LEADERSHIP FACTORS INFLUENCING THE PERFORMANCE OF AGRIBUSINESS FIRMS: A CASE OF FRIGOKEN LIMITED IN NAIROBI COUNTY

BY

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A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND COMMUNICATION STUDIES IN PARTIAL FULFILFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) DEGREE OF ST. PAUL'S UNIVERSITY

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A dissertation submitted to the faculty of business and communication studies in partial Fulfillment of the requirement for the award of a master of business administration (strategic management) degree of St. Paul's University

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DECLARATION

This dissertation is the product of my own original work and is not the result of anything done in collaboration. It has not been previously submitted to any other university.

Signature: ……. Date: ……..

Word Count: ....22,935.....

We confirm that the work reported in this research was carried out by the student under the supervision of:

SUPERVISORS

Dr. Julius Kahuthia Signature: …… Date: ……

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DEDICATION

To my dear dad Gichimu and mum Judy, thank you for the sacrifice, guidance and support they have given me throughout my life that has made me who I am today. To my sisters Mumbi and Liz and brothers Davy and Chira thank you for your support. To the friends who assisted me in so many ways. I hope this makes you proud because you always instilled in me the value of hard work and academic excellence and above all, to always put God first in everything.

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ABSTRACT

The purpose of this study was to analyze leadership factors that influence the performance of agribusiness firms in Nairobi County, specifically Frigoken Limited. The objectives of the study were to evaluate the influence of leadership behaviors, to determine the influence of leaders' motivational techniques, to determine the effects of leadership styles and to also examine the influence of leaders' decision making techniques that influence the performance of Agribusiness Firms in Nairobi; a case of Frigoken Ltd. The study was anchored on the following theories, The Fielder's Contingency Theory, Herzberg's Two Factor Theory, Transformational Theory, The Four factor theory and Resource Based theory. Data was collected from primary sources using structured questionnaires and secondary data from audited financial statements of the firm. The researcher used Statistical Package for Social Scientists (SPSS) to analyze data. Multiple regressions Analysis, Pearson coefficient of correlation were used to measure the relation between the dependent and the independent variables. The study found that leadership behavior was important in determining organization performance. Motivational techniques like pay/incentives, recognition, and promotion were found to be effective at improving employees' performance. Transformational leadership was found to be effective in ensuring organization performance. Leadership style displayed a sense of power and confidence. Leadership specified the importance of having a strong sense of purpose. Transformational leadership had an impact on organizational performance. Decision making techniques also contributed to the organizational performance. Majority of respondents were impartial that employees are part of the decision making process. Effective leadership that provided structure and organization to work or to the teams improved firm performance. Pay/ salaries were a major motivator for employees to perform better towards organization goals. Job security also motivated employees to work harder. The leadership styles used aimed at transforming the organization. The leaders put the interest of the organization first before theirs; leaders put more effort in ensuring the performance of the organization. Employees were not very much involved in organization decision making; the leaders made decisions independently. The study recommended that leaders in the organization should demonstrate on the kind of behavior represented in the organisation. Organization behavior should be part of organization culture. The organization should give financial rewards to the best performing employees in terms of bonuses and salary increment. The organization should adopt a democratic leadership style, which encourages more employees' participation. The leadership style should work towards the best interest of the organization. The leadership style should ensure that proper decisions made are for the best interest of the organization. Clear lines of communication should also be established during decision-making.

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DEFINITION OF CONCEPTS

Agribusiness – agribusiness is the type of farming where all other industries and services that constitute the supply chain from the farm through processing, wholesaling and retailing to consumer (FAO 1997)

Agriculture- refers to the art and science of growing plants and crops and the raising of animals for food, other human needs, or economic gain. (Bareja , 2014)

Descriptive research -refers to research studies that have as their main objective the accurate portrayal of the characteristics of persons, situations or groups (Polit & Hungler 2004).

Leadership: Leadership is the ability to build a compelling vision and ensure that the vision translates to organizational realities and goals. (Bennis & Townsend, 1995).

Motivation: he attribute that moves us to do or not to do something (Gredler,Broussard & Garrison,2004)

Organization Performance: Refers to a stand of monetary and non monetary measures which give data on the level of accomplishments of both the aim and outcome (Lebans & Euske, 2006)

Performance Management-process by which the company manages its performance in line with its corporate and functional strategies and objectives (Bititci,Carrie & McDevitt, 1997)

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LIST OF ABBREVIATIONS

AKFED	Aga Khan Fund for Economic Development
CEO	Chief Executive Officer
GDP	Gross Domestic Product
FKL	Frigoken Ltd
IFMIS	Integrated Financial Management Systems
KPI	Key Performance Indicators
UK	United Kingdom

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CHAPTER ONE

INTRODUCTION

This chapter was to clearly describe the background of the study on how leadership factors influence organizational performance. The chapter presented a background of the study, problem statement, purpose of the study, research objectives, research questions, significance of the study, scope and limitations of the study.

1.1Background of the Study

The goal of each organization is to not only survive, but to also maintain an upholding continuation through improving the firm's performance. Previous studies indicate that the aspect of leadership is critical in attaining organizational performance (Hamidifar, 2010). Khan, Ramzan, Ahmed & Nawaz (2011) outlines leadership as the procedure of compelling others to acknowledge and agree to both the what, and the how of what needs to be done, and the process of making possible individual and collective efforts to accomplish shared objectives. In this way, leadership has emerged as a practice distinct to the performance of an organization.

