	Socio-cultural backgrounds matter whenever capacity development is practised.	The study adopted capacity development as a moderator in the agricultural context in Kenya.
Theoretical research gaps					
Farhan (2017)	Application of path goal leadership theory and learning theory in a learning organisation	Applied the theory in a learning institution to establish which leadership trait works best.	Established that participative approach works well in learning institutions	There is a need to identify the traits of leadership that should be adopted in other sectors.	The study sought to establish how capacity development moderates the relationship between leadership styles practised and enterprise performance.
Rohimin and Hariri (2022)	Principal's Leadership Style Based on Path Goal Theory: A Literature Review.	Applied path goal theory in the educational sector	Established a positive relationship between the principal's leadership style and the achievement of educational	There was a need to evaluate the influence of leadership styles	path goal and Transformational Leadership theories utilised

				goals in schools. Teacher performance and job satisfaction were considered.	in other sectors based on path-goal theory and other leadership theories.	in the agriculture sector.
Hartmann and Lussier (2020)	Managing the sales force through the unexpected exogenous COVID-19 crisis	Explored the influence of humans, task structure and infrastructure.	the	A change in one variable predicts a change in other variables.	Guidance from the systems theory that considers human task and technology	Systems theory was used to explain how leaders influence employees to perform.

Summary of Research Gaps

The current literature reviewed confirmed the existence of various studies on the impact of leadership styles on the performance of enterprises. Several studies have contextually focussed on other geographies and left out the Kenyan context and, more specifically, the county context, considering Agriculture is a devolved unit in Kenya. Various studies on the influence of leadership have focused on areas such as the education, banking, hospitality, and manufacturing sectors with minimal focus on the agriculture sector. Many studies have focused on large firms such as SMEs in the developed world, leaving out the microenterprises in the developing world, where most agricultural enterprises fall (Delaney, 2020). Other studies have mainly been geared towards specific components of Transformational Leadership and less on other leadership styles, yet predominantly autocratic, transactional, and democratic leadership styles continue to be practised.

Empirically, studies have established conflicting results. Some studies found the four leadership styles selected to positively impact on the performance of enterprises. On the contrary other studies found the four leadership styles to exert a negative influence on the performance of enterprises.

Methodologically, several studies have focused more on quantitative approaches using either one component of prominent leadership styles or just one or two leadership styles. Capacity development has not been integrated into many studies, leaving a gap as to how this moderating variable would potentially influence the performance of agricultural enterprises. Studies have mainly adopted quantitative or qualitative methods and omitted the mixed methods approach, which would have helped explain the findings. Other studies have mainly focused on a narrow range of variables, leaving out moderating

variables that would help provide solutions to the ailing agricultural enterprises (Katsaros et al., 2020).

Conceptually, most studies have focused on linear relationships between the independent and dependent variables. When a moderating variable had been incorporated, it focused either on culture, innovation, or other aspects and not capacity development. Studies on performance have mainly focused on objective measures such as financial parameters and left out subjective measures such as job satisfaction.

Theoretically, many studies have been guided by a series of theories. However, the use of Path Goal Theory to define the leadership styles and the Systems Theory to define the operations of the enterprises in question had not been explored. Most studies adopted popular leadership theories such as transformational leadership and left out theories such as path goals, which would help identify the actual leadership styles applied in enterprises. Combining leadership and enterprise development theories to help measure the performance of enterprises had been identified as a gap that this study sought to fill.

This study evaluated the influence of leadership styles and capacity development on the performance of agricultural enterprises in Kenya. It introduced capacity development as the moderating variable to add value to the available literature on how enterprises could assess leadership capacities. This strategy would enable enterprises to institute measures to build the capacity of leaders and employees for enhanced performance. Most enquiries have concentrated on the linear relationships between leadership styles and performance and left out critical variables like capacity development, which helped address the identified gaps.

Conceptual Framework

The conceptual framework below describes the connection between the independent variable (leadership styles), the moderating variable (enterprise leadership

development) and the dependent variable (performance of agricultural enterprises). Four leadership styles have been isolated as the independent variables (transformational, transactional, democratic, and Autocratic leadership Styles). Capacity development was singled out as the moderating variable. Enterprise performance, the dependent variable, was measured using financial and non-financial parameters, including profitability, annual turnover, productivity, owner satisfaction and staff turnover rates.

Various scholars have proposed models for measuring leadership styles. For instance, Berries and Bchini (2019) assert that leadership styles are measured using the 32-item Multifactor Leadership Questionnaire (MLQ-5x) that was initially developed by (Bass & Avolio, 1995). Transactional Leadership contains three variables: management by exception, active and passive, and contingent rewards. Transformational Leadership covers four attributes: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. The Path-Goal Leadership Theory proposes a 20-item questionnaire that was used to classify leadership styles into four categories (Nzeneri, 2020). The questionnaire was adapted to the local context to determine the leadership styles the sampled agricultural enterprises adopted, and the results were used to establish their performance.

Measurement of Leadership Styles

Each leadership style was measured by evaluating at least four or five parameters that confirm the existence of the leadership style in the management of the enterprise. Democratic leadership was measured using five questions. The five questions included: ability of the supervisor to inspire innovation and team spirit, ability of the leader to seek the views of staff, ability of the leader to allow teams to start and remain in operation, whether the leader empowers talent and competency or whether the leader involves teams in target setting (Akonkwa et al., 2022). Autocratic Leadership was measured using four

questions that included the willingness of the leader to allow staff to learn and use their acquired knowledge to improve service delivery, whether the leader's direction was the only way to perform tasks, whether the leader allows for any inputs from support staff and whether the leader involves team members in their decision-making process (Karakitapoğlu et al., 2023). The moderating variable, capacity development, was measured using a questionnaire with seven questions. Whether the enterprise conducts capacity assessments for staff which incorporate staff training plans, relevant leadership skills, the role training plays on enterprise growth, whether mentoring and coaching are practised, whether performance management is used to elevate staff and whether there is a connection between the person trained and the activities they perform at the enterprise (Porzecanski et al., 2022).

Independent Variables

Moderating Variable

Dependent Variable

Leadership Styles

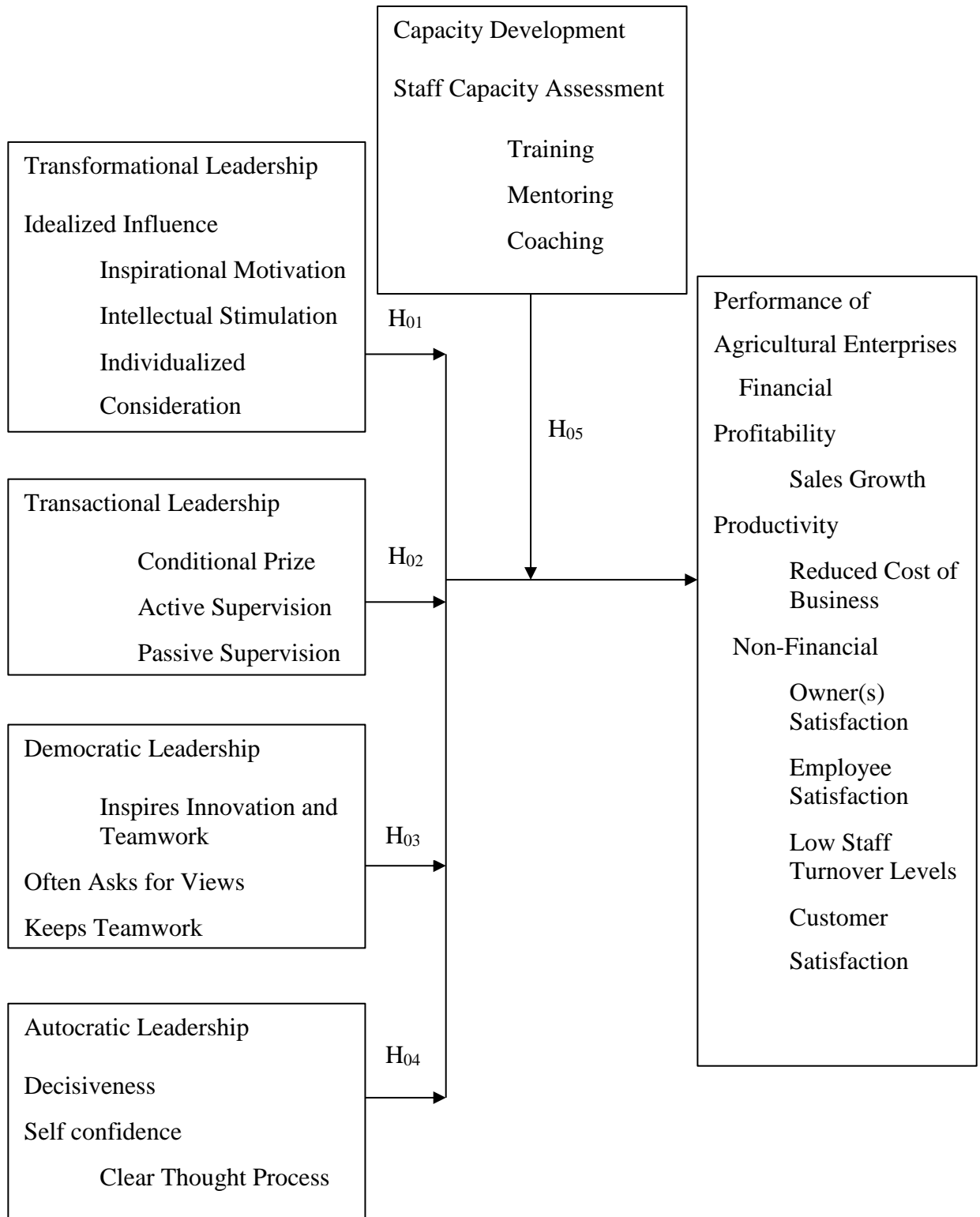


Figure 1 Conceptual Framework

Chapter Summary

This chapter identified four theories that guided the study: The Transformational Leadership Theory, the Situational Leadership Theory and the Path-Goal Theory, which guided the leadership style. The Path-Goal Theory guided questionnaire formulation, while the Systems Theory guided the study in identifying how agricultural enterprises are organised. The Situational and Transformational Leadership theories explain how enterprise leadership influences performance. A conceptual schematic diagram illustrating the relationships between the dependent, independent, and moderating variables was developed. The conceptual framework guided the development of research. The chapter summarises the contextual, empirical, and theoretical reviews of literature that guided the creation of study objectives and articulation of research questions. The next chapter explains the methodology adopted for the study.

Chapter Three: Research Methodology

Introduction

This chapter presents the research philosophy, paradigm and design, population, sampling and sampling techniques, information collection types, research instrument design and deployment, data analysis and interpretation, and ethical issues. It ends with a summary.

Research Philosophy

The study used a pragmatism approach. Pragmatists argue that reality exists in the natural, physical, psychological, and social realities (Kelly & Cordeiro, 2020). The pragmatism approach was better than the positivism approach, which only considers the quantitative research approach, which generates statistics that would better explain the results. Research should combine methods that best answer research questions and objectives. Diverse theories and sources generated knowledge (Narayan et al., 2018). The pragmatism approach answers research questions best (Creswell & Clark, 2018). The study utilised quantitative and qualitative methods because each approach answers the research question in different ways. An explanatory sequential mixed methods approach was used. Quantitative data was collected and analysed to determine the influence of the four selected leadership styles on the performance of agricultural enterprises and to establish whether capacity development moderates the relationship. Results from the quantitative study set the basis for an in-depth study to understand why certain leadership styles influence performance the way they do. This led to the adoption of a qualitative research approach to collect the views of support staff to explain why certain leadership styles influence the performance of agricultural enterprises the way they do. To illustrate how the moderating variable affects the correlation between leadership styles and the performance of agricultural enterprises in Kenya, qualitative perspectives were gathered.

Qualitative data was collected and analysed to establish the reasoning behind why support staff behave the way they do based on the leadership styles adopted by their top leadership. The findings of the quantitative study were elucidated and interpreted through utilising qualitative data. Qualitative research assisted in providing a comprehensive explanation of the findings. The views from the perspective of respondents were collected to explain the mechanism behind why certain leadership styles either positively or negatively influence the performance of agricultural enterprises in Kenya.

Research Design

Research design is the plan scholars use to gather, quantify, and analyse the data to help answer research questions and objectives (Sekaran & Bougie, 2016). A cross-sectional survey design was used because it generated conclusive results from the stratified random sample that can be generalised to the target population. Cross-sectional surveys are studies done to gather respondents' data at a given time to answer a research question (Sekaran, 2003). Since the data was for academic research, the study was conducted over four weeks, and the cross-sectional survey design best fits the study. The limited time and resources available justified the design adopted. Longitudinal studies, which entail data gathering at different points over a period, would not suffice in this study because of time and expense limitations (Sekaran, 2003).

Clearly stated hypotheses and investigative questions were applied to describe the influence of leadership styles on the performance of agricultural enterprises. In this context, the quantitative approach used a simple description of the variables used to establish the statistical relationships between variables using statistical modelling (Saunders et al., 2016). Questionnaires were designed as the primary research instruments incorporating close-ended questions. A stratified sample of employees and leaders representing each stratified sample of agricultural enterprises in Kenya was utilised to

gather the data. Quantitative data was utilised to corroborate the influence of various leadership styles on the performance of agricultural enterprises. The presence or absence of a moderating relationship between leadership styles and the performance of agricultural enterprises in Kenya was determined by applying quantitative research methods.

Once it was established which leadership style positively influences the performance of agricultural enterprises, a small sample of support staff was purposively sampled to participate in a qualitative group discussion and in-depth interviews to explain why and how specific leadership styles influence the performance of agricultural enterprises. In-depth interviews and focused group discussions also helped to explain the moderating relationship between leadership styles and the performance of agricultural enterprises. Qualitative data was analysed using Nvivo 14 software. Data was organised into codes segregated into themes and organised into specific formats to facilitate interpretation. Nvivo 14 software was used for content analysis to extract the main and sub-themes. Consequently, results were descriptively presented on the main and sub-themes to reflect the multistage feedback from the respondents in the focus group discussions and the in-depth interviews. Results of the content analysis were used to explain how and why specific leadership styles influence the performance of agricultural enterprises (Creswell & Poth, 2017). The findings were utilised to elucidate the moderating effect of capacity development on the correlation between leadership styles and the performance of agricultural enterprises in Kenya.

Population

Population in scientific research is the entire group of individuals or elements the investigator wishes to consider when making inferences (Sekaran & Bougie, 2016). Elements should have at least one common characteristic. The target population for the study was 525 leaders and their employees drawn from 105 agricultural enterprises

operating in the post-harvest sector in Western, Upper Eastern and Lower Eastern Kenya under the Bountifield International Mavuno Bora Program. The agricultural enterprises were drawn from four partners: Self Help Africa, Cereal Growers Association, Farm Africa, and FIPS Africa. Logistically, studying every individual in the population was impossible because it would have been time-consuming and expensive. The study was limited to the leaders and their support staff of the agricultural enterprises providing post-harvest services to farmers in the ten selected counties in Kenya. The observation unit consisted of the leaders and support staff serving the agricultural enterprises, while the unit of analysis consisted of the agricultural enterprises in Kenya (Taherdoost, 2017). The list of the agricultural enterprises used as the population of the respondents was obtained from Kenya's management of the Mavuno Bora Project.

Sampling Frame

A sampling frame comprises all individuals with an equal opportunity to be selected by implementing a suitable sampling method (Sekaran & Bougie, 2016; Sekaran, 2003). Considering four NGOs working with various agricultural enterprises in the post-harvest space of the Mavuno Bora project, leaders and their operators from key departments were sampled using stratified random sampling. A list of the 105 agricultural enterprises was obtained from the program's management. The list of agricultural enterprises was drawn from Upper Eastern (Meru, Tharaka Nithi), Lower Eastern (Kitui, Makueni, Machakos), Nyanza (Kisumu and Homa Bay) and Western (Bungoma, Kakamega, and Busia) Counties in Kenya. Each leader of the listed agricultural enterprise provided a list of their staff, which formed the sampling frame. The total number of elements in the sampling frame was 105 agricultural enterprises, 525 supervisors and their operators. Supervisors were either the agricultural enterprise owners or departmental heads who supervised employees. Operators were all employees who provided client

services and had no supervisory role. The leadership of the agricultural enterprises was comprised of the owner, who, in this context, was the supervisor and employees who served in various capacities as operators.

Table 2 Sampling Frame

NGO providing services to Agricultural Enterprises	Target Population of Agricultural Enterprises	Total Employees	Percentage population of employees
FIPS Africa	32	160	30
Cereal Growers Association (CGA)	42	210	40
Self Help Africa	10	50	10
Farm Africa	21	105	20
	105	525	100

Source: Mavuno Bora Project Manager 2023, Bountifield International

Sampling Method and Sample Size

Agricultural enterprises typically organise employees into departments. The agricultural enterprises targeted in this study organise their employees into three key departments, namely marketing, finance, and production, which formed the basis for selecting elements. The list of supervisors and operators serving in each agricultural enterprise's three departments was obtained from the head of each organisation, forming the sampling frame from which the sample was taken. A stratified random sampling method was used because different agricultural enterprises have varying numbers of supervisors and operators whose demographic information differs.

The study adopted a mixed methods approach and used probability and non-probability sampling methods. In probability sampling, the elements in the population have a known, non-zero chance of selection as sample subjects. Sampling is picking the right individuals to exemplify the entire population (Sekaran & Bougie, 2016). A simple

stratified sampling method, probability sampling, was used to pick a representative sample (Leavy, 2017). Since each NGO partner provides varied services to Agricultural enterprises, stratified random sampling was used to determine the sample of enterprises from which supervisors and operators were sampled using probability sampling. A table comprising a sampling frame of Agricultural enterprises and their leaders and support staff was used to sample the leaders and support staff to participate in the quantitative study. This study adopted the probability sampling methods because it is expected that the data collected would represent entire organisations and that the data collected would help in genuinely representing the views of the members of each agricultural enterprise (Taherdoost, 2017). This way, biases in the study were minimised.

The qualitative approach required that the non-probability sampling method be used to pick a small sample to obtain the deeper meaning of the responses from the supervisors and their support staff in agricultural enterprises. Purposeful sampling was adopted (Leavy, 2017). Purposeful sampling pursues the best cases that produce the best data for the study. The study adopted maximum variation sampling, which is a purposive sampling method. This method entails choosing a broad range of instances to capture many viewpoints on a phenomenon, ensuring that several incarnations of the experience or trait being studied are covered (Creswell & Creswell, 2018). By examining these diverse cases, researchers hope to pinpoint recurring characteristics throughout the range of variation, offering a thorough grasp of the phenomena. Maximum variation sampling was adopted to provide a rich, in-depth understanding of the topic under study by elucidating how important phenomena or central themes manifest in various contexts and across diverse populations.

Cresswell and Poth (2017) assert that respondents must be selected to represent the entire population. Maximal variation sampling was used to sample diverse leaders and

support staff with different perspectives on leadership styles adopted at the agricultural enterprise. Individuals were sampled from the three key departments, considering their education level, roles, and level of interaction with the top leaders and employees. The sampling was conducted strategically using the sampling frame to ensure supervisors and support staff were sampled. Supervisors and support staff with pertinent information who often interact with departmental heads and the heads of the specific enterprises were sampled. This strategy ensured that the correct data was collected to answer the research questions. Since this was a cross-sectional survey, ten supervisors and thirty operators were sampled from participating agricultural enterprises using snowball sampling.

The sample size was derived using the Pagano and Gauvreau (2000) formula as follows:

$$n = \frac{Z^2 pqN}{E^2 * (N - 1) + Z^2 pq}$$

Where N was the entire population, n was the sample size that was selected; p was the probability of an element being selected (0.5), E was the expected error (0.05), q was the probability of not being selected (0.5), Z (1.96) was the Z score corresponding to 0.05 significance level.

Considering the number of agricultural enterprises to be evaluated was 105, a census of all the enterprises formed the sample (Sekaran & Bougie, 2016). The enterprises have 525 leaders and support staff from which a sample was derived using the Pagano and Gauvreau formula. Using this formula, the number of supervisors and support staff selected was calculated as follows:

$$n = \frac{1.96^2 * 0.5 * 0.5 * 525}{0.05^2 * (525 - 1) + (1.96^2 * 0.5 * .5)} = 222$$

The census of 105 agricultural enterprises generated a population of 525 leaders and support staff. Stratified random sampling was used to sample leaders and support staff

who participated in the study. The stratified sample of leaders and their support staff drawn from 105 agricultural enterprises participated as respondents to the closed-ended questionnaires for the quantitative study.

The sample size for this research was 222 respondents distributed proportionately to the number of elements in an agricultural enterprise. A simple stratified sampling technique was used to sample the respondents in the quantitative study. This technique sufficed because the target population was classified into strata based on the types of agricultural enterprises targeted. A smaller sample was randomly selected from the employees to participate in in-depth interviews using an interview schedule and focused group discussions that were guided by a discussion guide for qualitative study (Creswell & Clark, 2018). Forty respondents were sampled to participate in the qualitative study.

Table 3 illustrates how samples were distributed:

Table 3 Sampling Size

NGO providing services to Agricultural Enterprises	Target Population of Agricultural Enterprises	Sampled employees for quantitative study	Percentage of population employees	Sampled employees for the qualitative study
FIPS Africa	32	67	30	13
Cereal Growers Association (CGA)	42	89	40	14
Self Help Africa	10	22	10	5
Farm Africa	21	44	20	8
	105	222	100	40

Data Collection Methods

In quantitative research, closed-ended questionnaires served as the main instruments for data collection. The research instruments were deployed both as online google forms and drop and pick method for all the 222 respondents. Sekaran (2003) describes a questionnaire as a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires were used because they efficiently collect data on how various leadership styles (independent variable) adopted by leaders influence the performance (dependent variable) of their employees and therefore the enterprise. Questionnaires were appropriate in conducting the quantitative aspect of the study because they allow for quick data collection in an efficient manner (Saunders et al., 2016). The questionnaires helped in responding to the research objectives using descriptive, correlational, and inferential statistics. The questionnaire was developed using tools from similar surveys. The items that were utilized in this survey were modified and adopted from the Multi factor leadership questionnaire (MLQ5x) questionnaire with forty-five items, the path goal theory of leadership questionnaire and adopted performance measures for financial and non-financial parameters. Utilized in a research environment, questionnaires that have been previously validated and tested aid in establishing the tools' validity and dependability, thereby conserving time that would have been spent developing new questionnaires from scratch (Bryman & Bell, 2015).

A Likert scale with five points was utilized to collect data in the research except for background information on the agricultural enterprise. Five choices were provided to represent the extent of agreeing to the given question as follows: 1. Strongly Disagree 2. Disagree 3. Moderately Agree 4. Agree 5. Very Strongly Agree as related to the research question 'influence of the leadership styles on the performance of agricultural enterprises.

Likert-type questions enabled respondents to answer them quickly. Data analysis was equally fast and efficient when statistical methods were used using statistical methods to analyse them.

Qualitative data was collected using an interview schedule and a focus group discussion guide with open-ended questions (Lune & Berg, 2017). Four focus group discussions of eight Lower Eastern, Upper Eastern, Western, and Nyanza staff members were conducted for agricultural enterprises displaying specific leadership styles. Similarly, eight key informant interviews were conducted among agricultural enterprises that displayed specific leadership styles in the four regions.

Interview guides were used to get the views of the critical staff. The interview schedule had ten open-ended questions to stimulate a robust discussion. Each interview took approximately thirty minutes. Key informant interviews were used to gather the views of key informants at the agricultural enterprise and key personnel in the NGO and government sector levels. Personal interviews were expected to gather high-quality information compared to other research tools. Eight respondents were subjected to a structured interview guide to gather their views on how leadership styles influence the performance of agricultural enterprises in Kenya. Similarly, their views on how capacity development moderates the relationship between the two variables were gathered. As much as possible, insightful, and additional data was gathered using this method. Each of the eight respondents was visited in their premises to conduct the interview.

Similarly, focus group discussion guiding questions were used to guide the four focused group discussions of eight respondents at each sampled Agricultural enterprise exhibiting a specific leadership style. The questions were designed to help the facilitator extract information on leadership styles, capacity development and performance of the agricultural enterprise. A facilitator led the focus group discussions using carefully

prepared open ended discussion questions. The views of departmental leaders and those of their employees were sought during the study. The questions used allowed respondents an occasion to freely articulate their attitudes and perceptions thus providing qualitative insights into the problem being investigated.

Data Collection Procedures

Data was collected within the window a one-month window between 1st November 2023 and December 1st, 2023, which was provided by authorization from the National Commission for Science and Technology Innovation (NACOSTI). Relevant information to address the research objectives was collected precisely and systematically (Sekaran & Bougie, 2016). Written consent was sought from the respondents and study respondents. The management of relevant agricultural enterprises also signed a consent form to allow the study to be conducted in their firms. This way, respondents and respondents got the confidence to participate in the study. A brief letter from the researcher accompanied the questionnaire to explain the purpose of the study. Questionnaires were physically distributed to respondents, who were given at least a day to fill them out before they were collected. Digitally savvy respondents received the forms online, completed them, and submitted them as Google Forms. Physical questionnaire distribution allowed the researcher and research assistants to explain the study's rationale. Respondents got ample time to fill in the questionnaire personally. Allowing the respondents to respond at their discretion gave them time to think through the process. The data collected was tested for accuracy.

The interview guide collected qualitative data through four focus group discussions with eight leaders and employees (Creswell & Creswell, 2018). The focus group discussions were led by a facilitator who followed a structured list of questions on three themes. The themes included the leadership style practised at the enterprise, capacity

development, and performance. Respondents' key discussion points were recorded and transcribed to establish the key themes. Each focused group discussion lasted approximately one hour.

Eight key informant interviews were conducted among respondents sampled from agricultural enterprises practising Transformational, Transactional, Democratic and Autocratic Leadership Styles and Capacity Development. The facilitator applied an interview schedule with guiding questions to extract information that helped answer the research question. The interviews were planned in time to ensure respondents had ample time to participate in the study. Each critical informant interview took at least half an hour.

Instrument Pre-Testing

The quantitative research questionnaire, the interview schedule for key informant interviews, and the guiding questions for focus group discussions (FGDs) were tested under conditions like those of the study population. Pre-testing the research instruments helped confirm the questionnaire's ability to collect relevant data, reliability, validity, and how practical it would have been to administer the instruments to collect relevant data.

Pilot Study

A pilot test was carried out to identify flaws in the design of the questionnaires, interview guides and focus group discussion guides. The three data collection instruments were tested before being used to help gather information and refine the selected sample (Sekaran & Bougie, 2016). The processes used in testing the research tools were the same as those utilised during the actual research process. A sample size of 8.5% comprised of 19 questionnaires, two focus group discussions and two key informant interviews was conducted among leaders and employees of similar agricultural enterprises in Kutsi village, Moiben Sub County, Uasin Gishu County. The questionnaire's capability to reliably generate constant outcomes after recurrent tests was conducted on a similar

randomly selected sample of leaders and employees to that of the actual sample. Interview guides were tested among sampled key informant leaders and employees to confirm the possibility of the interview guide generating relevant themes that were used to answer the research questions. The interview guide was also checked to determine the time required to complete one critical informant interview. Ambiguous questions were sharpened, and repetitive questions were removed to ensure respondents did not spend too much time repeating their responses. The focus group guide was tested to ensure it guided respondents in generating themes consistent with the study questions. The guide was also tested to identify ambiguous questions and approximate the time required to complete one focus group discussion. The collected data underwent a process of cleaning and analysis to validate that the outcomes presented accurately reflected those of the actual study. The pilot study's findings were utilised to identify and address limitations in the questionnaires, interview schedules, and focus group discussion guides, which subsequently prompted their adaptation to better align with the study's requirements.

Validity of the Instruments

The validity of a test is the accuracy with which the research tools measure the concept it is designed to quantify (Sekaran & Bougie, 2016). It refers to the capacity of a research instrument to accurately quantify the variables under investigation. Both content and construct validity were measured. Content validity focused on individual scores from the questionnaires checked to confirm that the data collected made sense, was meaningful to the study and would help draw conclusions from the sampled individuals studied to the target population. Content validity was checked by discussing the questionnaire with supervisors and other experts. The advice the experts gave helped improve the questionnaires by adopting the suggestions given, ensuring any clarifications required were provided, and ensuring that any new insights were adopted to refine the

questionnaires, resulting in a robust study. Construct validity was assessed by verifying that the questionnaire questions were consistent with the study variables. Content validity provides adequate coverage of the investigative questions to guide the study for it to contain a representative sample of the universe of the subject matter of interest. The questionnaires were checked to confirm they collected the required demographic data, data on each leadership style being explored, data on the moderating variable capacity development, and data on the dependent variable, performance, considering financial and non-financial parameters. Interview schedules and focus group discussion guides were checked to ensure they collected data on relevant themes to answer the research questions.

Reliability of the Instruments

The survey applied the three types of reliability tests in quantitative research. The degree to which the parameters measured remained equal irrespective of the number of times the parameter was measured. The stability of the results of the research tools used over time and how similar the measures would remain at any time that the tools would be applied (Kothari, 2004). Reliable measures of variables were considered stable because internal reliability and inter-observer consistency were displayed. The coefficient alpha is an applicable degree of variance attributed to the interaction between subjects and items. Cronbach's alpha coefficient was applied to determine internal reliability.

Table 4 Reliability of the Research Questionnaire

Leadership Style	Cronbach Alpha	Number of items
Transformational Leadership	0.738	12
Transactional Leadership Style	0.783	4
Democratic Leadership Style	0.853	5
Autocratic leadership Style	0.896	4
Capacity Development	0.898	7
Performance of Agricultural enterprises	0.895	12

Data Analysis Plan

Quantitative data was gathered using a modified multifactor leadership questionnaire. (Bass & Avolio, 1995). Data was collected from employees and leaders in the respective agricultural enterprises. Once the responses were obtained, a code book was prepared. Data cleaning was done to ensure all the information required for the survey was complete. The data was organized making it possible to start its analysis based on each objective (Sekaran & Bougie, 2016). The data were analysed using Statistical Package for Social Scientists (SPSS) Version 28 to derive pertinent descriptive and inferential statistics.

Diagnostic Tests

The following diagnostic tests were conducted to help identify trends in the data; normality test, model specification and Multicollinearity were undertaken on the specified model (Saunders et al., 2016).

Descriptive Statistics

Descriptive statistics is a measure that describes and summarizes the scores on a nominal, ordinal scales (Mugenda & Mugenda, 2019). Descriptive statistics entailed the calculation of means, standard deviation, variances, coefficients of variation, correlation coefficients and regression model constants of the responses without giving detailed explanation of the values computed (Field, 2013). The results of these processes have been presented through frequency distribution tables, graphs, and charts.

Inferential Statistics

By testing hypotheses and making assumptions, inferential statistics also known as inductive statistics use data from a small sample to make conclusions about the larger population (Guetterman, 2019). Inferential statistics were conducted to provide deeper understanding of the results of descriptive statistics. Multicollinearity and collinearity between the dependent, moderating, and independent variables was established using the correlation matrix (Saunders et al., 2016). To ascertain the relationship between the variables, multivariate linear regression analysis and Pearson correlations were applied.

Qualitative data collected from Focus Group Discussions (FGDs) was analysed using an inductive content analysis approach. Statements were examined to establish those that recur in each of the FGDs. Data was analysed using an inductive content analysis approach (Lune & Berg, 2017). In a first step, data (quotes) were examined for recurrent instances of some kind. Recurrent quotes were systematically identified across the data set and grouped together by means of an open coding system (Cho & Lee, 2014).

Model Estimation and Inferences

The research employed a multiple linear regression model to determine the influence of the leadership style implemented by the agricultural enterprise under investigation, and

to ascertain how capacity development among agricultural enterprises moderated this relationship. Considering the presence of four dependent variables, multiple linear regression was calculated (Tracy, 2019). To ascertain the relationship between the variables, multiple linear regression analysis was employed. The dependent variable was enterprise performance, the independent variable was the four leadership styles. Capacity development was the moderating variable. Thus, the nature and magnitude of the relationship between the independent, moderating, and dependent variables could be objectively evaluated. Analysis of Variance (ANOVA) was carried out to test the significance of the overall model. The t-test was used to determine the significance of each individual independent variable on the dependent variable (Sekaran & Bougie, 2016).

By employing this regression equation, the statistical ramifications of the hypothesis proposed in the study were examined.

$$AEP = \beta_0 + \beta_1 TLS_1 + \beta_2 TL_2 + \beta_3 DL_3 + \beta_4 ALS_4 + \epsilon$$

Where:

AEP = Agricultural Enterprise Performance

TLS_1 = Transformational Leadership

TL_2 = Transactional leadership

DL_3 = Democratic leadership

ALS_4 = Autocratic Leadership

Where $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ = Estimated value for regression coefficients.

ϵ is the estimated error with a mean and variance of zero.

Testing the Moderating Effect

The moderating variable in the study was agricultural enterprise leadership development (Haidary & Abbey, 2018). The moderating influence of capacity development strategies was evaluated for each of the leadership styles adopted on the performance of agricultural enterprises in Kenya using this equation (Ongore & Kusa, 2013):

$$AEP = \beta_0 + \beta_1 TLS_1.CD + \beta_2 TLS_2.CD + \beta_3 DLS_3.CD + \beta_4 ALS_4.CD + \epsilon$$

Where:

CD= moderator (capacity development)

TLS₁.CD=Interaction term 1 (transformational e leadership*CD)

TLS₂.CD= Interaction term 2 (Transactional Leadership *CD)

DLS₃.CD= Interaction term 3 (democratic leadership *CD)

ALS₄.CD= Interaction term 4 (Autocratic Leadership*CD)

AEP= Agricultural Enterprise Performance

Structural Equation Modelling (SEM) is a multivariate framework used to demonstrate the interaction between variables in a study. The relationships can be direct or indirect. SEM encompasses the solving of linear equations, including regression and factor analysis.

Table 5 Model for Testing the Research Hypotheses

Objective	Hypothesis	Model for testing the hypothesis	Decision criteria for hypothesis testing
To evaluate the influence of the Transformational Leadership Style on the performance of agricultural enterprises in Kenya.	H ₀₁ : Transformational Leadership Style does not influence the performance of agricultural enterprises in Kenya.	$Y = \beta_0 + \beta_1 TLS1_1 + \epsilon$	Rejection of null hypothesis based on the decision that the p-value is inferior to the level of significance ($p < 0.05$).
To assess the influence of the Transactional Leadership Style on the performance of agricultural enterprises in Kenya.	H ₀₂ : Transactional Leadership Style does not influence the performance of agricultural enterprises in Kenya.	$Y = \beta_0 + \beta_2 TL_2 + \epsilon$	Rejection of null hypothesis based on the decision that the p-value was inferior to the significance level ($p < 0.05$).
To determine the influence of the Democratic Leadership Style on the performance of agricultural enterprises in Kenya.	H ₀₃ : Democratic leadership style does not influence the performance of agricultural enterprises in Kenya.	$Y = \beta_0 + \beta_3 DL_3 + \epsilon$	Rejection of null hypothesis based on the decision that the p-value was inferior to the significance level ($p < 0.05$).
To establish the influence of Autocratic Leadership style on the performance of agricultural enterprises in Kenya.	H ₀₄ : Autocratic Leadership Style has no influence on the performance of agricultural enterprises in Kenya.	$Y = \beta_0 + \beta_4 ALS_4 + \epsilon$	Rejection of the null hypothesis was based on the decision that the p-value was inferior to the significance level ($p < 0.05$).
To determine the moderating influence of capacity development on the relationship between leadership styles and the performance of agricultural enterprises in Kenya.	H ₀₅ : Capacity development does not moderate the relationship between leadership styles and the performance of agricultural enterprises in Kenya.	$Y = \beta_0 + \beta_1.TLS1.CD + \beta_2.TL2.CD + \beta_3.DLS3.CD + \beta_4.ALS4.CD + \epsilon$	The rejection of the null hypothesis was based on the decision that the p-value was inferior to the significance level ($p < 0.05$).

Ethical Considerations

Ethical guidelines for research were followed to guarantee that the study was credible (Sekaran & Bougie, 2016). Upon successful completion of the PAC University ethical review process resulting in acquisition of the ethical review certificate and an introduction letter to NACOSTI, a research permit was obtained. Consent from the management of the Agricultural enterprise was sought through them signing a consent form. Consequently, sampling of the respondents and administering questionnaires, interview schedules or focus group discussions was done. Each respondent equally signed a consent form before participating in the study. To avoid chances of victimisation, respondents were not identified by their names but used codes. Each respondent was treated with utmost confidentiality to safeguard them. Respondents were provided with adequate explanation as to what the information being collected would be used for; thus, upholding the principle of informed consent. All respondents were given the freedom to either respond or not and that they could withdraw at any point should they wish to do so to avoid coercing them into the study. Initial face to face or online meetings were conducted with respondents to clarify the intent of the study and to assure them the information being gathered was strictly for academic research.

Operationalisation of the Study Variables

Table 6 shows how variables are operationally defined, including the indicators, measurement, study design, statistical analysis type, and analysis instrument.

Table 6 Operationalisation of Study Variables

Objective	Variables	Indicators	Measurement	Measuring scale	Research Approach	Type of statistical analysis	Tool for Analysis
1. To evaluate the influence of the Transformational Leadership Style on the performance of agricultural enterprises in Kenya.	Independent Variable	<ul style="list-style-type: none"> • Idealized influence • Inspirational Motivation • Intellectual Stimulation • Individualized Consideration 	Research Questionnaire	Ordinal	Quantitative Qualitative	Parametric	Pearson's Correlation (r) Arithmetic Mean and Standard Deviation
2. To assess the influence of the Transactional Leadership Style on the performance of agricultural	Independent Variable	<ul style="list-style-type: none"> • Conditional Prize • Active Supervision • Passive Supervision 	Research Questionnaire Interview Schedule	Ordinal	Quantitative Qualitative	Parametric	Pearson's Correlation (r) Arithmetic Mean and Standard Deviation

enterprises in Kenya.				Group Discussion Guide				
3. To determine the influence of the democratic leadership style on the performance of agricultural enterprises in Kenya.	Independent Variable	<ul style="list-style-type: none"> Inspires Innovation and Teamwork Often Asks for Views Keeps Teamwork 	Research Questionnaire	Ordinal	Quantitative	Parametric	Pearson's Correlation (r) Arithmetic Mean and Standard Deviation	
			Interview Schedule Group Discussion Guide		Qualitative			
4. To establish the influence of the Autocratic Leadership style on the performance of agricultural enterprises in Kenya.	Independent Variable	<ul style="list-style-type: none"> Decisiveness Self confidence Clear Thought Process 	Research Questionnaire	Ordinal	Quantitative	Parametric	Pearson's Correlation (r) Arithmetic Mean and Standard Deviation	
			Interview Schedule Group Discussion Guide		Qualitative			

5. To determine the moderating influence of capacity development on the relationship between leadership styles and the performance of agricultural enterprises in Kenya.	Moderating Variable: Capacity Development	<ul style="list-style-type: none"> • Training • Mentoring • Coaching 	Research Questionnaire	Ordinal	Quantitative	Parametric	Pearson's Correlation (r) Arithmetic Mean and Standard Deviation
			Interview Schedule Group Discussion Guide		Qualitative		

Chapter Summary

This chapter has outlined the research philosophy and the broad research approach that was applied as Pragmatism. To establish and explain the relationships between the variables, both quantitative and qualitative data were gathered and analysed. Cross sectional survey design was adopted and the sampling procedure for quantitative and qualitative research expounded. To ascertain the dependability of the instruments used for data collection, a pilot plan was implemented. Data analysis and presentation has been highlighted. Key ethical considerations have also been presented. The next chapter focuses on data analysis and discussion.