Leadership is the process of encouraging others to pursue your vision within the guidelines you set, to the extent that it becomes a shared effort, vision, and success (Zeitchik, 2012). Kroll (2016) defined a leader as someone who determines and shares a dream; a dream that gives point to the work that others carry out.

Literature has consistently brought out leadership as a very critical factor in the performance of organizations. Malik & Naeem (2012) states that, management is not a major factor that could affect the performance of an organization but instead, the key to how the organization will perform lies in the hands of leadership. Mert, Keskin & Bas

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(2010) on the other hand argues that the only role that management plays is implementing leadership that has been established; a case that clear indicates that performance is dependent on leadership. A leader's role is about transforming, motivating and inspiring individuals to move towards achieving the desired goal or objective. Management however, is also part of leadership it is in its own way and capacity; a form of leadership that too affects the organizational performance in ensuring that the gain of profits and balance of accounts is accomplished through the concept of leadership.

Good leaders recognize credibility as the 'currency' of leadership. Zeitchik, (2012) argued that leaders' credibility includes leaders' expertise and trustworthiness. The author pointed out that a credible leader; that is deemed trustworthy and who demonstrates expertise helps nurture positive employee evaluation of the organization. In turn, this may encourage employee engagement in organizational improvements or changes.

Overall (2015) describes leadership factors as the leader, follower, situation and communication. Overall (2015) describes followers, as people who require different modes of leadership depending on the condition. He states that employees or people require different ways of motivation in order to achieve a desired goal. Communication is how a leader relates and builds relations with his followers, what and how a leader communicates on builds or harms the relations with the followers. Situations are different and require different forms of judgment to make the best decisions, and thus the best leadership style is needed for every situation. Malik & Naeem (2012) describes a leader

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as a factor; as a person who is honest and how they behave or act with the followers in order to achieve success. For a leader to be successful he should be able to convince his followers.

The aim of the study was to show leadership factors that will also include the influence of leadership behavior on organizational performance, how leadership motivates employees in order to achieve organizational performance and how does transformational style of leadership affect performance. Performance of any organization is dependent on good leadership. Leadership behavior is a key factor to an organization growth hence leading to performance. Mert et al., (2010) focuses on the role of the CEO who is a leader; they state that a leader's role is to achieve organizational performance through vision setting, motivation, analyzing and being a taskmaster. For organizational performance to be fulfilled the leader must inspire and motivate the employees towards achieving the organizational objectives.

Organizations have an essential role in our daily lives. Successful organizations represent a key component for developing nations. Constant performance is the core of any organization. Organisation growth is dependent on its performance. Riaz & Haider, (2010), states that performance is a standard of monetary and nonmonetary processes that give facts on the grade of achievement of aims and effects. Serfontein (2010) states that charisma; inspiration, intellectual stimulation, and individual consideration are the four parts that make up transformational leadership.

Aguinis & Gottfredson (2013), describe organizational performance as the financial performance, product market performance and shareholders returns. The three specific areas determine whether an organization is meeting its organizational objectives and

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goals. The key success to any organization is dependable on some critical key factors which include both interior and exterior elements. The interior elements include the strategies, structure, leadership, information technology and innovation and development. The exterior elements are the suppliers, clients and also the competitors. These factors help determine the organizational performance.

Bareja (2014), states that performance, target or goals are determined by the ability of an object to deliver results. Organizational performance also includes blue print, actions, monetary, legitimate and corporate growth. Organizational goals are achieved if all the employees appreciate all their roles and responsibilities. Hence there should be continuous communication between leaders and employees in so as to set performance expectations, examine program and achieve desired results (Arham *et al.,* 2014).

The study will assist establish how leadership factors influence organizational performance. Continuous performance is the focus of any organization because only through performance, organizations are able to grow and progress and attains its main aim.

The aptitude and career interests of staff members form the basis for decisions that business leaders make on delegating tasks and responsibilities to employees, but the leaders who delegate and assign the work are ultimately responsible for the outcome (Bareja, 2014). This means that employee performance is crucial for a business leader's success. Employee performance may be one of the most important factors that affect business leadership, simply because employees whose performance meets or exceeds

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their employers' expectations are a direct reflection of the leadership and guidance they have received from their supervisors and managers (Aguinis Joo & Gottfredson, 2013).

1.1.1 Agribusiness Industry in Kenya

Agribusiness incorporates an extensive variety of actions that produce financial worth. It comprises of industries and services link the farmer and the end user not just farming (Sonka & Hudson, 1999). Agribusiness encompasses of a three part system consisting of three sectors; the agricultural input sector, the production sector and the processing-manufacturing sector. Agribusiness is greatly dependent on the input sector, production sector and processing sector in order to achieve its main objective and that is performance; profits after tax, returns on asset and also return on equity (Sonka & Hudson, 1999).

In Kenya, agriculture represents about 24% of GDP with an estimated 75% of the population dependent on the segment either directly or indirectly. Much of the recurrent power and general weakness in GDP and income growth in Kenya can be accredited to alterations in agricultural performance. The horticulture sub-sector of agriculture has grown in the last decade to become a major foreign exchange earner, employer and contributor to food needs in the country (Adams, 2008).

Frigoken Ltd was founded in 1989 and is based in Nairobi, Kenya. Frigoken Ltd produces processed vegetables in Kenya. Frigoken Ltd (FKL) is a member of the Industrial Promotion Services (IPS) group of companies, which is an affiliate of the Aga Khan Fund for Economic Development (AKFED). An international evolution company is devoted to help create a low-cost organisation in sub-Saharan Africa, Central and Southern Asia.