Chapter Four

Results and Discussion

Introduction

This chapter describes the analysis of the findings from the study conducted on the sampled supervisors and their followers from the agricultural enterprises providing post-harvest services in Kenya. The content of this chapter describes the response rates, reliability and validity of the research instruments, descriptive statistics per study objective, diagnostic tests, correlation, and regression results to test the hypotheses based on the five study objectives.

Presentation of Results

The data collected was analysed and presented in pie charts, tables, histograms, percentages, graphs, and frequencies. This is consistent with what other scholars have embraced.

Response Rate

Out of the 222 questionnaires deployed, 174 respondents returned fully filled-in questionnaires, meaning a response rate of 78.38%. The results are summarised in Figure 2.

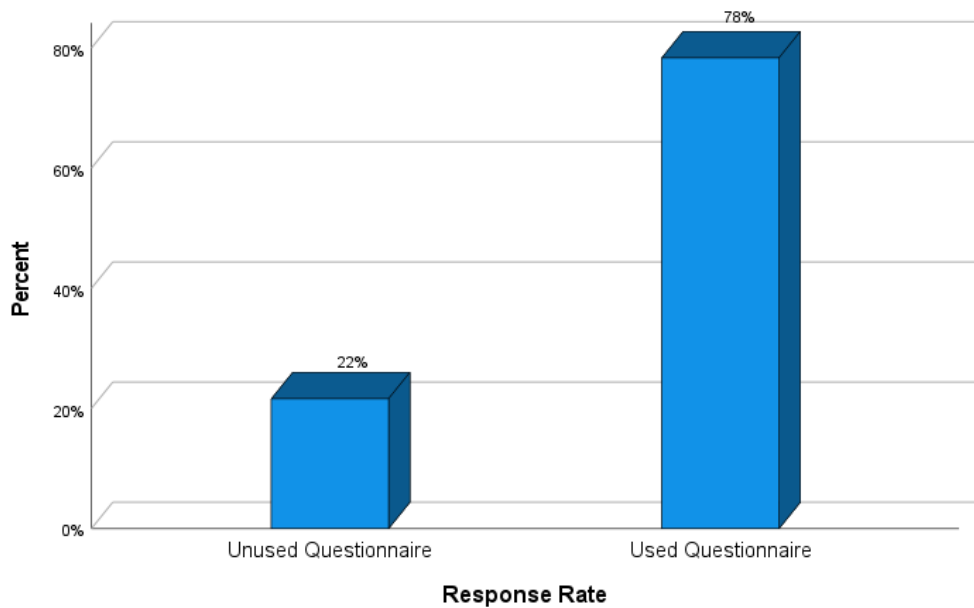


Figure 2 Response Rate

Bryman (2008) asserts that a response rate of at least 70% is essential to support the generalizability of the study's findings. With a response rate of 78.38%, the study satisfies the criterion for a dependable response rate that substantiates the results' generalizability.

Reliability of the Research Questionnaire

As highlighted in Table 7, the computed Cronbach's alpha coefficient was above 0.7, meaning the research instruments were reliable. The pilot study's purpose was to validate the dependability of the research instruments before commencing the main study. The reliability of the questionnaire was measured to determine its consistency. Test and re-test techniques were used to estimate the reliability of the questionnaires, interview schedules, and focused group discussion guides, which required administering the same test to the same group of respondents twice.

Table 7 Reliability of the Research Questionnaire

Leadership style	Cronbach Alpha	Number of items
Transformational Leadership	0.738	12
Transactional Leadership Style	0.783	4
Democratic Leadership Style	0.853	5
Autocratic Leadership Style	0.896	4
Capacity Development	0.898	7
Performance of Agricultural enterprises	0.895	12

The average Cronbach Alpha coefficient from the findings in Table 7 stands at 0.843. The Cronbach Alpha coefficient for Transformational, Transactional, Democratic, Autocratic Leadership Styles is 0.738, 0.783, 0.853 and 0.896, and for Capacity development and agricultural enterprise, performance, is 0.898 and 0.895, respectively. All the coefficients are above 0.7, which confirms that the questionnaire utilised in the research was dependable and, thus, appropriate for the study. Internal consistency was confirmed because the results of Cronbach's alpha ranged between 0.738 and 0.898, which is close to one (Sekaran, 2003). Cronbach's alpha is a reliability test applied in data analysis when using SPSS to measure the internal consistency of a research tool such as a questionnaire.

Demographics Analysis of the Respondents

The study considered gender, age, educational level, position held at the agricultural enterprise, and years served at the agricultural enterprise, all of which determined how respondents responded to the research instruments.

Gender of Respondents

The acquired findings are shown in Figure 3.

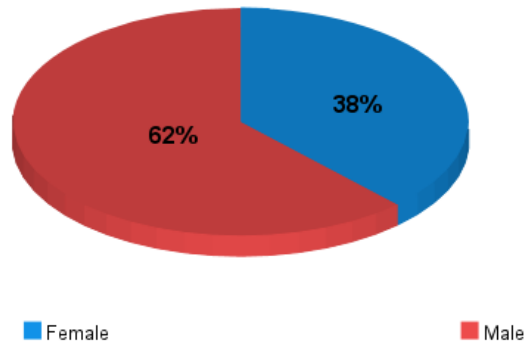


Figure 3 Gender of Respondents

As shown in the pie chart in Figure 3, there were more men 108 (62%) than women 66 (38%) respondents. This attribute was crucial in determining agricultural enterprises' awareness of the importance of gender inclusion in their premises. The results helped establish whether there was gender balance in the agricultural enterprises in Kenya. These findings suggest that both genders' perspectives are represented in the facts and opinions offered in the study. Therefore, it may be concluded that men predominate in Kenya's agricultural sector and that the gender distribution exceeded the criterion outlined in the 2010 Kenyan Constitution, which stipulates that one's gender must make up one-third of the total population in a government institution.

Age of the Respondents

Respondents were requested to select the age bracket that corresponded with their age. The specified age ranges were as follows: 18–23 years, 24–29 years, 30–35 years, 36–41 years, and over 42 years. This characteristic was of the utmost importance, as the

respondents' age likely impacted how they perceived the leadership styles their leaders employed. The results obtained are summarised in Figure 4.

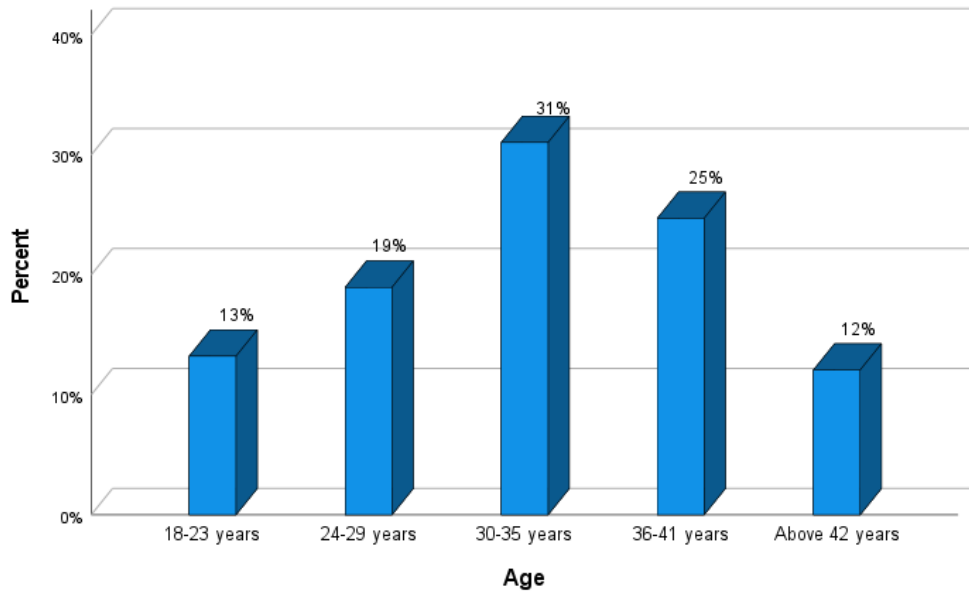


Figure 4 Age of Respondents

The results indicate that the age bracket with the highest number of employees was 30-35 years at 31%, 36-41 years at 25%, 24-29 years at 19%, 18-23 years at 13% and above 42 years at 12%. Most of the respondents (63%) are in the youth bracket of between 18-35 years. According to Masime (2015), the Kenya Constitution 2010 stipulates that persons aged 18-35 are considered youth. In the communities where agricultural enterprises operate, the youth can readily offer the services at a fee. They like handling equipment and prefer to take up the roles. Qualitative results confirm that most youths who had completed primary or secondary education had no financial resources to start a business. Consequently, they can readily offer unskilled labour to agricultural enterprises in their communities as machine operators, motorcycle riders or shop attendants.

Highest Level of Education

The respondents were requested to specify the highest degree of their educational background. The respondents could choose from six levels of education: primary school, high school, certificate, diploma, undergraduate and postgraduate. The academic level attribute held significance as it dictated the response provided, which was contingent upon the level of education. It was anticipated that respondents with advanced academic credentials would have a more profound comprehension of the different leadership styles adopted at agricultural enterprises. Their insights would inform the findings of the study. The results obtained are summarised in Figure 5.

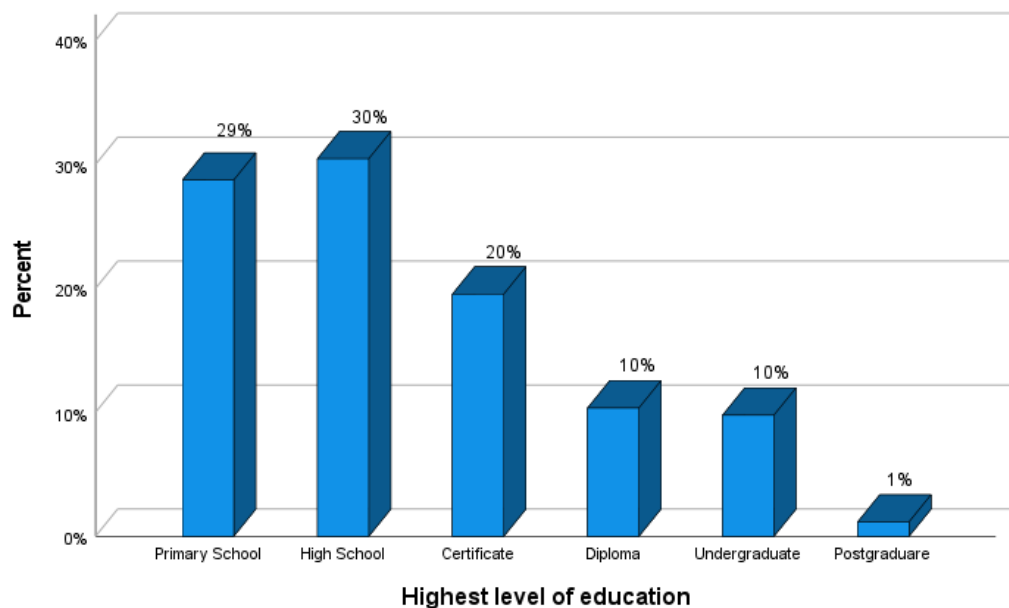


Figure 5 Highest Level of Education

The findings indicate that most of the employees at agricultural enterprises have low academic qualifications, mainly performing operational tasks that require one to use their energy. According to the findings, most respondents (30%) had completed high

school as their highest level of education, followed by respondents who had completed primary school (29%), and 20% of the population under study had completed tertiary education, with a certificate as their highest level of education. The lowest percentage of the study population held diploma and university degree levels of education (10%). Only one per cent of the respondents had attained a postgraduate level of education.

These findings are understandable, given that Kenyan agricultural businesses surveyed hired young, active community members as employees, as noted in the age demographics. These individuals can be trained to perform manual, labour-intensive tasks like operating machinery and organising produce bags, which do not require an elevated level of education. However, promoting greater education levels to specialised levels within the agricultural enterprise would be necessary.

Role at the Agricultural Enterprise

Respondents were requested to indicate their role in the agricultural enterprise. Since the focus was on agricultural enterprises providing post-harvest services to farmers, the roles were either supervisors or operators. The results obtained are summarised in Figure 6.

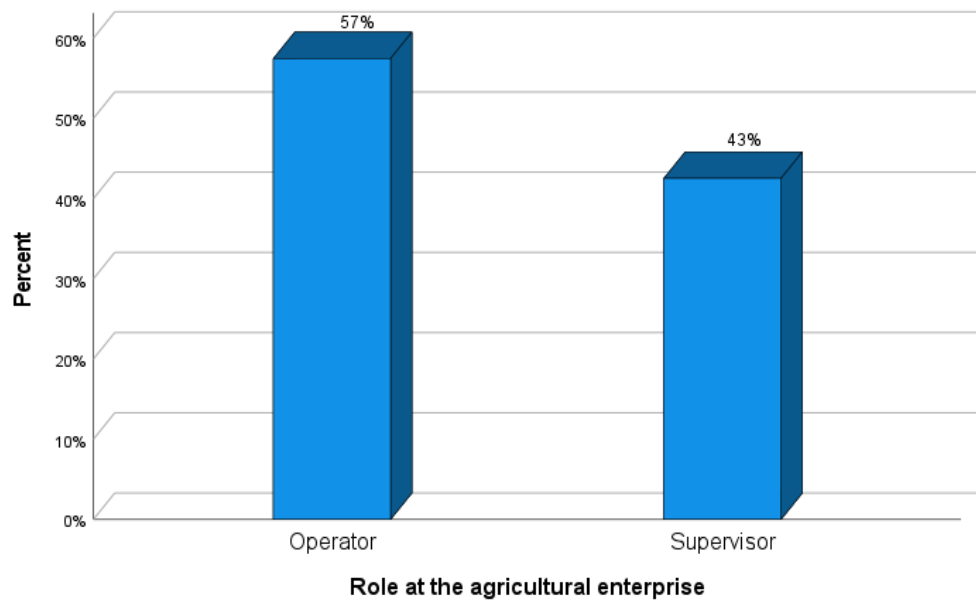


Figure 6 Role at the Agricultural Enterprise

Operators comprised 57% of the respondents, followed by supervisors (43%). Since supervisors manage at least two operators, the number of operators was higher than that for supervisors.

Years of service at the Agricultural Enterprise

The respondents were requested to indicate the length of time the agricultural enterprise had employed them. The characteristic was crucial in ascertaining whether the leadership style implemented at the agricultural enterprise was associated with employee attrition rates. The results obtained are summarised in Figure 7.

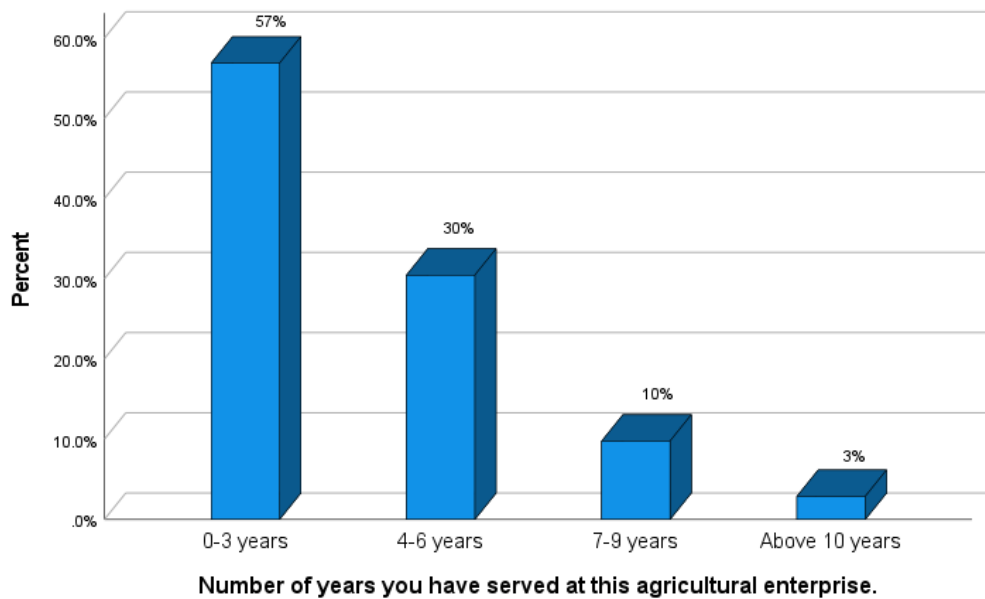


Figure 7 Years of Service at the Agricultural Enterprise

The study found that 57% of agricultural enterprise employees had been at the enterprise for between zero and three years, followed by four to six years at 30%. Employees with the most extended service of more than ten years were only 3%, while those with the second most extended service were those with seven to nine years, at 10% of the respondents. The fact that most respondents had served for a minimum of zero to three years means there is a high turnover at the enterprise level.

Descriptive Statistics

In this section, the descriptive statistics of the independent, dependent, and moderating variables have been provided. Respondents evaluated the various statements in the questionnaire about their perspectives on the four selected leadership styles (transformational, transactional, democratic, and autocratic), capacity development and the performance of agricultural enterprises in Kenya. A Likert scale with five levels was

provided for them to score. 1 denoted Strongly Disagree, 2 represented Disagree, 3 represented Neutral, 4 represented Agree, and 5 represented Strongly Agree. The results per variable are presented and discussed in the following section.

Transformational Leadership Style

To evaluate the existence of the Transformational Leadership Style in an agricultural enterprise, respondents were asked to answer twelve questions that measured the prevalence of the style. The twelve questions were organised according to attribute. Table 8 presents the mean and standard deviation results for each component.

Table 8 Descriptive Statistics for the Four Attributes of Transformational Leadership Style

Inspirational Motivation	Mean	Standard Deviation
My leader inspires me and other staff	1.70	1.357
My leader motivates me and other staff	2.20	1.121
My leader encourages teamwork.	2.90	1.001
Idealised Influence		
My leader calls attention to the vision of the enterprise	2.86	1.333
My leader practices what she/he expects us to do	3.52	1.579
My leader sets realistic goals and guides us to achieve them.	2.86	0.954
Intellectual stimulation		
My leader challenges our assumptions to establish their suitability	2.39	0.989
My leader encourages us to take calculated risks as we solve enterprise problems	2.60	0.796
My leader stimulates the adoption of innovative ways to solve problems	2.55	1.185
Individualised Consideration		
My leader encourages our teams to develop our strengths	3.04	1.246
My leader prepares our teams to better carry out our functions.	3.48	1.519
My leader nurtures our professional growth	2.71	0.974

The respondents were requested to evaluate the four fundamental characteristics of Transformational Leadership: idealised consideration, inspirational motivation, and intellectual motivation. In Table 8, a summary of the means and standard deviations of the four attributes is provided—the average score for inspirational motivation is 2.27. The attribute was measured using three items, which yielded values of 1.70, 2.20, and 2.90. The lowest denoted standard deviation was 1.001, whereas 1.357 represented the maximum. The low scores for inspirational motivation indicate that leaders in the agricultural enterprises surveyed practice this attribute most.

The average mean score for the attribute idealised influence was 3.08. The three items used to measure the attribute recorded a minimum score of 2.86 and the highest score of 3.52. The highest calculated standard deviation for three items was 1.579, while the lowest was 0.954. The mean average score for intellectual stimulation was 2.55. The highest mean score was 2.60, while the lowest was 2.39. The highest calculated score for standard deviation was 1.185, while the lowest standard deviation was 0.796.

Subsequently, the mean score and standard deviation for each of the four attributes of Transformational Leadership were calculated and presented in Table 8. The results obtained from each specific attribute of Transformational Leadership were used to determine the extent to which the agricultural enterprises in Kenya that were sampled implemented Transformational Leadership.

Table 9 Descriptive Statistics for Transformational Leadership Style

Transformational Leadership Style	Mean	Standard Deviation
Inspirational Motivation	2.27	1.16
Idealised influence	3.06	1.289
Intellectual Stimulation	2.51	0.990
Individualised consideration	3.08	1.246
Average	2.73	1.171

The findings reveal that the average score is 2.71, with a standard deviation of 1.171. The average score for transformational leadership is below 3, meaning that most of the agricultural enterprises surveyed do not practice this leadership style. Idealised influence and individualised consideration scored a mean of 3.06 and 3.08, meaning leaders in the agricultural enterprises surveyed practised these attributes. However, inspirational motivation and intellectual stimulation attributes scored below 3, meaning that most leaders in the agricultural enterprises surveyed rarely practice these attributes.

Transactional Leadership Style

Respondents were asked to complete the four attributes of Transactional Leadership to evaluate its existence in an agricultural enterprise. The scores are summarised in Table 10.

Table 10 Descriptive Statistics for Transactional Leadership Style

Transactional Leadership Style	Mean	Standard Deviation
My supervisor promises a prize whenever we achieve our targets.	3.25	1.571
My supervisor guides us as we strive to achieve our targets.	3.51	1.311
My supervisor partially checks our work to ensure we achieve the agreed-upon targets.	2.99	1.404
My leader only intervenes when team members find it difficult to perform their tasks.	2.89	1.329
	3.16	1.404

The findings reveal that the leader's capability to direct followers towards accomplishing predetermined objectives received the highest average score of 3.51, followed by the assurance of a reward at 3.25. The leader's capability of monitoring progress to ensure agreed-upon objectives are met received a score of 2.99. Conversely, the leader's inclination to intervene solely when team members encounter challenges completing their tasks received the lowest score of 2.89. The Transactional Leadership Style obtained an average score of 3.16 and a standard deviation of 1.404. When the means of Transactional Leadership were compared to those of other leadership styles, Transactional Leadership had the highest mean. This indicates that agricultural organisations in Kenya employ this style of leadership frequently. Leaders in the surveyed agricultural enterprises provide the required guidance to provide their services and

promise and deliver rewards, which confirms why enterprises that were found to practice this leadership style performed better than those that did not.

Democratic Leadership Style

Five statements were used to assess the presence or absence of a democratic leadership style within the agricultural enterprise. Table 11 summarises the average and standard deviation scores.

Table 11 Descriptive Statistics for Democratic Leadership Style

Democratic leadership style	Mean	Standard Deviation
My supervisor inspires innovation and teamwork	2.03	1.218
My supervisor often asks for views.	2.37	1.370
My supervisor keeps teamwork.	2.61	1.401
My leader gives guidance to team members by empowering us to practice our talents and competencies.	2.65	1.038
My leader involves us whenever we set the sales projections for our enterprise and predict any setbacks to our enterprise.	2.68	1.513
	2.47	1.308

The findings reveal that the leader's capability to engage respondents in establishing sales projections and forecasting setbacks for the organisation received the highest average score (2.68). This was followed by the leader's capability to provide direction to team members by granting them the authority to apply their skills and abilities. 2.65. The supervisor's ability to maintain teamwork received a score of 2.61, whereas the supervisor's regular solicitation of opinions received a score of 2.37. The attribute that received the lowest mean score was the supervisor's capacity to motivate and foster

innovation and collaboration (2.03). The aggregate mean screen score for Democratic Leadership Style was 2.47, with a mean standard deviation of 1.308. This indicates that only a few of the agricultural enterprises surveyed practice a democratic leadership style. The result indicates that leaders in the surveyed agricultural enterprises give their followers less opportunity to share their views in decision-making.

Autocratic Leadership Style

Four questions were employed to assess the prevalence of Autocratic Leadership style in the agricultural enterprises that were the focus of the research in Kenya. The findings are summarised in Table 12.

Table 12 Descriptive Statistics for Autocratic Leadership Style

Autocratic Leadership Style	Mean	Standard Deviation
My leader allows team members to learn and use our abilities to improve our services to our clients	1.51	1.019
My leader does not expect team members to take instructions and use them as directed	1.59	0.798
My leader gives space for support staff's input whenever an assignment needs to be completed.	1.80	0.760
My leader makes decisions involving team members	1.75	0.631
	1.67	0.802

The results show that a leader's ability to allow support staff to provide input whenever an assignment needed to be completed received the highest mean score. The leader's decision-making involving team members received a mean score of 1.75. The leader's expectation that team members take instructions and use them as directed scored

1.59. In contrast, the leader's ability to allow team members to learn and use their abilities to improve their services to clients scored the lowest mean, 1.51. The results indicate that the surveyed agricultural enterprises practice Autocratic Leadership and, therefore, do not consider the views of their followers in their decision-making process. The leaders provide direction and expect them to be adhered to by their followers.

Capacity Development

Respondents were asked to evaluate the seven aspects that indicate its existence and impact to assess the prevalence of capacity development in agricultural enterprises. The results of the survey are presented in Table 13.

Table 13 Descriptive Statistics for Capacity Development

Capacity Development	Mean	Standard Deviation
Enterprise conducts capacity assessments for staff	2.34	0.851
There is a plan to train staff on leadership skills	2.82	1.128
Enterprise staff are trained on relevant leadership skills	2.76	1.230
Staff training helps them grow within the enterprise	3.72	1.094
Coaching and mentoring are practiced for supervisors	3.05	1.101
Performance management is used to determine who gets promoted	2.56	0.622
Staff training has a clear link between the person trained and the organisation.	2.56	1.404
	2.84	0.940

The parameter with the highest mean score was staff training to help staff grow within the enterprise at 3.72, while whether the enterprise conducts capacity assessments scored the lowest mean score at 2.34. The parameter with the highest standard deviation was whether staff training had a clear link between the person trained and the enterprise at 1.404, while the lowest standard deviation was whether performance management was used to determine who gets promoted at 0.622. The scores for capacity development are above the mean of 2.5, indicating that several agricultural enterprises surveyed practice capacity development. Some agricultural enterprises practice capacity development more often than others.

Agricultural Enterprise Performance

Two broad parameters of agricultural enterprise performance were considered separately. The evaluation of agricultural enterprise performance encompassed both financial and non-financial indicators. The first set of statements considered the financial performance, while the second set considered the non-financial parameters of agricultural enterprise performance.

Financial Parameters of Agricultural Enterprise Performance

Respondents were requested to complete the questionnaire on the first part of the statements representing financial performance parameters of agricultural enterprise performance. Eight statements were used to evaluate the financial performance parameters of agricultural enterprise performance. The financial aspects of agricultural enterprise performance are summarised in Table 14.

Table 14 Descriptive Statistics for Financial Parameters of Agricultural Enterprise Performance

Financial parameters of agricultural enterprise performance	Mean	Standard Deviation
Enterprise assets have increased in the last three years	3.58	0.656
Enterprise profits have increased in the last three years.	3.59	1.381
The enterprise better managed expenses in the last three years.	2.83	1.273
The cost of production has decreased in the last three years.	2.86	1.180
The enterprise increased working capital in the last three years	2.78	1.455
Enterprise sales have increased in the last three years	3.06	1.529
Enterprise introduced new products in the last three years	3.44	1.586
Enterprise attracted new customers in the last three years	3.88	1.134
	3.25	1.274

The financial parameters exhibited a mean value of 2.5575. The highest mean for financial parameters was recorded for enterprise attraction of new customers at 3.88, followed by enterprise profits increase at 3.59 and asset increment at 3.59. Introduction of new products scored a mean of 3.44, increased sales at 3.06, reduced business costs at 2.86, and better management of expenses at 2.83. The lowest mean was recorded for enterprise capital increment at 2.78. Introducing new products had the highest standard deviation (1.586), while enterprise assets increment had the lowest standard deviation (0.656). Considering that the mean score is 3.25, which is higher than 2.5, the results indicate that many agricultural enterprises surveyed performed above average.

Non-financial Parameters of Agricultural Enterprise Performance

Respondents were requested to fill out the questionnaire on the second part of the statements, representing non-financial performance parameters of agricultural enterprise performance. Four statements were used to evaluate the non-financial performance parameters of agricultural enterprise performance. Table 15 summarises the results:

Table 15 Non-financial Parameters of Agricultural Enterprise Performance

Non-financial parameters of agricultural enterprise performance	Mean	Standard Deviation
Employees Do not Leave the Firm	2.75	1.358
Customers are always happy with your products and services.	3.78	1.008
Enterprise owners are always happy with the progress	3.82	1.113
You are happy with the way you are treated in the firm	4.07	0.864
	3.605	1.058

Non-financial parameters measuring agricultural enterprise performance generated four means: job satisfaction among employees, which attained the highest mean of 4.07; owner satisfaction, at 3.82; customer satisfaction, at 3.78; and employee staff turnover, at 2.75. The average mean for the four parameters was 3.605. Staff turnover had the highest standard deviation, while employee job satisfaction had the lowest standard deviation.

The results indicate that non-financial parameters had a higher mean score than financial parameters. This means that the employees of the surveyed agricultural enterprises identified more with non-financial attributes than financial attributes.

Diagnostic Tests

Normality test

The results of the normality test conducted are displayed in Table 16

Table 16 Normality Tests

Variables			Kolmogorov-Smirnov			Shapiro-Wilk		
	Skewness	Kurtosis	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Leadership	0.083	0.412	0.079	174		0.685	174	0.461
Transactional Leadership	0.173	0.568	0.151	174		0.847	174	0.683
Democratic Leadership	0.063	0.398	0.087	174		0.699	174	0.505
Autocratic Leadership	0.079	0.452	0.093	174		0.712	174	0.582

The skewness coefficients obtained were democratic leadership 0.063, Autocratic Leadership 0.079, Transformational Leadership 0.083 and Transactional Leadership 0.173. The kurtosis coefficients were democratic leadership at 0.398, Transformational Leadership at 0.412, Autocratic Leadership at 0.452 and Transactional Leadership at 0.568. Both skewness and kurtosis coefficients of each predictor variable ranged from -1.0 to +1.0, as shown by the results in Table 16. It was therefore determined that the variables were normally distributed, following the guidelines provided by Hair et al. (2015).

Additionally, the results of the Shapiro-Wilk (S-W) and Kolmogorov-Smirnov (K-S) tests showed that the coefficients of these tests were not significant, as advised by (Field, 2015). The Kolmogorov-Smirnov coefficients obtained were 0.079 for Transformational Leadership, 0.087 for democratic leadership, 0.093 for Autocratic Leadership and 0.151 for transactional leadership. The Shapiro-Wilk coefficient for Transformational Leadership was 0.685, while that for democratic leadership was 0.699. The coefficient for Autocratic leadership was 0.721, while the coefficient for Transactional Leadership was 0.847. Based on the observation that all coefficients fall between -1 and +1, it can be inferred that the data collected originated from a population that follows a normal distribution in theory. Table 16 depicts the normal distribution of the data through the Q-Q plot. According to Hair et al. (2015), a variable is reasonably close to average in statistics when its kurtosis and skewness values are between -1.0 and +1.0.

Multicollinearity

Ascertaining the absence of multicollinearity among the predictor variables in the study, the Variance Inflation Factor (VIF) must be computed. According to Hair et al. (2015), when two or more predictor variables in a multiple regression model have a high degree of correlation, it is called multicollinearity. This means that one predictor variable may be accurately predicted linearly from the others with a significant degree of accuracy. In this study, the Variance Inflation Factor (VIF) was utilised to determine the existence of multicollinearity. Hair et al. (2015) define multicollinearity as being present when the VIF value is equal to or greater than 10 ($VIF \geq 10$). The multicollinearity results are summarised in Table 17.

Table 17 Multicollinearity Tests

Variables	Collinearity statistic	
	Tolerance	VIF
Transformational Leadership	0.236	4.234
Transactional Leadership	0.340	2.943
Democratic Leadership	0.393	2.547
Autocratic Leadership	0.967	1.034

The Variance Inflation Factors for each variable in the study are detailed in Table 17. The values are all below 10, suggesting that multicollinearity did not impact the variables (Lee, 2022).

Linearity Analysis

A linearity test determines if a linear relationship exists between the predictor and dependent variable, a crucial assumption for regression modelling. Scatter plots, summarised in Figure 8, were employed to assess the linearity assumption.

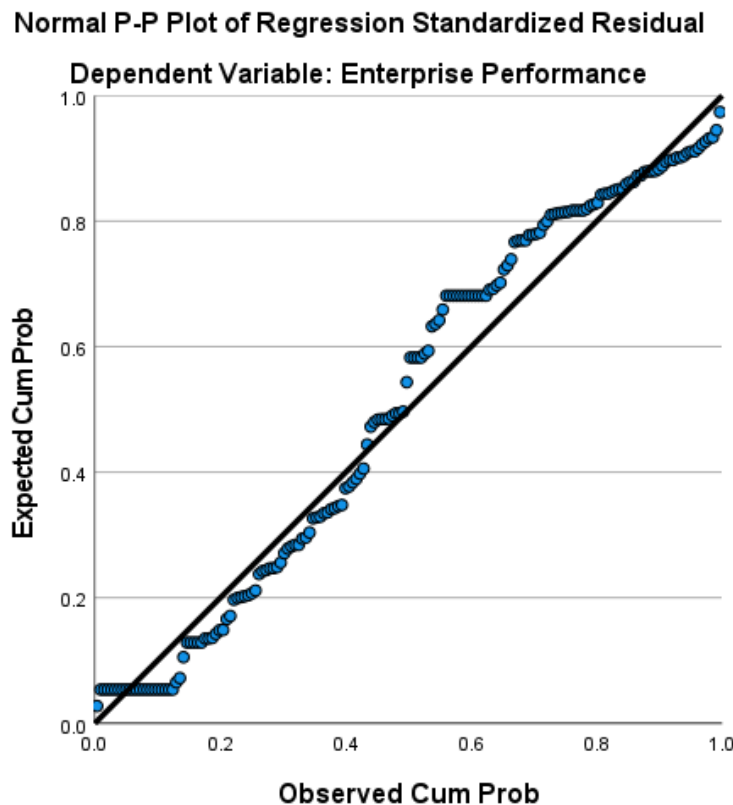


Figure 8 Linearity Test

In Figure 8, the data points closely align along the normal PP line, confirming the presence of linearity. According to Montgomery et al. (2021), the alignment and pattern of data points in a scatter plot are critical for determining the presence or absence of linearity in the data.

Correlational Analysis

As stated by Kothari (2004) and Lee (2022), the Pearson correlation coefficient (r) quantifies the extent to which two variables are related linearly. The Pearson correlation coefficient was selected because it generates numerical values ranging between -1 and +1, making it easy to interpret the relationship between two variables. The numerical values make it easy for researchers to quantify the strength and direction of the relationship between variables. The range of the Pearson correlation coefficient is -1 to +1. When the

Pearson Correlation Coefficient reaches zero, it indicates that the two variables do not have any relationship. A Pearson Correlation Coefficient value of one indicates a positive association between the two variables, signifying that an increase in one variable corresponds to an increase in the other variable, and conversely. A negative correlation is indicated by a value less than 0, meaning that when one variable's value increases, the other variable's value decreases and vice versa. The coefficient of determination, or correlation coefficient squared, indicates the percentage of variation in one variable that can be accounted for by variation in the other variable. Correlation analysis results are presented in Table 18.

Table 18 Correlation Analysis for Influence of Organizational Leadership Styles on Agricultural Enterprise Performance

Correlations		Enterprise Performance	Transformational Leadership	Transactional Leadership	Democratic Leadership	Autocratic Leadership
Enterprise Performance	Pearson Correlation Sig. (2-tailed)	1				
Transformational Leadership	Pearson Correlation Sig. (2-tailed)	.481**	1			
Transactional Leadership	Pearson Correlation Sig. (2-tailed)	.673**	.579**	1		
Democratic Leadership	Pearson Correlation Sig. (2-tailed)	.222*	.644**	.026	1	
Autocratic Leadership	Pearson Correlation Sig. (2-tailed)	-.217**	.005	-.038	-.066	1

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 18, the total influence of all Transformational Leadership Style components on the performance of agricultural enterprises was calculated and regressed.

The findings suggest a positive Pearson Correlation Coefficient (r) of 0.481 at $p < 0.05$) between the performance of agricultural enterprises in Kenya and the predictor variable Transformational Leadership style, at a p -value of 0.05. This finding suggests a positive correlation between implementing Transformational Leadership and the overall performance of agricultural enterprises in Kenya. This aligns with the findings of Al Khajeh (2018), which indicate that Transformational Leadership positively impacts the performance of organisations based in the United Arab Emirates (UAE).

As shown in Table 18, the total influence of all Transactional Leadership Style components on the performance of agricultural enterprises was calculated and regressed. The findings suggest a positive Pearson Correlation Coefficient (0.673) at $p < 0.05$) between the performance of agricultural enterprises in Kenya and the predictor variable, Transactional Leadership style, at a p -value of 0.05. This finding suggests that implementing a Transactional Leadership Style significantly improves the performance of agricultural enterprises in Kenya. This is consistent with the findings of Kubai et al. (2022), who discovered that the performance of private universities in Kenya was positively impacted by transactional leadership.

As shown in Table 18, the cumulative impact of every Democratic Leadership Style characteristic on the performance of agricultural enterprises was calculated and regressed. The findings suggest that the predictor variable Democratic Leadership Style was positively correlated with the performance of agricultural enterprises in Kenya. Pearson Correlation Coefficient of 0.222 at 0.05 significance level ($r=0.222$, $p < 0.05$). The observed positive influence is weak, which aligns with the results reported by Cherian et al. (2020), whose research conducted in the United Arab Emirates established an indisputable correlation between democratic leadership and firm performance.