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It processes various horticultural produce, which include French green beans, snow peas, baby corn, as well as tropical fruits. The company also produces a range of canned, jar, and frozen vegetables. Its customers include companies, supermarket chains, and vegetable processors in Europe. Farmers are issued with superior inputs to ensure that they get superior produce with the aid of planting demos and the availability of the support team on the ground for follow up. The program complies with all International Traceability, Good Agricultural Practices and Food safety rules. They are a member of the distinguished Leather hood Food International of the UK among other organizations.

Businesses are competitive and very complex and so is agribusiness. For any business to be successful, be it agribusiness or any other kind of business, various factors are important especially management. Despite having, a well laid out definition, scope and great features, the success and failure of agribusiness; it is greatly dependent on good and responsible leadership. Leadership entails, developing and maintaining an environment where people who work together as a group can effectively accomplish the goals of a business; agribusiness. Therefore, good leadership entails processes; planning, organizing, and having the options of the business run in such a way that the firm's objectives are met (Northouse, 2007)

Leadership is core to all management skills and processes. It is a key player to the performance of a firm. This applies to the hierarchy of the firm from the top to bottom leadership; be it team leaders, shift managers, management roles, supervisory roles, accounts, or even sustainability). Every department has a specific role to play in leadership; and this will help to determine the success or fall of a firm. Through the study of departments, accounts, GDPs and other economical aspects of a firm that are greatly

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dependent on leadership, this research hopes to answer the question; on what leadership factors help to influence the good or poor performance of a firm, a case study of agribusiness firms .

Agribusiness is one of Kenya's drivers of the Economic growth, and also Kenya's main export earner. Directly, agribusiness contributes to about 29% of the country's GDP with the exception of other indirect factors such a transportation, and manufacturing (Bashiru 2014).

Performance is also reflected in the performance of key indicators such as the GDP and employment. This is greatly dependent on polices and factors that affect the performance of the industry one of which is leadership. This research therefore aims at identifying how leadership factors in agribusiness firms' affects its performance especially with agribusiness being a key contributor to the country's GDP and other key indicators. Its great value makes it a gap of study that needs to be filled.

1.2 Statement of the Research Problem

All businesses today operate in a changing environment, thus this challenges the leaders to redirect the organization to achieving its organizational performance. (Bass & Rigio, 2006; Drucker 2007) state that the success of a company or organization is based on organizational performance, employee job contentment and employee dedication.

(Walker & Scharf, 2001) states that there is no accepted leadership thought that recommend an exceptional foundation of leadership achievement. While leadership success is recommended for numerous causes, the desire for leadership is to give an environment for growth development. Leadership technique that was successful, moral, and helpful was probable when the conditions were right (Sergiovanni, 1993). The

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welfare of an organization is dependable on the staff. Dissatisfied employees at the workplace lead to poor performance, perspective and dedication.

Serfontein (2010) researched on the impact of strategic leadership on the operational strategy and performance of business organizations in South Africa. He found out that strategic leadership is directly; and indirectly positively related with operational strategy and organizational performance of business organizations in South Africa. He recommended that organizations that want to improve their performance need to implement effective strategic leadership practices. The research focused on private business organizations in South Africa and this study was on State Corporate, which functions under strict regulations, and they are government owned. Leadership is regarded as the most critical factor in the success or failure of organizations, in the business and industrial sector and in the military arena (Bass, 1990).

Ryan & Tipu (2013) analyzed 548 participants in Pakistan by studying the role of leadership on organizational performance. They identified two types of leadership behavior the relational and task leadership. Further in their study they identified organizational performance is measured as innovation propensity. The study found out that leader's task related behavior is directly related to organizational performance. However, the studies were conducted in other countries. Local studies have focused on various sectors and very few on agricultural sectors and therefore the need to carry out the study on leadership factors influences organizational performance in Agribusiness firms. This research therefore aimed at answering the questions on how does leadership behavior influence an organization performance? What is the influence of leaders'

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motivational techniques on firm's performance? What is the effect of leadership style on organizations performance in firms? How do leader's decision-making techniques influence a firm's performance?

1.3 Research Objective

1.3.1General Objective

To assess leadership factors influencing performance of Frigoken Ltd.

1.3.2 Specific Objective

i. To evaluate the influence of leadership behavior on organizations' performance.
ii. To determine the influence of leaders' motivational techniques on organizations' performance
iii. To determine the effects of leadership style on organizations performance
iv. To examine the influence of leaders' decision making techniques on organizations performance

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1.4 Research Questions

i. How does leadership behavior influence an organization performance?

ii. What is the influence of leaders' motivational techniques on firm's performance?

iii. What is the effect of leadership style on organizations performance in firms?

iv. How do leader's decision-making techniques influence a firm's performance?

1.5 Significance of the Study

The following will benefit from the finding in the study:

1.5.1 Government

This study will help to motivate the establishment of laws that do not limit the performance of agribusiness considering that agriculture is the backbone of Kenya, but instead help to pass and promote laws that help to improve the performance of agribusiness organization through good, fair and well-standardized laws.

1.5.2 Management

The management in various organizations could also take up this research as a guide to help them develop strategies and leadership styles and leaders within their organizations, that will help promote positive performance in their firms.

1.5.3 Agribusiness Firms

This research work will be supportive for agribusiness in Kenya and especially Nairobi. Thus, it will help shed light on the various types, concepts, and styles of leadership and clearly bring out how the performance of an organization through leadership affects organizational performance.