The performance of agricultural enterprises was assessed by calculating and regressing the various aspects of an Autocratic Leadership Style, as illustrated in Table 18. At a significance level of 0.05, the results indicate that the predictor variable, Autocratic Leadership Style, had a negative Pearson Correlation Coefficient of -0.217 ($p < 0.05$) with the performance of agricultural enterprises in Kenya. Therefore, agricultural enterprises in Kenya experience a decline in performance for each incremental rise in the components of Autocratic Leadership Style. This is consistent with the results obtained by Lumumba et al. (2021), who discovered a negative correlation between Autocratic Leadership and the performance of PTTCs in Homabay County, Kenya, in their study on the subject.

Inferential Statistics

Inferential statistics often explain the relationship between variables clearly, giving the researcher more solid information on which to base conclusions and suggestions (Guetterman, 2019).

Test of Hypotheses

Five null hypotheses were formulated and evaluated in the study via regression analysis. The p-values obtained from the regression analysis were interpreted with a significance level of 5 per cent to ascertain whether the hypotheses were accepted or rejected. The results obtained from the regression analysis are detailed in the following sections.

Test of Hypothesis One

The first hypothesis, H01, stated that the Transformational Leadership Style does not influence the performance of agricultural enterprises in Kenya. To ascertain the overall effect of the Transformational Leadership Style on the performance of agricultural

enterprises in Kenya, a linear regression analysis was conducted on the components that make up the Transformational Leadership Style.

The following linear regression model was used to test the null hypothesis.

$$AEP = \beta_0 + \beta_1 TLS_1 + \epsilon$$

where AEP= agricultural enterprise performance, TLS_1 = Transformational Leadership style ϵ is the standard error.

The direct relationship between Transformational Leadership Style and agricultural enterprise performance is presented in Table 19.

Table 19 Influence of Transformational Leadership Style on the Performance of Agricultural Enterprises in Kenya

MODEL SUMMARY						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.481 ^a	.231	.227	11.313		

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6625.134	1	6625.134	51.765	<.001 ^b
	Residual	22013.509	172	127.986		
	Total	28638.643	173			

a. Dependent Variable: Enterprise Performance

b. Predictors: (Constant), Transformational Leadership

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	22.036	2.708		8.137	.001
	Transformational Leadership	.562	.078	.481	7.195	.001

A statistically significant relationship exists between the performance of agricultural enterprises in Kenya and the Transformational Leadership style, as shown in

Table 19. The coefficient of correlation observed generated an R value of 0.481 with a corresponding R^2 of 0.231. The results indicate that a unit increase in Transformational Leadership explains 23.1 per cent of the performance of agricultural enterprises in Kenya. The remaining 76.9 per cent of the performance of agricultural enterprises in Kenya can be explained by other factors beyond the current study.

The ANOVA test was employed to determine the significance of the model. There was statistical significance in the proportion of agricultural enterprise performance that could be accounted for by the Transformational Leadership Style ($\beta=0.481$; $F=51.765$, $df=1,172$) $p= 0.001<0.05$). The p-value obtained at a ($\beta=0.481$) was 0.001, which is smaller than the 0.05 significance level, meaning the relationship is statistically significant. The null hypothesis H_{01} was therefore rejected.

The model derived from the stepwise regression modelling looks like this by replacing the constant term and the beta values:

$$AEP=22.036+0.481 TLS_1 + 2.708 \dots\dots\dots (i)$$

Where AEP= agricultural enterprise performance, TLS_1 = Transformational Leadership Style ϵ is the standard error.

The unstandardised coefficient for the variable was 22.036, and the corresponding p-value was less than 0.001, as shown in Table 19. Consequently, the research rejected the null hypothesis. The coefficient associated with the Transformational Leadership Style is positive, suggesting that a one-unit increase in Transformational Leadership positively influences the performance of agricultural enterprises by 56.2%. The results corroborate the deductions made by Alkhazraji (2022), which established that implementing Transformational Leadership significantly influences the performance of enterprises in the United Arab Emirates. The results mirror the findings of Weller et al. (2020), who, in

their study in Germany, found Transformational Leadership to have a favourable effect on high-performance work systems and customer satisfaction. Similarly, an investigation by Al Khajeh (2018) on how various leadership styles affect UAE enterprises' performance proved that Transformational Leadership and enterprise performance are closely related.

The results are congruent with the findings of Atan and Mahmood (2019), who found a strong positive association between Transformational Leadership style, employee competency, and the enterprise's overall performance. In their study in Malaysia on the effects of Transformational Leadership on employee and enterprise performance, they discovered that transformational leaders help employees consistently enhance their performance, which helps businesses reach their objectives. Transformational leaders inspire their employees to leverage innovative and technological ideas to propel any economic sector forward. Findings from other African research endeavours indicate that some elements of Transformational Leadership have a more significant influence on corporate performance than others.

For example, Boukamcha (2019) discovered that inspirational motivation and intellectual stimulation favourably impact employees in a study on SMEs in Tunisia. Leaders who embrace the tenets of Transformational Leadership improve employee innovation, their capacity for taking risks in new business ventures, and the initiative-taking nature of the workforce inside the company. The results obtained mirror those of similar studies in Kenya by Barasa and Kariuki (2020), who discovered that Transformational Leadership affects the level of job satisfaction among staff members of the Kakamega County government. The outcomes are consistent with those of other researchers who verified the impact of Transformational Leadership on the performance of firms. For instance, Kamau (2020) found a direct correlation between the performance

of Kenyan commercial banks and their adoption of the four components of Transformational Leadership. The study confirmed that Transformational Leadership enables the top management of banks to provide inclusive support plans and a shared vision and instils a strong correlation with various stakeholders.

Qualitative research results confirmed that employee involvement in the decision-making process and the leader's interest in the affairs of employees are critical components that motivate them to work hard. Respondents in focus group discussions confirmed that supervisors keen on empowering their subjects motivate them to perform their tasks better. Consequently, when enterprises adopt this leadership style, agricultural enterprises will meet their financial and non-financial targets.

Test of Hypothesis Two

The second hypothesis, H₀₂, stated that Transactional Leadership Style does not influence the performance of agricultural enterprises in Kenya. A combination of the variables constituting the Transactional Leadership Style was computed, and a linear regression analysis was utilised to measure the collective influence of the Transactional Leadership Style on the performance of agricultural enterprises in Kenya. Table 20 summarises the model summary, the ANOVA results and the correlation coefficients computed to guide the decision to reject or accept the null hypothesis.

The following linear regression model was used to test the null hypothesis.

$$Y = \beta_0 + \beta_2 TL_2 + \epsilon$$

where AEP= agricultural enterprise performance, TL₂= Transactional Leadership Style ϵ is the standard error.

To test the hypothesis, the performance of agricultural enterprises in Kenya was regressed to the Transactional Leadership Style. The model results are summarised in Table 20.

Table 20 Influence of Transactional Leadership on the Performance of Agricultural Enterprises in Kenya

MODEL SUMMARY						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.673 ^a	.453	.450		9.544	

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12971.155	1	12971.155	142.399	.001 ^b
	Residual	15667.488	172	91.090		
	Total	28638.643	173			

a. Dependent Variable: Enterprise Performance

b. Predictors: (Constant), Transactional Leadership

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	18.612	1.973		9.433	.001
	Transactional Leadership	1.719	.144	.673	11.933	.001

The study obtained an R-value of 0.673 and an R² of 0.453. The results presented in Table 20 illustrate the statistically significant influence of the Transactional Leadership Style on the performance of agricultural enterprises in Kenya. An analysis of the data

reveals that a Transactional Leadership Style variation accounts for 45.3 percent of the variance in agricultural enterprise performance ($R^2=0.453$). Supplementary variables, which were not considered in this study, are responsible for the remaining 54.7 percent.

Table 20 illustrates statistical significance in the proportion of agricultural enterprise performance that could be accounted for by the Transactional Leadership Style ($\beta=0.673$; $F=142.399$, $df 1,172$ $p= 0.001<0.05$). The obtained p-value at a ($\beta=0.673$) was 0.001, which is smaller than the 0.05 significance level. Consequently, the research rejected the null hypothesis H_{02} . The study findings indicate a positive relationship between Transactional Leadership and the performance of agricultural enterprises in Kenya.

A multiple linear regression analysis was developed using the coefficients obtained in Table 20. The model resulting from the stepwise regression modelling would be as follows once the constant term and beta values were substituted as follows:

$$AEP=18.612+0.673TL_2 + 1.973\epsilon \dots\dots\dots (ii)$$

where AEP= agricultural enterprise performance, TL_2 = Transactional Leadership Style ϵ is the standard error.

The coefficient associated with the Transactional Leadership Style is positive, suggesting that a one-unit adjustment in the Transactional Leadership Style leads to a 0.673-unit improvement in the performance of agricultural enterprises. The findings are consistent with those of Kubai et al. (2022), who observed that private universities in Kenya experienced a favourable impact on their performance when Transactional Leadership was implemented. Similarly, studies in Asia in the fast-food manufacturing sector found a significant relationship between Transactional Leadership and the performance of employees (Kalsoom et al., 2018). Transactional leaders motivate

employees with rewards that make them want to perform their tasks better, leading to more remarkable organisational objectives achievement. The findings mirror the results obtained in Iran by Ebrahimi et al. (2017), who found that transactional leaders enhance employee creativity in the education sector. Chege and Gakobu (2017) found a positive correlation between Transactional Leadership and the performance of Safaricom Enterprise. Kabiru and Bula (2020) found similar positive results between Transactional Leadership and the performance of enterprises in their study in Kenya.

On the contrary, several studies found that Transactional Leadership negatively influences enterprises' performance. For instance, Thapa and Parimoo (2022) found a negative relationship between Transactional Leadership and the performance of enterprises in Nepal. Similarly, Al Khajeh (2018), in an investigation conducted in Africa concerning the impact of leadership styles on enterprise performance, identified an inverse relationship between Transactional Leadership and organisational performance. They attributed the results to the fact that employees do not get opportunities or autonomy to utilise their intellect to enhance task performance. From the results demonstrated it looks like the influence of Transactional Leadership is dependent on the context and sector in which the leadership style is applied.

Results of the qualitative study conducted after the quantitative study explain why Transactional Leadership influences the performance of agricultural enterprises in Kenya. Both focused group discussions and in-depth interviews identified three themes that explain why Transactional Leadership influences the relationship. Respondents cited rewards as an excellent motivation for employees to perform their tasks better. The exchange of a reward for a service well provided is consistent with the findings of Akkaya (2020). A conditional incentive lays down the agreements and transactions that have been made between the supervisor and the operator, outlining expectations for each party. Some

respondents explained how they are promised bonuses for every extra bag of grains processed or every sale achieved beyond the contractually agreed targets.

The second theme that qualitative research results established that motivates employees to perform better was management to meet targets. Transactional leaders guide their employees on how best to perform their tasks. This also emerged as a critical reason why transactional leaders influence high-performing teams. Kabiru and Bula (2020) found a positive association between the performance of employees and the Transactional Leadership Style. According to the studies, Transactional Leadership can improve employee performance, which benefits businesses. Consequently, agricultural enterprises adopting this leadership style consistently post higher performance, which enables them to meet their business goals. Respondents expressed the need for the enterprise management to provide adequate guidance on organising their work either as teams or as individuals. Whenever the supervisors provide proper guidance, employees easily meet their targets. One participant said, *"My supervisor knows that for me to be successful, I need the support of colleagues. My supervisor allocates us with resources and ensures we work together to provide excellent service to our farmers. This has helped us work better as a team, which our farmers enjoy and refer us to other farmers"*. However, when such leadership is missing, they cannot meet their targets. One participant said, *"Last season, my team engaged more than 100 farmers because we knew our supervisor would be happy if we met our targets, which helped our agricultural enterprise meet another aggregation target to sell to our buyer for grains"*.

Test of Hypothesis Three

The third hypothesis, H₀₃, stated that Democratic Leadership Style does not influence the performance of agricultural enterprises in Kenya. The variables that comprise the Democratic Leadership Style were combined and subjected to linear

regression analysis to determine the overall influence of the Democratic Leadership Style on the performance of Agricultural enterprises in Kenya.

The following regression equation was used to illustrate the relationship.

$$AEP = \beta_0 + \beta_3 DL_3 + \epsilon$$

where AEP=performance of agricultural enterprises, DL_3 = Democratic Leadership Style
 ϵ is the standard error.

To test the hypothesis, the performance of agricultural enterprises in Kenya regressed on the democratic leadership style. The model results are summarised in Table 21.

Table 21 Influence of Democratic Leadership Style on the Performance of Agricultural Enterprises in Kenya

MODEL SUMMARY						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.222 ^a	.049	.044	12.580		

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1416.842	1	1416.842	8.952	.003 ^b
	Residual	27221.801	172	158.266		
	Total	28638.643	173			

a. Dependent Variable: Enterprise Performance

b. Predictors: (Constant), Democratic Leadership

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	34.073	2.355		14.467	.001
	Democratic Leadership	.516	.172	.222	2.992	.001

The findings in Table 21 illustrate the statistically significant influence of Democratic Leadership Style on the performance of agricultural enterprises in Kenya ($p < 0.003$), as evidenced by an R-value of 0.222 and an R^2 of 0.049. The study found a positive but insignificant correlation between Democratic Leadership Style and agricultural enterprise performance. The R-squared value of 0.049 suggests that a variation in Democratic Leadership Style explains a mere 4.9 per cent of the variance in

agricultural enterprise performance. The remaining 95.1% will be accounted for by additional variables not considered in this study.

Statistical significance in the proportion of agricultural enterprise performance could be accounted for by Democratic Leadership Style ($\beta=0.222$, $F=8.952$, $df 1,172$, $p=0.003<0.05$). The p-value obtained at ($\beta=0.222$) was 0.003, smaller than the significance level of 0.05. Considering the findings, H_{03} is therefore not supported. Consequently, the research rejected the null hypothesis. The study findings confirm the existence of a positive relationship between democratic leadership and the performance of agricultural enterprises in Kenya.

The coefficients found in Table 21 were used to create a multiple linear regression analysis. After the constant term and beta values were substituted, the model resulting from the stepwise regression modelling would look like this:

$$AEP=34.073+0.222DL_3+2.355\dots\dots\dots (iii)$$

Where AEP=performance of agricultural enterprises, DL_3 = Democratic Leadership Style ϵ is the standard error.

As illustrated in Table 21, a unit change in Democratic Leadership Style is associated with a corresponding increase of 0.222 in the performance of agricultural enterprises, as indicated by the positive coefficient of democratic leadership style. The findings corroborate the findings of Cherian et al. (2020), who found solid and conclusive relationships between the success of businesses in the United Arab Emirates and democratic leadership styles.

The findings mirror those of Dyczkowska and Dyczkowski (2018), who, in their study in Poland, found a positive correlation between Transactional Leadership and the performance of SMEs. Similarly, Basit et al. (2017) found a strong positive relationship

between democratic leadership and the performance of employees in a private sector company in Malaysia. Cherian et al. (2020) found a positive connection between democratic leadership and the performance of firms in the United Arab Emirates. Democratic leadership allow support staff opportunities to participate and give their propositions and responses to their leaders, motivating them to own the processes and, hence, put their best foot forward to achieve better performance. The fact that employees are allowed to participate in the firm's decision-making process makes them feel appreciated and brings out their innovative ideas.

The findings of Akparep et al. (2019) conform to this study's findings. In their study of the non-governmental sector in Ghana, they found democratic leadership to exert an irrefutable positive connection to the performance of support staff. The involvement of employees in the decision-making process makes them more dedicated to their jobs, leading them to perform their tasks better, which leads to improved firm performance. Support staff feel encouraged when they can contribute their opinions and ideas to the organisation's running, which makes them more involved and committed to organisational projects. Similarly, Akonkwa et al. (2022) established a strong positive connection between participative leadership and the performance of enterprises in their study on the impact of democratic leadership on the performance of family-owned enterprises in the Democratic Republic of Congo. Similar studies on the impact of leadership styles on the performance of schools in Eritrea established a strong positive influence of democratic leadership on school performance (Tedla & Redda, 2021). Similar studies in Eritrea explored the interaction between the leadership styles adopted by school principals and school performance. They found a positive impact of democratic leadership on the performance of schools (Weller et al., 2020). In Kenya, studies by Bwonya et al. (2020)

found democratic leadership to exert a positive influence on the performance of enterprises.

Conversely, comparable research in Kenya produced different findings. For instance, Kariuki and Wachira (2017) found the application of the Democratic Leadership Style to be inappropriate in financial institutions in Kenya, where quick decisions must be made. Democratic leadership requires time to consult before decisions are made, which would lead to revenue loss if it were to be applied in situations where time is a limiting factor.

Results from the qualitative study data that sought to establish why Democratic leaders influence the performance of enterprises generated the following themes. Respondents from agricultural enterprises who apply Democratic Leadership singled out their involvement in the decision-making process on setting targets and how the business should run, which highly motivates employees. One participant explained how her input on which business line needs to be introduced made her feel significantly appreciated and even introduced new clients to the enterprise. The respondent quoted, "*My supervisor sought my opinion about how to expand the business. I shared my ideas on how to expand the business, which was well received*". Another respondent said: "*I am satisfied with how my supervisor consults me before I perform a new task*". The fact that leaders at the enterprise seek their opinions motivates employees to own the tasks. On the contrary, leaders who never give their followers opportunities to air their views leave them disgruntled, as expressed by a respondent, making the enterprise post poor results because employees are not motivated. One respondent said, "*I work the way my supervisor wants to work. I work because I need to be paid*". The results are consistent with the findings of (Cherian et al., 2020). Their study on the connection between leadership styles and firm performance in the United Arab Emirates established an irrefutable connection between

democratic leadership and the performance of firms. Democratic leaders provide support staff members the chance to contribute and offer suggestions and opinions to their leaders, encouraging them to take ownership of the procedures and, as a result, put in their best effort to produce better results.

Test of Hypothesis Four

The fourth hypothesis H₀₄ stated that Autocratic Leadership Style has no influence on the performance of agricultural enterprises in Kenya. The variables that comprise the Transactional Leadership Style were combined and subjected to a linear regression analysis to determine the overall impact of the Transactional Leadership Style on Kenyan agricultural firms' performance.

The following regression equation was used to illustrate the relationship.

$$AEP = \beta_0 + \beta_4 ALS_4 + \epsilon$$

where AEP= Performance of Agricultural Enterprises, ALS₄= Autocratic Leadership style
 ϵ is the standardised error.

To test the hypothesis, the performance of agricultural enterprises in Kenya regressed due to the Autocratic Leadership Style. The model results are summarised in Table 22.

Table 22 The Influence of Autocratic Leadership Style on the Performance of Agricultural Enterprises in Kenya

MODEL SUMMARY						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	-.217 ^a	.047	.042	12.595		

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1352.854	1	1352.854	8.952	.004 ^b
	Residual	27285.788	172	158.638		
	Total	28638.643	173			

a. Dependent Variable: Enterprise Performance

b. Predictors: (Constant) Autocratic Leadership

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	48.427	2.872		16.861	.001
	Autocratic Leadership	-1.183	.405	-.217	-2.920	.004

The findings presented in Table 22 illustrate the statistically significant impact of Autocratic Leadership Style on the performance of agricultural enterprises in Kenya at a significance level of ($p < 0.05$), as evidenced by the R-value of -0.217. According to the study's findings, a negative correlation exists between Autocratic Leadership Style and agricultural enterprise performance in Kenya. The R-squared value of 0.047 suggests that a variation in Autocratic Leadership Style can account for 4.7 per cent of the variance in

agricultural enterprise performance. The remaining 95.3% can be accounted for by additional variables not considered in this model.

Statistical significance in the proportion of agricultural enterprise performance could be accounted for by an Autocratic Leadership Style ($\beta=-0.217$, $F=8.952$, $df 1,172$ $p=0.004<0.05$). The obtained p-value at ($\beta=-0.217$) was 0.004, which is smaller than the significance level of 0.05. The results indicate a negative statistical relationship between Autocratic Leadership and the performance of agricultural enterprises in Kenya. Considering the findings, the null hypothesis (H_{04}) was therefore rejected. The β -coefficient of Autocratic Leadership Style is negative, denoting that a unit change in Autocratic Leadership results in an adverse change of -0.217 on agricultural enterprise performance.

After the constant term and beta values were substituted, the model resulting from the stepwise regression modelling looks like this:

$$AEP=48.427-0.217ALS_4+ 2.872\text{.....} \quad (\text{iv})$$

where AEP= Performance of Agricultural Enterprises, ALS_4 = Autocratic Leadership Style e is the standardised error.

The results are congruent with those of Basit et al. (2017), who found Autocratic Leadership to negatively influence employees' performance in the private sector in Asia. Similarly, Lumumba et al. (2021), in their study on the effect of Autocratic Leadership on the performance of Primary Teacher Training Colleges (PTTCs), found a negative effect between Autocratic Leadership and the performance of PTTCs. Autocratic leaders make decisions without involving their support staff (Dyczkowska & Dyczkowski, 2018). They institute stringent rules, regulate processes, and prefer to endure official professional interactions with employees. Autocratic leaders do not create time for consultation with

employees, making the leader miss out on follower contribution to the firm, thus exposing the firm's risks to competitors. In an Autocratic Leadership Style, the leader does not allow employees to learn and use their abilities to improve the firm's services to the clients.

On the contrary, Amegayibor (2021) obtained a positive connection between Autocratic Leadership and the performance of enterprises in Ghana in their study to establish the effect of leadership styles on the performance of employees in a family-owned manufacturing company in Ghana. Similarly, Amoah-Mensah and Darkwa (2020) established a positive correlation between Autocratic Leadership and employee performance in a study on the impact of Autocratic Leadership on employee performance in Ghana. Similarly, Al Khajeh (2018) found a positive connection between Autocratic Leadership and the performance of enterprises. In the same manner, Oyugi and Gogo (2019), in their study on the effect of the principals' leadership styles on the performance of students in high schools, found a positive connection between Autocratic Leadership and students' performance in schools in Awendo, Sub-County, Migori County, Kenya. Autocratic leaders ensure that employees are guided to carry out their functions in a specific manner and that, in this context, employees only focus on wanting to make sure their work is done as prescribed.

Katsaros et al. (2020) claim that autocratic leaders set forth the tasks, procedures, and tactics that support employees are expected to follow and then enforce their strict application. Such leaders only foster one-way communication and rarely advocate for creativity, a practice that negatively influences the enthusiasm and gratification of their employees. Autocratic leaders increase organisational conflicts, which negatively influence firm performance. They restrict workplace communication and interactions, essential precursors to firm performance.

Qualitative study results using focus group discussions and in-depth generated themes that explain why autocratic leaders negatively influence their followers. The results mirror the findings of Dyczkowska and Dyczkowski (2018), who found Autocratic Leadership to influence the performance of firms negatively. Some respondents' quotes include, *“Whenever targets are set without our involvement, there is less commitment, which results in poor achievement of results”*. Another participant said, *“It is our preference that our input be sought whenever possible because we are the ones who understand the circumstances under which we perform our functions.”* The findings, therefore, confirm that employees need to be involved in the decision-making process. This way, they own the set targets and work towards achieving them.

Autocratic leaders do not give them opportunities to be heard; they resort to poorly performing their tasks, resulting in low target achievement. This is contrary to the findings of studies in Africa, which established a positive connection between Autocratic Leadership Style and the performance of enterprises. For instance, a study conducted in West Africa by Amegayibor (2021) established a positive connection between Autocratic leadership and the performance of enterprises. The study sought to establish the effect of leadership styles on the performance of employees in a family-owned manufacturing company in Ghana. Similarly, Amoah-Mensah and Darkwa (2020) established a positive correlation between Autocratic Leadership and employee performance in a study on the impact of Autocratic Leadership on employee performance in Ghana.

Adopting an Autocratic Leadership Style by agricultural enterprises in Kenya denies them opportunities to earn additional income, leading to high staff turnover and institutional memory loss. Respondents from agricultural enterprises practising Autocratic Leadership expressed dissatisfaction with their leadership; hence, the agricultural enterprise suffered from consistently low performance. Respondents felt their

opinions and innovation were unimportant and opted to offer minimal services. Consequently, the enterprise suffered from poor performance, which is why many such agricultural enterprises stagnate. The results are consistent with those of Muthimi and Kilika (2018), who explain that a lack of leadership at the helm of an enterprise leads to failure. Respondents from agricultural enterprises practicing Autocratic Leadership sought opportunities elsewhere, where their voices would be heard. Consequently, staff from their enterprise frequently left the enterprise for greener pastures, citing their inability to use their skills to improve performance. They indicated that senior managers only gave instructions which had to be followed to the letter.

Test of Hypothesis Five

Hypothesis five (H_{05}) was used to establish whether capacity development moderates the relationship between leadership styles and agricultural enterprise performance in Kenya. H_{05} : Hypothesis five stated that capacity development does not moderate the relationship between leadership styles and agricultural enterprise performance in Kenya.

The multiple regression model that follows was used to test the null hypothesis:

$$AEP = \beta_0 + \beta_1 TLS_1 + \beta_2 TL_2 + \beta_3 DL_3 + \beta_4 ALS_4 + \epsilon$$

Where: AEP=Agricultural Enterprise Performance

β_0 = Constant

β_1 - β_4 are Beta coefficients for transformational, transactional, democratic, and Autocratic Leadership Styles

TLS_1 = Transformational Leadership Style

TL_2 =Transactional Leadership Style

DLS₃=Democratic Leadership Style

ALS₄=Autocratic Leadership Style

Z=Coefficient of the moderating variable (Capacity Development)

C= Error term

Baron and Kenny (1986) recommended a stepwise procedure to test hypothesis five. A two-step method was used to establish the moderating influence of capacity development on the association between leadership styles and agricultural enterprise performance in Kenya. The influence of leadership styles was tested against the performance of agricultural enterprises in Kenya in step one. The testing was done by regressing the independent variables (leadership styles) on the dependent variable (performance of agricultural enterprises) without introducing the moderating variable (capacity development). In step two, capacity development was introduced into the relationship with the independent variables (leadership styles) to determine whether there was a moderating effect. Moderation influence happens if a significant influence of the interaction between leadership styles (independent variables) and the performance of agricultural enterprises (the dependent variable) exists.

Step one: The combined influence of leadership styles (Transformational, Transactional, Democratic, and Autocratic) was tested against the performance of agricultural enterprises (dependent variable) without the interaction of capacity development (moderating variable). The results are displayed in Table 23.

Table 23 Moderating Influence of Capacity Development on the relationship between Leadership Styles and the Performance of Agricultural Enterprises in Kenya

MODEL SUMMARY						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.522 ^a	.272	.268	11.008		
2	.652 ^b	.425	.418	9.814		
3	.669 ^c	.447	.437	9.652		

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7796.877	1	7796.877	64.345	.001 ^a
	Residual	20841.766	172	121.173		
	Total	28638.643	173			
2	Regression	12168.054	2	6084.027	63.165	.001 ^b
	Residual	16470.589	171	96.319		
	Total	28638.643	173			
3	Regression	12802.658	3	4267.553	45.812	.001 ^c
	Residual	15835.985	170	93.153		
	Total	28638.643	173			

a. Predictors: (Constant), Leadership Styles
b. Predictors: (Constant), Leadership Styles, Capacity Development
c. Predictors: (Constant), Leadership Styles, Capacity Development, Interaction term

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	16.383	3.122		5.247	.001
	Leadership Styles	.372	.406	.522	8.022	.001
2	(Constant)	13.496	2.816		4.792	.001
	Leadership Styles	.066	.061	.093	1.075	.284
	Capacity Development	1.148	.170	.580	6.737	.001
3	(Constant)	14.990	2.828		5.300	.001
	Leadership Styles	.057	.061	.080	.944	.347
	Capacity Development	1.164	.168	.589	6.942	.001
	Interaction term	1.680	.644	.149	2.610	.010

Table 23 shows that leadership styles explained 27.2% of the variation in the performance of agricultural enterprises in Kenya ($R^2 = 0.272$). The F value ($F=64.345$; $\text{Sig}.0.001 < 0.05$) suggests that leadership styles significantly influenced the performance of agricultural enterprises in Kenya.

Step two: The results of a stepwise regression analysis were used to determine how capacity development moderates the relationship between leadership styles and agricultural enterprise performance in Kenya. The findings presented in Table 23 illustrate how capacity development moderates the relationship between leadership styles and the performance of agricultural enterprises in Kenya. The results indicate a change in R-square value by 0.175 (from 0.272 to 0.447), with a p-value of 0.001 and an F value of 45.812 ($\beta = 0.589$, $R^2 = 0.447$, $F = 45.812$, $df 1, 172$, $p = 0.001 < 0.05$). Capacity development increases the goodness of fit by 0.175%. The model summary explains 44.7% of the variations in the performance of agricultural enterprises in Kenya. The remaining 55.3% of the performance of agricultural enterprises in Kenya can be explained by other factors not considered in the model. As a result, the relationship between leadership styles and the performance of agricultural enterprises in Kenya is substantially moderated by capacity development.

There was statistical significance in the proportion of agricultural enterprise performance explained by the moderated influence of leadership styles on agricultural enterprise performance in Kenya. The p-value was 0.001, which is smaller than the 0.05 significance level. Comparing the results of the relationship between leadership styles and the performance of agricultural enterprises in Kenya ($\beta = 0.522$, $R^2 = 0.272$, $F = 64.345$; $p = 0.001 < 0.05$) with those of the relationship between leadership styles and the performance of agricultural enterprises in Kenya, with capacity development integrated ($\beta = 0.589$, $R^2 = 0.447$; $F = 45.812$, $p = 0.001 < 0.05$) confirms the existence of significant

moderation influence. As shown in Table 23, the model coefficients obtained were all significant at a 0.05 significance level. This implies that capacity development moderates the relationship between leadership styles and the performance of agricultural enterprises in Kenya. Consequently, the null hypothesis H_{05} was rejected.

The following equation represents the generated model.

$$AEP = 14.990 + 0.080LS_1 + 0.589CD + 0.149CD + 2.828$$

Where AEP= the performance of agricultural enterprises, LS_1 = Leadership styles, CD= capacity development, ϵ is the standardised error.

The results resonate with the findings of Sajuyigbe et al. (2021), who found capacity development to be a good predictor of the performance of women-owned SMEs in Southwest Nigeria. These results agree with Aas and Vennebo (2023), who confirmed that leadership capacity development among principals and other departmental leaders helps improve the performance of the schools. This was attributed to the fact that when team members are allowed to learn new skills, they quickly adapt and perform better than when no audience is provided for them to learn. Similarly, Suriyani et al. (2023) found capacity building to significantly impact the success of the firms, according to a study by Weaver Groups in Indonesia. The study used a qualitative descriptive methodology, collecting data for analysis through document analysis and in-depth interviews. The study concluded that public institutions should set aside funds to support private sector empowerment. To improve staff members' long-term use of creative ideas, they advise top company leaders to embrace coaching and mentoring. Comparably, research conducted in Africa by Akolgo-Azupogo et al. (2021) discovered that capacity building helps employees' abilities grow, enabling them to do their jobs more effectively and improving organisational performance. The agricultural sector was among the various

industries on which their study was focused. They concluded that businesses hoping to improve their performance should invest in capacity development.

Results of qualitative research using focus group discussions and in-depth interviews established the following themes that explain how capacity development influences the performance of agricultural enterprises in Kenya. Respondents two and eight indicated that capacity assessment occasionally happens at the enterprise or individual levels. Confident respondent number nine expressed that this technique aids in identifying their areas of weakness, enabling them to pursue more training to enhance their abilities. It was established that capacity development is practised at the enterprise level and other levels with other organisations. For instance, respondent number 16 expressed satisfaction with training provided on-site or elsewhere to build their capacities. Many respondents (Respondents Numbers 22, 27, 33, and 41) noted that specific individuals were more likely to receive training than others, which demotivated them.

The following respondents (numbers 19, 27, 31 and 36) indicated that mentoring occasionally occurs. Whenever it is used, those mentored significantly improve their service delivery. This is consistent with Susanto and Sawitri (2023), who confirmed that mentoring enhances organisational employee performance. However, others noted that they had not been mentored, making them demotivated. Some respondents confirmed having been coached by their supervisors on marketing their services and products to their customers. This way, they were motivated to perform better. Others indicated that they had not been coached on performing their tasks better. Consequently, they lagged in efficiently delivering their services to customers. The results resonate with the findings of Suriyani et al. (2023), who argue that mentoring and coaching should be adopted among senior leaders in organisations to enhance employees' sustainable utilisation of innovative ideas.

Respondents expressed their gratitude to management for their effort to ensure external and internal training is done. This motivates them because they learn new skills that they can apply to improve service delivery. However, some complained they were not adequately trained because other team members got such opportunities more often than others. Respondents indicated that a review was done at the end of each month to gauge their level of achieving their targets. Some respondents felt this opportunity should be used to adjust their roles and responsibilities. Respondent Seven indicated that training indeed helped them grow with the enterprise. The findings are consistent with those of Adeyanju et al. (2021), who, in their assessment of the influence of training programmes on the performance of youth agricultural enterprises in Nigeria, found a strong correlation between training and performance. However, some respondents expressed dissatisfaction when they saw some of their colleague's trained members taking up higher roles at the enterprise for other reasons. Respondent thirty indicated that owners of agricultural enterprises become enthusiastic about their enterprise performance when profits increase and whenever they see happy employees. The respondent said: *“Our boss is happy to see us happy, and when the enterprise makes profits, we get some bonus”*. Agricultural enterprises that have invested in appropriate leadership always attract and retain high-performance staff. Such staff interact with customers, increasing demand for services and products.

Synopsis of the Hypothesis Tests

This section summarises the tested hypotheses, findings, and conclusions, as outlined in Table 24. According to the results presented in Table 24, all the null hypotheses were rejected. This suggests that the performance of agricultural enterprises in Kenya is notably influenced by the selected four leadership styles (transformational, transactional, democratic, and autocratic). The integration of capacity development into

the relationship between leadership styles and the performance of agricultural enterprises significantly influences the performance of agricultural enterprises in Kenya, shedding light on the crucial role of leadership styles in organisational performance.

Table 24 Summary of the Test Hypotheses

Hypothesis	Key findings	Decision	Conclusion
H ₀₁ : Transformational Leadership Style does not influence the performance of agricultural enterprises in Kenya.	The calculated p-value was 0.001, with a corresponding $\beta=0.481$, an F value of 51.765, and an R ² value of 0.231.	The null hypothesis H ₀₁ was rejected because the $\beta=0.481$ at a p-value less than 0.001, which is below the critical p-value of 0.05 and F value of 51.765	In Kenya, the performance of agricultural enterprises is significantly influenced by Transformational Leadership.
H ₀₂ : Transactional Leadership Style does not influence the performance of agricultural enterprises in Kenya.	The calculated p-value was 0.001 with a corresponding $\beta=0.673$, an F value of 142.399 and an R ² of 0.453.	The null hypothesis H ₀₂ was rejected because the $\beta=0.673$ at a p-value was less than 0.001, which is smaller than the critical p-value of 0.05 and the F value of 142.399.	Transactional Leadership significantly influences the performance of Agricultural Enterprises in Kenya.
H ₀₃ : Democratic Leadership Style does not influence the performance of agricultural enterprises in Kenya.	The calculated p-value was 0.001 with a corresponding $\beta=0.222$, F value of 8.952 and an R ² value of 0.049	Rejected the null hypothesis H ₀₃ because the $\beta=0.222$ at a p-value was less than 0.001, which was less than the critical p-value of ($p < 0.05$) and an F value of 8.952	Democratic Leadership has a significant influence on the performance of Agricultural Enterprises in Kenya.
H ₀₄ : Autocratic Leadership Style has no influence on the performance of agricultural enterprises in Kenya.	The calculated p-value was 0.004 with a corresponding $\beta=-0.217$ F- value of 8.952 and an R ² of 0.047.	Rejected the null hypothesis H ₀₄ because the $\beta=-0.217$ p-value was less than 0.001, less than the critical p-value of (p	Autocratic Leadership significantly negatively influences the performance of agricultural enterprises in Kenya.

<p>H₀₅: Capacity Development does not moderate the relationship between leadership styles and the Performance of Agricultural Enterprises in Kenya.</p>	<p>The calculated p-value was 0.001, with $\beta=0.589$ an $F=45.812$; and an $R^2=0.447$)</p>	<p>< 0.05) and an F value of 8.952.</p>	<p>Capacity Development moderates the relationship between leadership styles and the Performance of Agricultural Enterprises in Kenya.</p>
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Chapter Summary

This chapter has covered response rates, the reliability and validity of the research instruments, demographic analysis, diagnostic tests, and descriptive and inferential statistics for each objective. It has also provided the results for the five hypotheses tested. The next chapter summarises quantitative and qualitative research findings and their implications.

Chapter Five: Summary of Findings, Conclusions, Recommendations and Areas for Further Research

Introduction

This chapter summarises the essential findings, conclusions, and key recommendations for future studies. The study evaluated the influence of leadership styles (transformational, transactional, democratic, and autocratic) and capacity development on the performance of agricultural enterprises in Kenya. The summary of the findings has been presented as per the study's objectives. Based on the study findings, the chapter concludes and makes recommendations on how the performance of agricultural enterprises in Kenya can be enhanced. The chapter proposes areas for further research.

Summary of Findings

The study employed a cross-sectional survey design to evaluate the influence of Transformational, Transactional, Democratic, and Autocratic leadership Styles on the performance of agricultural enterprises in Kenya. Five objectives and hypotheses guided the study. The objectives were to evaluate the influence of the Transformational Leadership Style on the performance of agricultural enterprises in Kenya, assess the influence of the Transactional Leadership Style on the performance of agricultural enterprises in Kenya, determine the influence of the democratic leadership style on the performance of agricultural enterprises in Kenya; establish the influence of the Autocratic Leadership Style on the performance of agricultural enterprises in Kenya; determine the moderating influence of capacity development on the relationship between leadership styles and the performance of agricultural enterprises in Kenya. A response rate of 78.38% was achieved, which is higher than 70%, which is allowable to generalise the findings. This was considered sufficient to conduct analyses to help make informed conclusions

and recommendations. Findings from the data collected were analysed using descriptive and inferential statistics.

Transformational Leadership and Agricultural Enterprise Performance

Examining the influence of Transformational Leadership on the performance of agricultural enterprises in Kenya was the first objective of this study. The four primary sub-constructs were intellectual stimulation, inspirational motivation, individualised consideration, and idealised influence. The results showed that the attribute that most respondents agreed that had the greatest influence on the performance of Agricultural enterprises in Kenya was individualised consideration, with a mean of 3.08, followed by idealised influence, with a mean of 3.06. Inspirational motivation attained the lowest mean score of 2.27. Intellectual stimulation had the second-lowest mean score of 2.51. As a result, the influence of inspirational motivation and intellectual stimulation on the performance of agricultural enterprises in Kenya was minimal.