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1.5.4 Scholars

This study will help scholars gain more knowledge on leadership and performance and what factors, values and concepts apply to help promote a firms performance. The study will also be significant as a reference to future studies on leadership and performance as a study reference and help to fill any other gaps; a future reference.

1.6 Scope of the Study

Agriculture is the backbone of Kenya and it is the source of raw material for agribusiness. There are over 200 registered agribusiness firms that have been set up in the country that revolve from, raw material source, to operations, to processing and manufacturing. It is clear that the performance of agribusiness is vital to the government, individuals and the society. The researcher focused on Frigoken Limited located in Nairobi County.

1.7 Limitations of the Study

The researcher faced the following challenges in the process of this research:

The researcher focused only on agribusiness in relation to organizational performance and thus not be able to get all information from other sectors.

This was however overcome by the fact that the researcher focused in Agribusiness firms in Nairobi, which only acted as an example, and the findings can be applied to other sectors. The data is also being limited to agribusiness in Nairobi and thus data collected was only reference to leadership and performance to various agribusiness firms in Nairobi solely.

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During data collection, the researcher may be limited to information, as data collection was voluntary from the agribusiness employees who may refuse to respond. However, this was overcome by assuring the employees that their confidentiality was protected.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed selected literature and examined the theories in the area of leadership and performance in firms especially in the Agribusiness. The literature review examined how various research have analyzed the impact of leadership factors on organizational performance. This enabled the researcher to give a critical analysis of some of the thoughts and theories presented in the past studies.

2.2 Theoretical Framework

A theoretical framework consists of concepts with their definitions and reference to relevant scholarly literature, existing theory that was used to guide the study. Theoretical framework demonstrated an understanding of theories and concepts that was relevant to the leadership factors that influence organizational performance. Theories discussed in the study were Fielder's Contingency Theory, Herzberg's Two Factor Theory, Transformational Theory, The Four Factor Theory and Resource Based Theory.

2.2.1 Fielder's Contingency Theory

Fred Edward Fielder (1922) is among the core scholars in the study of leadership and organizational performance and it had intense influence on societal administrative and industrialized mindset.

Contingency theory of leadership emphasizes that effective leadership is dependent on matching its leadership style to right situation. Fred Edward Fielder developed this after studying various leaders in different contexts. Though his study contradicts the situational

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leadership, which emphasizes on the need for leaders to adopt to the situation, thus situations may have different meaning.

The theory was proposed by Australian psychologist Fred Edward Fielder in his landmark 1964 article "A Contingency Model of Leadership Effectiveness". Fielder's (1967) contingency theory holds that to influence leadership effectiveness situational factors relate with leader's traits and behavior. According to Fielder, there is no best leadership behavior. Thus task oriented and human relationship oriented leaders can be effective if their orientation or favorability suits the situation. Leader-Member Relations, Job structure and Leader Position power (Forsyth, 2006), determine this. However, there is no perfect leader because low least preferred co-worker (task oriented) and high least preferred co-worker (relationship oriented) leaders can be effective; If their leadership orientation suits the situation.

It's the mutual belief, respect and assurance between the leader and the workers. When the relationship between the leaders and employees is not working, the leader has to get other alternative in order change the conduct and reduce tension in the group (Forsyth, 2006). Task structure refers to group tasks that are clear and structured. If duties are not well organized, then the duties become vague; thus, there is no resolution or the right move to ensure that duties are concluded. In disparity, when duties are planned for in the right way, the goals are easy to understand and simple; the employees know how to achieve the desired goals and objectives (Forsyth, 2006).

Leaders Position Power refers to the degree to which the leader possesses inherent power in his or her position. That is the capability of the leader to punish or reward and even enforce orders. This includes hiring and firing, promotions. Situations are favorable if all

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the three dimensions are high. If the leader is generally accepted by followers' dimension, if task is structured and if there is dominance and command recognized to leadership positioning, thus the condition is satisfactory and the difference is replicated.

Thus to find out the basic style of leadership, Fielder created the Least Preferred Co-worker (LPC) for the purpose of assessing if a subordinate is task orientated or association positioning. It tasks the leader to ponder about all the co-workers that they have worked with and characterize this individual with ratings in series of 1-8. High LP reflects more positive descriptions of the least preferred co-worker, whereas the low LPC scores evidence more negative perceptions.

To find out the basic style fielder created the Least Preferred Co-worker (LPC) questioner for measuring whether a person is task oriented or relationship oriented. It tasks for the respondent/leader to ponder about all the Co-workers that they have worked with and decide the person they disliked functioning with in a scale of 1-8. In the same way, LPC also helped identified or decide the person or worker that they have enjoyed working with in a scale of 1-8. Fielder contended that an employee with a high LPC score is inspired to uphold human associations positioning, whereas an individual with a low LPC score is inspired to dwell on task fulfillment.

The role of leadership in Frigoken ltd is critical in the organisation performance. Leaders' task related behavior in Frigoken Ltd give opinion and ideas to the employees for goal setting that brings about organizational performance. The success of Frigoken Ltd performance is dependent on the appropriate behavior from managers and leaders. Frigoken Ltd provides leadership that can change the employees into task oriented and thus enabling accomplishes organizational performance. The behavior of the Frigoken

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Ltd Leaders has a direct impact on the organizational performance and efficiency of the organization.

2.2.2 Herzberg's Two-Factor Theory

Herzberg (1959) developed the Two Factor theory. To understand employee's attitude and behaviour, Herzberg (1959) performed studies to determine factors in an employee's work environment that caused satisfaction or dissatisfaction. He published his findings in the book "Motivation to work".

Causes of job satisfaction are not what cause job dissatisfaction according to Herzberg 1959. He developed the Motivation-hygiene theory to explain these results. He called the satisfier motivators and dissatisfies hygiene factors, using the term "Hygiene" in the sense that they are considered maintenance factors that they are necessary to avoid dissatisfaction but by themselves they do not provide protection.

Robbins (2009) states that hygiene Factors are factors that do not contribute much to employees' motivation need. They are factors that are essential for existence of motivation in the workplace. They do not lead to long-term satisfaction, but if they are absent then they can lead to dissatisfaction. They describe the work environment; they create a favorable working environment where employees feel comfortable working in the environment. (Herzberg, Maunser & Snyderman, 1959) describes the hygiene factors are the company policy, supervision, working conditions, salary, status, job security, which are, dissatisfies.

According to Herzberg (1959), the hygiene factors cannot be regarded as motivators, and thus can result to negative effects over the long run if used to achieve desired goals. Robbins (2009) describes the motivational factors as the actual factors that lead to job

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satisfaction. Robbins (2009) says that motivational factors grant employees with significant work that intrinsically satisfy them by their work outcome, responsibilities and achievement.

The hygiene and motivational factors are interdependent of each other. Employees' work frustrations will be reduced and thus providing job satisfaction through the hygiene factors. However, the Motivational factors will help in the growth and development of the employee to a higher productivity and performance, if these factors are missing, they will only imperialize the feelings of the employees it will not satisfy or dissatisfy (Robbins, 2009). Productivity and efficiency will be high and improved only when the motivational needs for employees are adhered to.

What do Frigoken Ltd staffs seek for in their jobs? Do they seek for higher salaries, security, recognition, status, responsibility or growth and advancement? Herzberg's Two factor theory indicates that lack of hygiene factors don't lead to motivation thus lack of company policy, salary or supervision do not necessarily motivate the staff of Frigoken Ltd. The motivational factors like responsibility, recognition, growth, advancement lead to motivation thus improving the organizational performance of Frigoken Ltd.

2.2.3Transformational Theory

The theory was introduced by Burns (1978) and further revised by Bass and Avalio (1989) the transformational leadership theory was leadership that created positive change among the followers. The followers would take care of each other's interests and also that of the group as a whole (Warrilow 2012).

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A transformational leader was a person who stimulated and inspired followers to achieve extra ordinary outcomes (Robbins & Coutler, 2007). This type of leader; pays attention to the concerns and developmental needs of individual' followers. He or she is able to awaken, excite and even inspire followers to put out extra effort to achieve goals, and change the followers' awareness to issues by helping them look at old problems in a new way. Transformational leadership attempts to create emotional links with its followers and inspires higher values.

Burns (1978) was the key proponent of the transformational leadership philosophy that is broader based and encompassing in terms of advancing the leadership paradigm. It is more aligned to charismatic but is broader in scope. The aim of transformative leadership according to Burns is to elevate the followers' vision beyond their own self-interest and broaden their outlook to the group interests by increasing their self-awareness, sense of purpose, sense of development maturity, moral standards and sense of accountability. It goes further to optimize followers' performance and achievement.

Transformational leadership styles focuses on the development of followers and their needs. The managers that exercise transformational leadership style focus more on the development value of the employees, their motivational value and moralities with the development of their skills (Ismail *et al.,* 2009). These leaders act as a bridge between the leaders and followers in order to develop a clear understanding of followers' interest, values and motivational level. Hence, through this study, the research will investigate how the relationship between transformational leaders and their followers who are the employees have an impact on organizational performance.

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This is closely related to modern emergent leadership theories and models such as strategic leadership and the evolution of strategic leadership borrows heavily from this theory. Bass & Avolio (1994) aptly capture the goals of transformational leadership as ultimately changing followers' purpose, behavior, beliefs, principles, values, enlarging their vision and bringing change that is permanent, self-perpetuating and momentum building. Hooper & Potter (1997) further aver that transcendent leaders who engage in transformational leadership have seven key competencies, which include setting direction, setting an example, communication, aligning goals, bringing out the best in people, being change leaders and showing decisiveness during crises.

A transformational leader in Frigoken Ltd redefines the employee's vision and mission, their commitment to work and restructures the goals of the organizational accomplishment in order to achieve the organizational performance. Transformational leader in Frigoken Ltd helps to bring ability to take the right risks, assist in making difficult decision in order to improve the organisation performance. The transformational leader share collective organizational consciousness, they inspire their staff, they give new ideas in order to bring about change that leads to organizational performance. The leaders are proactive and lead the employees with a vision for organization performance achievement.

Frigoken Ltd leaders usually inspire their employees by communicating the principles of the organization that aid in organizational performance. The leaders give the employees the opportunity to perform their roles. They also pay or give attention or notice to the employees needs this enables the employees to perform and hence the organisation performance is achieved. Lack of a transformational leader in Frigoken Ltd will lead to

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the employees not performing well hence the organisation performance will not be achieved.

2.2.4The Four Factor Leadership Theory

The key advocates and originators of this theory were Bowers and Seashore (1966). They suggested and argued that all the characteristics of leadership can be summarized into four key factors, which include goal emphasis (goal orientation), work facilitation (resource mobilization), interaction facilitation (teamwork) and support (motivation).