Leaders exert the most significant impact on followers' performance by setting an example for their followers by modelling behaviour, drawing their attention to the enterprise's vision, and assisting them in setting and achieving reasonable goals. As a result, they improve the efficiency of their agricultural enterprises. Similarly, leaders who ensure their followers conduct their tasks in well-organized teams while supporting them to grow professionally and play to their strengths create teams that work at their peak.

Correlation analysis for the relationship between Transformational Leadership and the performance of agricultural enterprises in Kenya found a Pearson Correlation coefficient of 0.481, a $\beta=0.481$ at $p=0.001<0.05$ significance level, meaning Transformational Leadership positively influences the performance of agricultural enterprises in Kenya. The results indicate that the predictor variable, Transformational Leadership style, predicts Kenya's agricultural enterprises' performance by 23.1 per cent.

The study evaluated the null hypothesis H_{01} ($\beta=0.481$, $R^2=0.231$, $F=51.765$, $p=0.001<0.05$) with the performance of agricultural enterprises in Kenya at a significant level of 0.05. This indicates the presence of a positive link between Transformational Leadership Style and the performance of agricultural enterprises in Kenya. The null hypothesis was therefore rejected because the results indicate that the Transformational Leadership Style positively influences the performance of agricultural enterprises in Kenya.

It was established that high-cadre employees value this leadership style and enjoy working in agricultural enterprises where their innovativeness is recognised. Lower cadre employees preferred other leadership styles.

Transactional Leadership Style and Agricultural Enterprise Performance

The second objective sought to determine the influence of Transactional Leadership on the performance of agricultural enterprises in Kenya. Transactional Leadership proposes three constructs that define the leadership style. The three constructs, contingent reward, active, and passive management, were evaluated. The results indicate that leaders who guide their followers to achieve their set targets, scoring a mean score of 3.51, an active management component, exerted the most decisive influence on the performance of agricultural enterprises in Kenya. This can be attributed to followers wanting guidance on performing their tasks by implementing the targets they set with the leader. Contingent reward scored the second highest mean of 3.25, meaning that leaders who promise rewards to employees who achieve and surpass their targets motivate them to perform their tasks better.

Since agricultural enterprises in Kenya must deliver tangible results in the form of a service or product, employees find the reward an excellent motivation to accomplish their tasks. The attribute with the lowest mean score was passive management. Leaders

who only partially check their employees' work to ensure agreed-upon targets are met rarely motivate them, making this attribute score the lowest mean of 2.89 and 2.99. Such leaders rarely guide their employees to ensure their set targets are achieved. Similarly, leaders intervening solely when employees encounter challenges in accomplishing their duties fail to inspire employees to strive for optimal performance.

Cumulatively, Transactional Leadership exerted the highest influence on the performance of agricultural enterprises in Kenya. The Transactional Leadership Style had a positive Pearson Correlation Coefficient of 0.673 and an R^2 of 0.453, with the performance of agricultural enterprises in Kenya at a significant level of 0.05 with an F value of 142.399. ($\beta=0.673$, $R^2=0.453$, $F=142.399$, $p=0.001<0.05$). The null hypothesis was, therefore, rejected. The results indicate that the Transactional Leadership Style strongly influences agricultural enterprises' performance in Kenya compared to this study's other three leadership styles.

Democratic Leadership Style and Agricultural Enterprise Performance

The third objective of this study sought to examine the influence of democratic leadership on the performance of agricultural enterprises in Kenya. The results indicate that the statement with the highest mean score was the leader's ability to involve respondents whenever they set sales projections and predict any setbacks to their enterprise (2.68), followed by the leader's ability to give guidance to team members by empowering them to practice their talents and competencies (2.65). The supervisor's ability to keep teamwork scored (2.61), while the supervisor's ability to regularly seek views scored (2.37). The lowest mean score was the supervisor's ability to inspire innovation and teamwork (2.03). Democratic Leadership Style scored an aggregate mean screen score of (2.47) with a mean standard deviation of 1.308. This was the lowest positive mean score, meaning that of the four leadership styles evaluated, democratic

leadership exerts the lowest positive influence on the performance of agricultural enterprises in Kenya. The low mean score for the attributes of Democratic Leadership indicates that most agricultural enterprises surveyed rarely practice this Style. Transactional and Transformational Leadership styles had higher mean scores of 3.16 and 2.71, respectively.

Results from inferential statistics similarly confirm the findings from the descriptive statistics, generating an R-value for democratic leadership styles (0.222), which was lower than that for the Transactional Leadership Style (0.673) and the Transformational Leadership Style (0.481). Democratic leaders allow support staff opportunities to participate and give their propositions and responses to their leaders. Consequently, support staff are motivated by the opportunities to give their propositions; hence, they put their best foot forward to achieve better performance. The active participation of employees in the agricultural enterprise decision-making process makes them feel appreciated, which makes them happy to put their innovative ideas into practice.

Results from inferential statistics ($\beta=0.222$, $R^2=0.049$, $F=8.952$, $p=0.003<0.05$) established a weak positive correlation between democratic leadership and the performance of agricultural enterprises in Kenya. Consequently, the null hypothesis that Democratic Leadership Style does not influence the performance of agricultural enterprises was rejected.

The findings confirm that employees' involvement in the decision-making process helps them gain buy-in. Team members' involvement in matters relating to the strategic operations of the agricultural enterprise motivates them to deliver their best results. The fact that team members are allowed to practice their talents enhances productivity at the enterprise level, resulting in improved enterprise performance.

Autocratic Leadership Style and Agricultural Enterprise Performance

The fourth objective sought to establish the influence of Autocratic Leadership Style on the performance of agricultural enterprises in Kenya. The aspects of an Autocratic Leadership Style were all calculated and regressed to their combined influence on agricultural enterprises' performance. The four statements used to evaluate the existence of Autocratic Leadership scored the following mean scores. Autocratic Leadership aspects scored low mean scores, meaning most respondents in the surveyed agricultural enterprises Strongly agree that this Leadership Style is practiced at their enterprise. From the results, the descriptive statistics of the leader to give space for support staff to provide inputs whenever an assignment needed to be completed had the highest mean score of 1.80. The leader's ability to make decisions involving team members was 1.75, with the second highest mean. Third was the leader's expectation that teams take instructions and use them as directed, scoring 1.59. In contrast, the leader's ability to allow team members to learn and use their abilities to improve their services to clients scored the lowest mean, 1.51.

Using inferential statistics, the study established a weak negative correlation between Autocratic Leadership Style and the performance of agricultural enterprises in Kenya ($\beta = -0.217$, $R^2 = 0.049$; $F = 8.952$, $p = 0.004 < 0.05$). The obtained p-value was 0.004, which is smaller than the significance level of 0.05. Consequently, the research rejected the null hypothesis. The predictor variable, Autocratic Leadership Style, had a negative β coefficient of -0.217, with the performance of agricultural enterprises in Kenya at a significant level of 0.05. This is a weak negative relationship. This means that any increase in Autocratic Leadership Style negatively influences the performance of agricultural enterprises in Kenya.

Autocratic leaders do not create time for consultation with employees, making the leader miss follower contribution to the firm and exposing the firm's risks to competitors. In an Autocratic Leadership Style, the leader does not allow employees to learn and use their abilities to improve the firm's services to the clients. All these attributes hinder the performance of employees and, therefore, the enterprise. The fact that the leader sets goals for team members and expects them to follow instructions leaves employees disgruntled, making it difficult for the enterprise to thrive. Employees work because they expect an income, but since their inputs are not valued, they seek alternative employment elsewhere, which results in an institutional memory drain due to high staff turnover.

In Kenya, agricultural enterprise owners seem to adopt this leadership style, justifying why many do not perform as expected.

Moderating Influence of Capacity Development on the Relationship between Leadership Styles and Agricultural Enterprise Performance

The study integrated capacity development as the moderating variable for the relationship between the four leadership styles and the performance of agricultural enterprises in Kenya. Results from descriptive statistics found the parameter with the highest mean score to be staff training that helps staff grow within the enterprise at 3.72, while whether the enterprise conducts capacity assessments scored the lowest mean score at 2.34. The parameter with the highest standard deviation was whether staff training had a clear link between the person trained and the enterprise at 1.404, while the lowest standard deviation was whether performance management was used to determine who gets promoted at 0.622.

The findings derived from inferential statistics indicate that capacity development significantly moderates the correlation between leadership styles and agricultural enterprise performance in Kenya.

Stepwise regression was employed to assess the moderating effect of capacity development on the association between leadership styles and agricultural enterprise performance in Kenya. The findings indicate that capacity development moderates the relationship between leadership styles and agricultural enterprise performance in Kenya. The findings suggest a significant moderating influence on the relationship between leadership styles and the performance of agricultural enterprises in Kenya, with a β value of 0.589, an R-squared value of 0.447, and an F value of 45.812 at $p=0.001<0.05$. Capacity development improves the β value from 0.522 to 0.589 and the R square value from 0.272 to 0.447. This means that integrating capacity development into the relationship between leadership styles and the performance of agricultural enterprises in Kenya accounts for 44.7% of the variance in the performance of agricultural enterprises in Kenya. Unaccounted-for variables account for the remaining 55.3% of agricultural enterprises' effectiveness in terms of performance.

The findings confirm that employees become highly motivated when they get opportunities to improve their skills. Training usually involves travelling out of the duty station where employees meet and interact with other employees from other agricultural enterprises. Since many trainings are planned and executed by organisations that embrace participatory approaches, employees find these very engaging. The study confirmed that agricultural enterprises that conduct capacity development for their staff help them grow within the enterprise. The Systems Theory, which stipulates that enterprises are like organisms which need one another to survive, was found to be practical. Agricultural enterprises that embrace capacity development were more cohesive because each team member understood their role. That way, the agricultural enterprise meets its customers' needs, generating better income and staff retention.

Study Conclusions

The broad objective of this study sought to evaluate the influence of leadership styles and capacity development on the performance of agricultural enterprises in Kenya. The study's results confirmed that each of the four leadership styles influences the performance of agricultural enterprises in Kenya to varied extents.

The Transactional Leadership Style had the most significant impact on the performance of agricultural enterprises in Kenya, with the highest $\beta=0.673$ and R-squared value (0.453).

Transformational Leadership, whose $\beta=0.481$ and an $R^2=0.231$, significantly influenced the performance of selected agricultural enterprises in Kenya.

Comparably, the research revealed that the Democratic Leadership Style exerted the weakest influence on the relationship between leadership styles and the performance of agricultural enterprises in Kenya. For the democratic leadership style, it generated a β coefficient of 0.222 and an R^2 of 0.049. These values were positive but insignificant.

Autocratic Leadership Style generated a negative β of -0.217 and an R^2 of 0.047, the results of an analysis of the impact of Autocratic Leadership Style on the performance of agricultural enterprises in Kenya. This is a statistically significant negative relationship. The research findings demonstrate an inverse relationship between the implementation of Autocratic leadership and the performance of agricultural enterprises in Kenya.

The study results indicate that capacity development is needed to significantly improve agricultural enterprises' performance in Kenya. Leaders and followers who understand their roles and responsibilities concentrate on executing their tasks, thus improving enterprise performance. This finding further supports the notion that capacity development moderates the relationship between leadership styles and the performance

of agricultural enterprises in Kenya. This demonstrates that capacity development initiatives improve teams' ability to fulfil their responsibilities.

Motivated and satisfied employees will perform their tasks at their best, leading to higher numbers of satisfied customers who will continue to procure the agricultural enterprise's services and products. This way, more financial resources will be generated to better remunerate employees. This confirms why employees whose leadership provides contingent rewards are incredibly motivated to perform their tasks, resulting in sustained employee performance and enterprise performance.

Contributions of the Study to Knowledge

The study has contributed to knowledge in various ways. The study confirms the applicability of the four theories (Path-Goal Theory, the Situational Theory of Leadership, Transformational Leadership Theory and the Systems Theory) among agricultural enterprises in Kenya. From a theoretical perspective, the study confirmed that the Path Goal Theory classifies leadership into four broad categories. The theory decided which leadership styles to select for the study. Agricultural enterprise leaders should embrace the Situational Leadership Theory assertion that stipulates adopting a leadership style that best suits the situation at the enterprise level. The most successful leaders modify their approach to match the maturity and skill level of the people or teams they manage.

Agricultural enterprise leaders should judiciously employ the four approaches to leadership depending on the situation, level of competence and commitment of employees. They should use a direct approach to employees with low competence but high commitment. Coaching should be adopted when employees are noted to have some competence but with variable commitment. Leaders should provide direction but engage in mutual communication where they support and encourage the building of competence and confidence of the employees. Participative leadership should be applied when

employees have high competence and varying motivation levels. Leaders should facilitate and support employees in accomplishing their tasks and decision-making processes. Finally, delegating should be adopted when employees have high levels of commitment and competence. The leader should provide minimal support and direction, empowering employees to take responsibility for their task performance.

The study found transactional leaders to assert the highest influence among the four leadership styles. The Path-Goal Theory explains how such leaders set goals and use them to set targets for their employees. Transactional leaders enhance the achievement of targets by guiding the employees and promising rewards when they achieve their targets. Employees perform their tasks in a guided manner, which enables them to achieve their targets, which are measured to gauge their level of achievement.

From a performance perspective for agricultural enterprises, the four leadership styles exert varied levels of influence. The study found that leaders who engage and develop realistic goals and guide their employees in achieving them were the most influential. The study confirmed that well-guided employees realistically achieve enterprise goals and that rewards only come second in importance when considering factors influencing employee performance in an agricultural enterprise. The Path-Goal Theory explains why adopting capacity development at the agricultural enterprise leads to enhanced enterprise performance. The use of the Path-Goal Theory to measure the prevalent leadership styles practised by various agricultural enterprises was accurate when triangulated with the qualitative study results.

The four attributes of Transformational Leadership, for which the scores varied, were assessed using Transformational Leadership Theory. According to the findings, the mean score for inspirational motivation was the lowest. This indicates that its impact on business performance is minimal, a viewpoint shared by scholars in various fields and

settings. Other scholars may warrant further research to elucidate the reasons behind the minimal impact of inspirational motivation on the performance of agricultural enterprises in Kenya.

The Systems Theory explains how organisations function to achieve their goals. The four theories' broader application in the agricultural sector confirms their applicability in agricultural enterprises. The theory explains the interactions between individuals in departments and how their leadership influences how they perform their tasks. The theory guided the measurement of agricultural enterprise performance. This gives other scholars opportunities to explore the application of the systems theory in other sectors.

The findings of this research make a valuable contribution to the existing body of literature concerning leadership practices and the impact of capacity development adoption on enterprise performance.

Recommendations for Policy and Managerial Practice

Based on this study's findings on the influence of leadership styles and capacity development on the performance of agricultural enterprises in Kenya, the following recommendations can be derived.

- I. Like other businesses, agricultural enterprises in Kenya engage employees to deliver their products and services. Considering that different leadership styles have been found to influence the performance of enterprises to diverse levels, it is recommended that a mix of leadership styles be adopted for optimal performance.
- II. Capacity development has been found to significantly moderate the influence between leadership styles and agricultural enterprise performance. Therefore, it is recommended that donors, development

organisations, and governments integrate capacity development strategies that seek to improve enterprise performance.

- III. Governments should adopt the recommendation provided in this study to develop and implement new policies that would guide the development of oversight guidelines for micro, small and medium-sized enterprises, which play a crucial role in employment creation.
- IV. The study presents recommendations to senior management and enterprise owners on what human resource management practices need adoption for enhanced enterprise growth. Enterprise owners should ensure they hire highly performing managers and institute capacity development at the agricultural enterprise level. This strategy will help enterprise managers acquire appropriate leadership skills that will help them better conduct capacity assessments for their followers. The results of capacity assessments should be utilised to guide the development of appropriate leadership capacities.
- V. Transformational Leadership styles should be embraced for more excellent enterprise performance. This strategy will attract initiative-taking and talented employees who will achieve greater job satisfaction.
- VI. Transactional Leadership exerted the highest influence on the performance of agricultural enterprises in Kenya. Further engagement with employees in the enterprises that were found to practice Transactional Leadership identified guidance provided to followers and the promise of a reward upon successful completion of tasks as essential attributes. Therefore, agricultural enterprises must adopt active management and contingent rewards to enhance performance. Followers want guidance on performing

their tasks by implementing their targets with the leader. Equally, leaders should promise and deliver rewards to employees who achieve and even surpass their targets. This strategy will motivate them to perform their tasks better. Since agricultural enterprises in Kenya must deliver tangible results in the form of a service or product, employees find the reward an excellent motivation to perform their tasks.

- VII. The Democratic Leadership Style was found to exert a weak positive influence on the performance of agricultural enterprises in Kenya. Consequently, it can be recommended that agricultural enterprise management adopt a democratic leadership style. The management of agricultural enterprises embraces a Democratic Leadership Style while ensuring staff members are consistently trained as leaders.
- VIII. Autocratic Leadership Was found to negatively influence the performance of agricultural enterprises in Kenya. Most of the agricultural enterprises surveyed practised autocratic leadership. Considering that Autocratic Leadership Negatively influences the performance of agricultural enterprises, it is recommended that it be discouraged through the integration of capacity development initiatives. Such initiatives will enable employees to understand leadership concepts and how to navigate from toxic leadership styles to leadership styles that build teamwork.

Areas for Further Research

Capacity development and the influence of leadership styles on the performance of agricultural enterprises in Kenya constituted the focus of the study. Four leadership styles (Transformational, Transactional, Democratic, and Autocratic) integrate capacity development as a moderating variable. An Explanatory sequential mixed methods

approach was adopted to guide the study. Similar studies integrating two or more leadership styles must be explored in other sectors and geographies to establish if the findings hold.

A cross-sectional survey design was used to gather quantitative data, making it possible to generate conclusive results from the stratified random sample for ease of generalizability to the study population. Other research designs can be explored using similar or diverse populations to determine if the results hold. Other scholars can adopt longitudinal surveys, which will involve studying populations over a long time.

The results indicate that each of the selected leadership styles influenced the performance of agricultural enterprises in Kenya. Autocratic Leadership had a negative influence; the Democratic Leadership Style exerted the lowest positive influence, followed by the Transformational Leadership Style, while Transactional Leadership exerted the highest influence. Similar studies in other sectors are needed to establish whether the findings hold.

The implementation of capacity development programs amplified the impact of every leadership style on the operational outcomes of agricultural enterprises in Kenya. The combined model examining the impact of capacity development and the four leadership styles (transformational, transactional, democratic, and autocratic) on the performance of agricultural enterprises in Kenya yielded the highest influence on the performance of agricultural enterprises in Kenya.

Qualitative research results confirmed that lower cadre employees are more likely to be motivated by incentives such as performance-based bonuses. Higher-level employees want adequate leadership guidance that accommodates their views on goal setting and how the enterprise should run. Directive or Autocratic Leadership styles stifle

innovation and negatively influence the performance of agricultural enterprises. Therefore, they should only be applied in emergencies, not daily business operations.

The study, therefore, recommends that similar studies be conducted to determine the other factors accounting for the performance of agricultural enterprises in Kenya. Consequently, the results from those studies will guarantee that all the factors that influence the performance of agricultural enterprises in Kenya will have been adequately considered. The study recommends that similar studies focus on other sectors and geographies to determine if the findings hold. Similar studies using a mixed-methods approach can be adopted in different contexts and geographies to confirm the validity of the results.