There leaning was towards supervisory leadership that provided direction through critical decision making but also facilitating teamwork. In his widely famous book, Covey (1989) highlighted the seven habits of highly effective people and, which highly relates to these four factors. He argues that highly effective people begin with the end in mind (goal emphasis), leader is committed to developing win win relationships (interaction facilitation), thinking outside the box (critical decision-making process).

In their book *The Leadership Challenge*, Kouzes and Posner (1995) identified through case analysis and survey questionnaires what they call the five fundamental practices that enable leaders to get extraordinary things done. The outline of their thesis identifies some of the factors as outlined in this theory and, which included inspiring from the heart, envisioning the future, enlisting others, fostering collaboration, and strengthening others. The four-factor leadership theory is meant to implement effective leadership.

Leadership Tasks
Organization
Work

- Goal emphasis
- Work facilitation

People

- Interaction facilitation

Situational Factors
Organization

2.3 Available decision time
3.3 Organization culture
4.3 Other leaders styles

Work to be done

1. Degree of task programmability

Leadership Styles
Directive

2.4 Autocratic
3.4 Benevolent autocratic

Interactive

2.5 Consultative
3.5 Participative

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Figure 2.1: Four Factor Leadership Model

Source: *Kouzes and Posner (1995)*

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2.2.5 Resource Based Theory

The concern for organizational productivity has been fundamental in many studies over the years and it includes questions that revolve around firms; such as, why organisations disagree? Why they act in certain ways? How to strategy is determined? And, the way there are administered? Porter (1991) with the growth of the Resource-based view in the 1980s and 1990s; scholars dwelt on the source of continuous competitive advantage transferred from industry to firms' detailed effects (Spanos & Lioukas, 2001).

The Resource based view was initiated by (Wernerfelt, Rumelt & Barney, 1984). Since then it has become one of the principal modern tactics to the analysis of sustained competitive advantage. The resource based view embraces corporation possessions as the key contribution for general tactical preparation, underlining the way in which competitive advantage can be derived via rare resource combinations. The theory argues that organizations should adhere to finding its competitive advantage rather than competitive environment for the organization.

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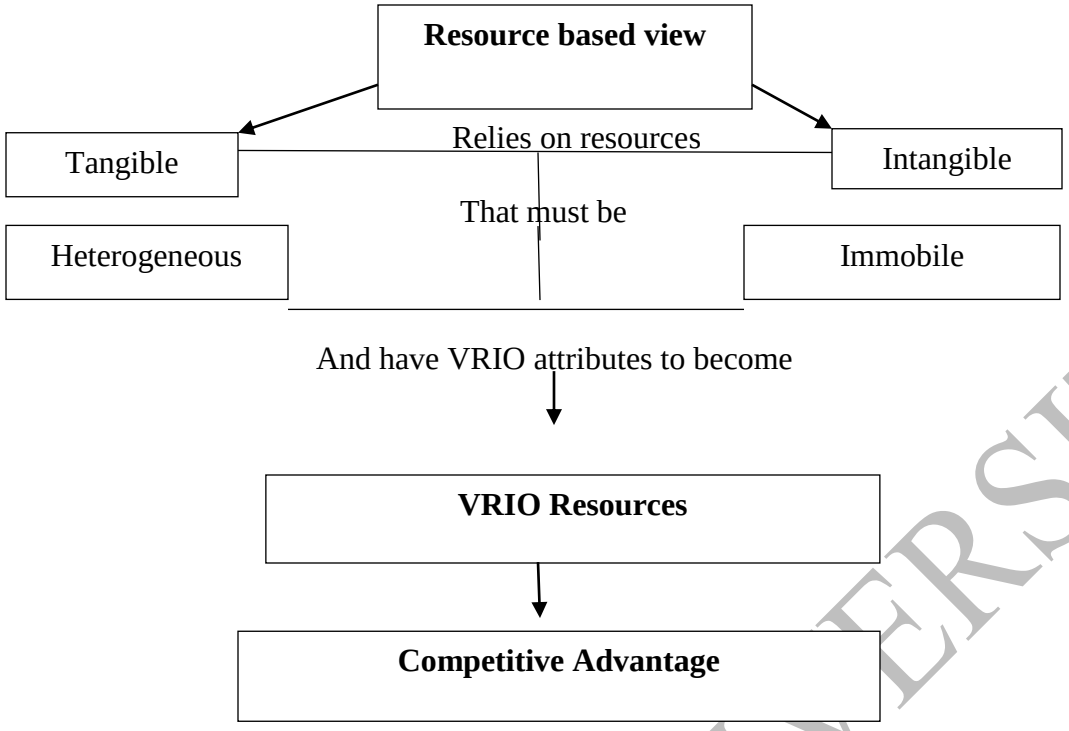


Figure 2.1: Resource Based View Model *adapted from…Wernerfelt, Rumelt & Barney 1984*

RBV began in the 1980s and 1990s, it was a method used to attain optimum competitive benefit. Wernerfelt (1990) one of the major views for the Resource based theory is that organisations battle based on their resources and capabilities. Peteraf & Bergen, (2003) much of the research in reference to the Resource based, search the interior view of an organisation and, the external market conditions that the organization must compete with in order to get the most suitable sustainable competitive gain, all other external environmental factors are constant; the resource based view highlight on the company's capital as the core determinants of competitive advantage and performance.

It adapts to expectations in examining sources of competitive benefit. (Peteraf & Barney, 2003) this model, first, assumes that firms within the industry may be heterogeneous with respect to the bundle of resources that they control. Secondly, it also assumes that

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resources heterogeneity may persist over time because the resources used to implement firms; strategies are not perfectly mobile across firms, i.e. some factors cannot be traded in factor markets and are difficult to accumulate and imitate. Uniqueness is considered a necessary condition for a resource bundle to contribute to a competitive advantage. Almeida (2002) stated that," if all firms in a market have the same stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market."

The resource-based theory is an efficiency based explanation of performance differences. (Barney & Grant,1991) performance differentials are viewed as derived from rent differentials, attributed to resources having intrinsically different levels of efficiency in the sense that they enable the firms to deliver greater benefits to their customers for a given cost (Peteraf & barney, 2003) the assumed heterogeneity and immobility are however not sufficient conditions for sustained competitive advantage. (Barney & Grant, 1991) says that a firm resource must in addition, be valuable, rare and imperfectly imitable and sustainable in order to be a source for sustained competitive advantage; superior resources.

2.3Empirical Review

2.3.1 Organizational Performances

Lebans & Euske (2006), states that performance is a set of financial and nonfinancial indicators, which determine on the achievement of the objectives of an organization. The critical goal of any business is to achieve its objectives. Some of these objectives are employee satisfaction, customer satisfaction, quality products and services; and profit maximization. McCann (2004) and Sayeed (2001) indicated that the measures of

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organizational performance include: customer retention, organizational growth, and brand image and leadership effectiveness. Paul & Anantharaman (2003), states that the critical factor in organizational performance is to have optimum performance or maximization of wealth. Katou (2008), indicates that for organizations to achieve its goals or objectives some critical factors should be adhered to; continuous communication between management, leaders and the employees get involved in setting performance expectations, employees to understand their roles and responsibilities in the organization and also monitor the process.

2.3.2 Leadership Behavior and Organizational Performance

Wang, Xin and Tsui (2011) studies on the leader's behavior tasks concentrated directly on factors linked to the organisation performance. Leaders behavior was a direct proportionate of how the employees act, and, this affected the organisation performance. The study identified two types of leader's behavior, the relational and task behavior. They identified that organizational performance is measured through profits, growth in sales, market share and competitive status. They found that leader's behavior is directly related to organization performance.

Jing & Every, (2008) established there was no preferred method of viewing leadership, other than the diverse types of leadership that display culture and past lineage, determined by the context. Arham (2014) carried out a research to assess leadership and performance, case of Malaysian Small and Medium Scale Enterprises in the service sector. The researcher tried to identify factors that influenced organizational performance were leadership behaviour, transformational leadership and transactional leadership. Two methods of data collection were used the online survey where a total of five hundred

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enterprises were obtained from the SME's corporation in Malaysia. The second approach involved three hundred and fifty questioners through several agencies. The findings showed that there was significant relationship between different leadership behaviors and organizational performance of SME's and the result of transformational leadership contributed to positive and significance performance of SME's than transactional leadership. Hence, the results indicate that leadership behavior of leaders in one of the essential factors that affect or influence performance in the service sector.

2.3.3 Leaders' Motivational Techniques and Organizational Performance

Empirical studies by (Kwasi & Amoako, 2008) on the application of Herzberg theory in the African context and which was carried out in Nigeria showed that hygiene factors were critical to motivation. It however did not apply systematic review of the factors in terms of importance. In a related research in Nigeria by (Worlu & Chidozie, 2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (remuneration, office principles, work relationships and environmental situations) and inspiring issues (acceptance, employment, development, accountability, and promotions they impacted on job fulfillment or not, among the supporter, a discrepancy from the concept. Work contentment is achieved through using the work aspects. Diverse techniques of confirmation bring about discrepancy of the theory used (Malik &Naeem, 2012).

In Uganda, the Herzberg theory was deemed appropriate for determining motivational factors of National Agricultural Research Organizations (NARO) staff in the agricultural sector and which the same institution conducted. Research studies by Nyaoga *et al* (2010)

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carried out on the effectiveness of performance appraisal systems in private universities in Kenya with specific case analysis of Kabarak University found out that change in behavior cannot be brought about in human beings through punishment or negative reinforcement but only through positive reinforcement. The study will to fill the gap of identifying what leaders' motivational technique is viable for an organization performance, most of the studies carried out concentrated on motivational factors compared to hygiene factors hence the need to study the viable motivational technique.

Story & Hart & Stasson & Mahoney (2009) states that, individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviors, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic motivation. For employees high in intrinsic motivation, emphasis could be placed on the engaging nature of the task and encouragement of self-set goals and deadlines (Story et al., 2009)

2.3.4 Leadership Style and Organizational Performance

Vroom, *et al*, (2011) identified that the transformational leadership had a progressive result on job contentment in comparison to transactional leadership which had a undesirable outcome towards job fulfillment in the public division in Malaysia.

Rossmiller (1992) discovered that teachers' perception of principals' transformational leadership skills, has significant impact on teachers' job satisfaction and often concluded that principals of the school practicing transformational leadership are more likely to promote and strengthen work contentment amidst the teachers. Leadership characterized by mentorship and frankness lead to reduction in ethical contravening compared to harsh leadership (Huberts, *et al*, 2007).

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There was significance optimistic effect of transformational leadership feature on worker work contentment that was steered through questionnaires (Hamidifar 2010). Transformational leadership behavior was instituted to be considerably impacting forecasting variable and in some circumstances of transactional leadership behavior. High satisfaction and organizational identification was leaned towards the transactional leadership styles as related to transformational leadership style (Haider & Riaz, 2010).