Chapter Summary

This chapter covers a synopsis of the analysed results and conclusions. It emphasises the recommendations and the study's critical contributions to scholarly knowledge, various stakeholders, and future research. Additionally, the chapter highlights specific areas that require further research.

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Appendices

Appendix I: Letter of Consent

Date:

Dear Sir/Madam,

RE: Request to Collect Data for Academic Research Project

I am a Doctor of Philosophy (Organizational Leadership) student at Pan Africa Christian University. I am required to undertake research on the influence of leadership styles on the performance of Agricultural Enterprises in Kenya. The research will facilitate the completion of my course. The findings of this study will generate valuable insights on how various leadership styles adopted by senior management impact the performance of their employees and the enterprise in general.

It is my sincere request that you complete the study questionnaire without being coerced.

Your responses will be treated with utmost confidentiality. I am happy to clarify any areas that may not be clear. You are expected to respond without filling in your personal details.

Thanks in advance for your cooperation.

Yours Faithfully,



Geoffrey Rogito Nyamota

Email: geoffreynyamota@gmail.com Tel: +254 721 761 761

Appendix II: Respondent Consent Form

Dear Sir/Madam,

RE: Request to Collect Data for Academic Research Project

I Geoffrey Rogito Nyamota, am a Doctor of Philosophy (Organizational Leadership) student at Pan Africa Christian University. I am required to undertake research on the influence of Leadership Styles and Capacity Development on the Performance of Agricultural Enterprises in Kenya Respondent/Participant Commitment: I confirm that I have reviewed the consent form about the proposed survey. I understand that my participation is voluntary and that I can withdraw from the survey without giving any reasons and suffer no consequences. I will participate in the research without being coerced. Your discussion points will be treated with utmost confidentiality. I understand the information being collected will be used for research purposes.

Yours Faithfully,

.....

Respondent signature..... Date.....

Appendix III: Questionnaire

The Path-Goal Theory and MLQ research questionnaires were adapted to guide the study.

The following questionnaire aims to gather data on the influence of leadership styles and leadership capacity development on the performance of agricultural enterprises in Kenya.

CONFIDENTIALITY: Your responses will be treated with strict confidentiality and will only be used for academic purposes.

Part A: General Information:

Please provide answers to the questions provided by filling in the spaces provided.

1. Please specify your gender

- a. Female
- b. Male

2. What is your age range?

- a. 18-23 years
- b. 23-28 years
- c. 28-33 years
- d. 33-38years
- e. Above 40 years

3. What is your highest level of education?

- a. Primary school
- b. High school
- c. College (Certificate)
- d. College (Diploma)
- e. Undergraduate
- f. Postgraduate

4. Select a range from the following that best describes the number of years you have served at this agricultural enterprise.

- a. 0-3 years
- b. 4-6 years
- c. 7-9 years
- d. Over 10 years

5. What is your role at the agricultural enterprise?

.....

6. How long have you served in your current position?

.....

Part B: Leadership Style

Instructions: This section of the questionnaire is aimed at helping the respondent determine the leadership style of his or her manager. Tick the number that best describes the behaviour of your leader using the scale: 1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

No.	Statement	1	2	3	4	5
B1	My leader inspires me and other staff					
B2	My leader motivates me and other staff					
B3	My leader encourages teamwork					
B4	My leader calls attention to the vision of the enterprise					
B5	My leader practices what s/he expects us to do					
B6	My leader sets realistic goals and guides us to achieve them.					

B7	My leader challenges our assumptions to establish their suitability					
B8	My leader encourages us to take calculated risks as we solve enterprise problems					
B9	My leader stimulates adoption of innovative ways to solve problems					
B10	My leader encourages our teams to develop our strengths					
B11	My leader prepares our teams to better carry out our functions.					
B12	My leader nurtures our professional growth					
B13	My supervisor promises a prize whenever we achieve our targets.					
B14	My supervisor guides us as we strive to achieve our targets.					
B15	My supervisor partially checks our work to ensure we achieve the agreed upon targets.					
B16	My leader only intervenes when team members find it difficult to perform their tasks.					
B17	My supervisor inspires innovation and teamwork.					
B18	My supervisor often asks for views.					
B19	My supervisor keeps teamwork.					

B20	My leader gives guidance to team members by empowering us to practice our talents and competencies.					
B21	My leader involves us whenever we set the sales projections for our enterprise and predict any setbacks to our enterprise.					
B22	My leader allows team members to learn and use our abilities to improve our services to our clients					
B23	My leader expects team members to take instructions and use them as directed					
B24	My leader give space for support staff's input whenever an assignment needs to be completed.					
B25	My leader involves team members in decision making					

Part C: Enterprise Leadership Capacity Development

To what extent do the following statements describe leadership capacity development at your agricultural enterprise? Use the following scale to select the statement that best describes your enterprise: 1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

No.	Statement	1	2	3	4	5
C1	Enterprise conducts capacity assessments for staff					
C2	There is a plan to train staff on leadership skills					

C3	Enterprise staff are trained on relevant leadership skills					
C4	Staff training helps them grow within the enterprise					
C5	Coaching and mentoring are practised for supervisors					
C6	Performance management is used to determine who gets promoted					
C7	Staff training has a clear link between the person trained and the organization.					

Part D: Agricultural Enterprise Performance

This section covers the performance of your agricultural enterprise. It considers your company return on assets, return on equity and the growth of your sales. Mark with a (X) in the box that best describes your agreement or disagreement with the statement in the grid.

Using the scale: 1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

No.	Statement	1	2	3	4	5
Financial performance parameters (Return on assets)						
D1	Enterprise assets have increased in the last three years.					
D2	Enterprise profits have increased in the last three years.					

D3	The enterprise better managed expenses in the last three years.					
Return on Equity						
D4	The cost of production has decreased in the last three years.					
D5	The enterprise increased working capital in the last three years.					
Sales Growth						
D6	Enterprise sales have increased in the last three years.	1	2	3	4	5
D7	Enterprise introduced new products in the last three years					
D8	Enterprise attracted new customers in the last three years.					
Non-Financial performance						
D9	Employees do not leave the firm					
D10	Customers are always happy with your products and services.					
D11	Enterprise owners are always happy with the progress	1	2	3	4	5
D12	You are happy with the way you are treated in the firm.					

THANK YOU FOR YOUR RESPONSES.

THE END

Appendix IV: Interview Schedule

The interview Schedule was used to guide the collection of qualitative data from respondents.

1. Explain how your leaders interact with you and your colleagues?
2. How does the way your leaders interact with you affect your motivation to continue serving at the enterprise?
3. Do you consider your agricultural enterprise to perform well? If so, why?
4. What can you attribute to the performance of your enterprise to?
5. Why would you consider your enterprise to perform better than others?
6. Are you satisfied with the performance of your enterprise? Explain.
7. Does your enterprise conduct any training, mentoring, and coaching? If so, explain how this affects your delivery of services.
8. How do you get feedback from your colleagues and leaders?
9. How have these initiatives impacted on your business?
10. Do you get any incentives when you accomplish your tasks? If so, how does that help you achieve your goals?

Appendix V: Focus Group Discussion Guide

The Focus Group Discussion Guide was used to collect qualitative data from the respondents.

1. Leadership style

Explain the Leadership Style prevalent in your enterprise. How does it affect the delivery of your services?

2. Capacity Development

Does your enterprise plan and institute capacity development? How is it conducted? How does this initiative help you to perform your tasks? How does it influence the performance of your enterprise?

3. Agricultural enterprise performance

In your opinion, does your enterprise achieve your enterprise targets? If so, how does your leader influence you to continue providing services?

Appendix VI Leadership and Management Capacity Assessment Tool

LEADERSHIP AND MANAGEMENT CAPACITY

Capacity Elements		LEVEL ONE	LEVEL TWO	LEVEL THREE	LEVEL FOUR	Input capacity rating in this column	NOTES
2.01	SME Experience on Management	Narrow background and range of experiences; limited experience in for-profit management; little evidence of innovative thinking. May be a first-time entrepreneur. The focus is on earning an income today rather than growing a business for tomorrow —no experience in budgeting or	Leader's background and range of experiences reflect some depth, some relevant experience in for-profit management, some evidence of innovative thinking and understanding of the sector, and occasional recognition among peer organizations. Some experience in cash flow forecasting, financial	The leader has a broad background and range of experiences; significant experience in the management of systems in a for-profit business setting; clear evidence of innovative thinking; solid understanding of the sector; some recognition as a leader/shaper among peer organizations. The entrepreneur has developed	Leader has extraordinarily diverse background and experiences; extensive and varied experience in management; exceptional evidence of innovative thinking and approaches; comprehensive and deep understanding of the sector; regularly recognized as a leader/shaper among peer organisations. The entrepreneur has strong systems in place to support financial	Level Three	

		financial planning.	management, budgeting, keeping records, etc. Has limited experience in business planning and has never developed a business plan.	a clear business plan and is managing their cash flow well. They have also developed an annual budget, but data collection and reviews against plans are infrequent.	management and to collect operational data. They have also developed a strong reputation among their peers as a successful businessperson.		
2.02	SME Decision Making Processes	Decisions are made without reference to any tools. Ad hoc decisions sometimes injure the business.	Some decision-making tools exist and are applied occasionally to guide the business. often break down and become informal.	The enterprise has sound decision-making tools that are often used to guide business decisions. Pricing mechanisms and legal processes are appreciated and used frequently. The volumes of products and their value form a basis for deciding which business to expand and which	Enterprise has developed tools to help in the decision-making processes. Pricing mechanisms and legal processes for loan acquisition are well developed and used to inform the enterprise on how to make sound business decisions that help the business grow beyond current levels. Robust	Level Three	

				business to shrink.	conflict resolution mechanisms in place to address conflicts with external and internal stakeholders.		
2.03	Entrepreneur Analytical & Strategic Thinking	Leader prefers to remain in the same business and do not have time to explore new opportunities.	Leader only engages in business that is working. Do not explore new opportunities.	Leader sees and explores new opportunities but only invests in a limited number.	The leader keeps scouting, evaluating, and designing new approaches to seizing new business opportunities and seizing them for better business performance.	Level Three	
2.04	Ability of leader to Motivate and mobilise stakeholders (farmers or members).	Leader only engages with stakeholders when necessary.	Leader appreciates the existence of other stakeholders but only sparingly engage them when building the business.	Leader engages with relevant stakeholders, farmers, the market and other service providers in a leading way to grow the business	Leaders possess a keen and exceptional ability to engage with farmers and end market outlets and actively engage other relevant stakeholders to ensure the business thrives.	Level Four	

2.05	Staffing Requirements (Casuals or Non-permanent staff with no contract)	SME only hires casuals on a need-by-need basis and provides no training. The entrepreneur must regularly delay start times to get a day labourer to operate the technology. The operator is poorly trained, and the entrepreneur has no plan in place to have trained operators on site when they are needed.	Employees are hired and assigned tasks to complete and are paid for. There are limited opportunities for them to become SME members. The entrepreneur clearly understands how many operators are needed and when they are needed, but they are not well trained. The technology is not operating efficiently, though operators are usually on hand.	Hired employees are inducted to understand the SME business and are motivated to perform their tasks for the good of the SME and themselves. Operators are well trained, the technology functions efficiently, with minimal downtime. Operators get regular breaks and know what tasks they are supposed to carry out.	SME Level employee meets requirements. Employees are hired according to the business needs. Each employee has a clear set of activities and is supported to achieve their best. Operators are very well trained, and the technology operates very efficiently. Operators are happy in their work and are getting at least the Kenyan minimum wage. Plans are in place to recruit and train, new/replacement staff.	Level Three
2.06	Skills, Abilities, & Commitment and contribution of staff	No specialisation for SME staff. Any staff performs	SME employees perform specific tasks as they emerge.	SME identifies employee talents and abilities and assigns tasks for	SME taps into the talents and abilities of staff (casual and permanent)	Level Two

		whatever tasks are available. Staff creativity and innovation are never explored.	Staff creativity and innovation are rarely valued	improved business operations . Sometimes staff creativity and innovation are encouraged.	for improved business operations. Staff creativity and innovation are highly regarded.		
2.07	Leadership appreciation of Environmental issues	Leadership does not consider environmental and/or safety issues while conducting the business.	Leadership understands that environmental and safety issues need to be addressed, but it makes little effort to comply with public health requirements or to reduce its environmental footprint.	Leadership understands the importance of maintaining a clean and safe work environment while conducting business. Have implemented mechanisms to ensure operations are consistent with applicable public health requirements. The entrepreneur is actively seeking ways to reduce their	Leadership appreciates the importance of maintaining a clean and safe work environment and seeks to maintain the highest standards while conducting business and ensures compliance is adhered to in business operations. Business expansion takes into consideration key aspects of sustainable food systems - (economic, social and environmental sustainability)	Level Three	

				environme ntal footprint (biofuels, renewable energy, circular economy/ waste manageme nt etc.)		
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Appendix VII: List of Non-Governmental Organizations (NGOs)

1. FIPS Africa
2. Cereal Growers Association (CGA)
3. Self Help Africa
4. Farm Africa

Appendix VIII: List of Agricultural Enterprises

Agricultural Enterprise name	County
1. Endamalalan sacco ltd	Makueni
2. Tegemeo Enterprises	Tharaka Nithi
3. Amwabo Enterprise	Kakamega
4. Siwongo Food Processors	Busia
5. Tangakona Commercial Village	Busia
6. Awarico Enterprise	Kakamega
7. Tojeni Agro Dealers	Machakos
8. Kiwanzani Farmers Enterprise	Machakos
9. Audelah Investments	Makueni
10. Patrab Enterprises	Makueni
11. Ngetha Mbingi enterprise	Makueni
12. Dofred Agro Dealers	Machakos
13. Kilimo Bora	Busia
14. Step-mag Enterprise	Machakos
15. Symus Enterprise	Kakamega
16. Tindahfarm enterprise	Makueni
17. Mwailu Enterprises Limited	Makueni
18. Sorghum Pioneer Company Limited	Tharaka Nithi
19. Amuka enterprises	Bungoma
20. Kilimo Biashara enterprise	Kisumu
21. Nguumo farmers	Makueni
22. Muungano Nguvu Yetu CBO	Makueni
23. Majabex Agribiz and Consultancy	Homabay
24. Muvau farmers self-help group	Makueni
25. Maithili self-help group	Bungoma
26. Purity Agricultural Innovations	Meru
27. Jabed Farm enterprises	Makueni
28. Duka La Mkulima	Makueni
29. Busia Agroveter	Busia
30. Agape Agribusiness	Busia
31. Simbachai Agroveter	Bungoma
32. Sarafina Agroveter	Bungoma
33. Janasi Enterprise	Kakamega
34. Agape Agrobusiness	Bungoma
35. Amara Enterprise	Homa Bay
36. Maendeleo Agroveter	Homa Bay
37. Ndhiwa Vet and Agro farm care	Homa Bay
38. Value farm Agroveter	Homa Bay
39. Animal Draft enterprise	Homa Bay
40. Value farm Agroveter	Homa Bay

41. Nyaboro Agrovet	Homa Bay
42. Ongiri agrovet	Homa Bay
43. Kessy Discount Shop	Bungoma
44. Weonia Agrovet	Bungoma
45. Mumias Agri Suppliers	Kakamega
46. Musembe Farmers Service	Kakamega
47. Shianda Agrovet	Kakamega
48. Iguna enterprises	Tharaka Nithi
49. Marangu enterprise	Meru
50. Kombewa Agrovet	Homa Bay
51. Teke Teke enterprise	Bungoma
52. Magos agrovet	Homa Bay
53. Petma Agrovet	Homa Bay
54. Wilfreda's Farmers Service	Kakamega
55. Juddy Farmers Service	Bungoma
56. Namasaka enterprises	Kakamega
57. Mbeka Farmer Center	Kisumu
58. Kisia Farmer Centre	Kisumu
59. Muasya Enterprise	Makueni
60. Mwangangi enterprise	Makueni
61. Regipaul Enterprises	Makueni
62. Cathel Agroshop	Makueni
63. Lucy Kigunda Agribusiness	Meru
64. Mildatop Agrovet	Homa Bay
65. Fadhila Agrochemicals	Makueni
66. Belldeve Farm Solutions	Kakamega
67. Sori Agrovet	Homa Bay
68. One Touch enterprises	Bungoma
69. Kauka and Sori Agrovet	Homa Bay
70. Slow but sure Enterprises	Kakamega
71. Sori Agrovet	Homa Bay
72. Kipkaren River Shop	Kakamega
73. Kokung Farmers Service	Homa Bay
74. Okuku farmer center	Busia
75. Januarius enterprise	Kitui
76. Alfred Agricultural Consultants	Tharaka Nithi
77. Kasinga Farmer service center-Nyadenda	Homa bay
78. Kajome Enterprises	Kakamega
79. Matendechere Farmcare	Busia
80. Fredca Farmer service	Busia
81. Bukiri Farmers	Busia
82. Namalo Farmer Service	Busia
83. Hellenavic Agroshop	Busia

84. Kalantina Enterprises	Meru
85. Randung Aggregation	Homa Bay
86. Namasango Aggregation	Busia
87. Asinge aggregation	Busia
88. Lower Masimbani cooperative	Makueni
89. Kutsi vision cooperative	Uasin Gishu
90. Maendeleo Upesi cooperative	Uasin Gishu
91. Upendo Enterprises	Kitui
92. Musembe Farmer service	Kakamega
93. Mumathi Services	
94. Kathonzweni Millenials	Makueni
95. Mukothima youth group	Tharaka Nithi
96. Nzooki enterprises	Kitui
97. Gracious enterprises	Kakamega
98. Osa vinya Ikaasu	Makueni
99. Panaso Enterprises	Kitui
100. Kalinah Enterprises	Kitui
101. Ikondokhera farmers enterprise	Busia
102. Matayos Farmers Service	Busia
103. Asinge Farmer service Centre	Busia
104. Gifted Hands Enterprise	Busia
105. Amukura Farmer Service Center	Busia

Appendix IX: Map of Kenya Showing Research Project Sites.



Appendix X: PAC University Ethical Clearance Certificate



Certificate of Ethical Clearance

 Pan Africa
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**INSTITUTIONAL
SCIENTIFIC
ETHICS REVIEW
COMMITTEE
(ISERC)**

This Certificate is awarded to

GEOFFREY ROGITO NYAMOTA

Influence of Leadership Styles and Capacity Development on the Performance of
Agricultural Enterprises in Kenya

For the research titled

Ref/PAC/ISERC/41/10/23

**having complied with PAC University Institutional Scientific
Ethics Review Committee's guidelines and Standard Operating
Procedures for ethical clearance.**

This Certificate is issued subject to compliance with the following requirements:


- i. Before commencing the study, you are required to obtain a Research License from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed.
- ii. Only approved documents including research instruments and informed consent forms will be used.
- iii. All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Institutional Scientific Ethics Review Committee before use.
- iv. Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported in writing to PAC University Institutional Scientific Ethics Review Committee within two days.
- v. Any request for renewal or approval must be submitted to PAC University Institutional Scientific Ethics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal.

Date of issue	17/10/2023	Expiry date	17/10/2024
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DR. JANE KINUTHIA

Secretary PAC_ISERC

Appendix XI: NACOSTI Research Permit



REPUBLIC OF KENYA




**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

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Date of Issue: **31/October/2023**


RESEARCH LICENSE



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