2.3.5 Leaders Decision making techniques and Organizational Performance

Christianson, Fouad Santiago, Rivera & Wester (2008) describe decision making techniques as ,not restricted to creativity, cost advantage investigation, written documented correction plans, and an assessment of probable options.

Rehman, Khalid & Khan (2012) investigated the role of emotional intelligence on the relationship among decision-making styles and organizational performance. They found out that emotional intelligence moderated the relationship between decision-making styles and organizational performance, which indicated that employees who had strong emotional intelligence made strong decisions that resulted in high organization performance.

Intuitive way of decision-making has been realized by various researchers in the decision making process. Managers' intuitions were based in various decision-makings. Managers are still using their parapsychology of intuition in making decision, although they were provided with ample information; hence, there is need to identify leaders' decision-making techniques that will influence on organizational performance.

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2.4 Conceptual Framework

A conceptual framework was meant to contribute to the research report by identifying the research variables or clarifying the relationship among the variables. The main variables to the study include the independent variables of Leadership behavior, Leaders' motivational techniques, Leadership style and Leaders' decision-making techniques. These variables are analyzed in relation to the dependent variable as the performance in the Agribusiness Firms.

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Independent Variable

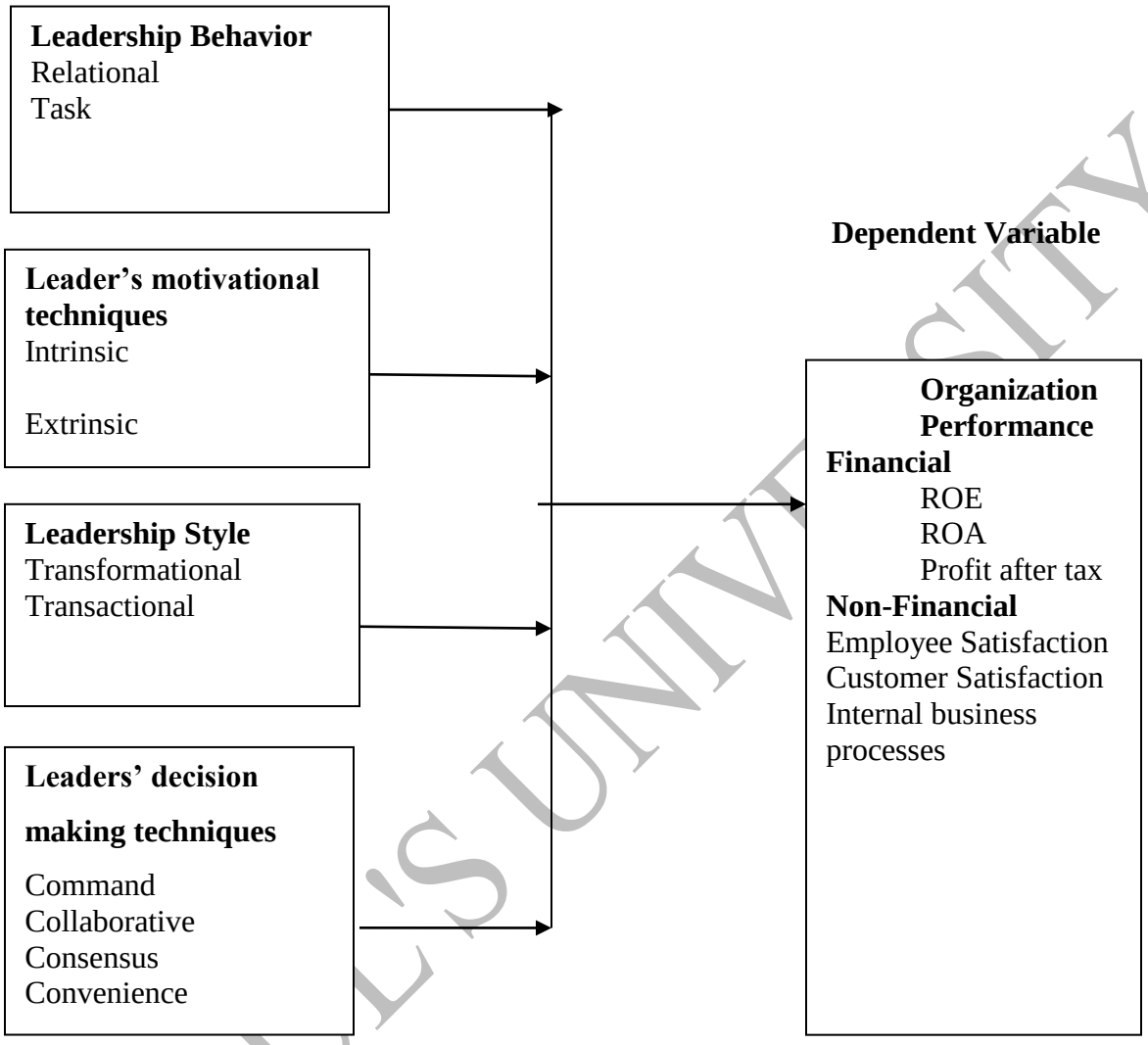


Fig 2.3 Conceptual Framework

(Source –Author, 2017)

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2.4.1 Leadership Behavior

The achievement of any company is dependable on a leader's capability to maximize on human resources. A good leader appreciates the significance of employees to achieve organizational goals and motivation is core for the organsational goals achievement. To have a successful organization the employees should be encouraged to devote themselves with the organisation mission.

Tandoh (2011), established that, work centered technique or behavior is revealed by the leaders, thus the technique is used has a great impact towards the workers which progressively enhance the company's performance. Workers are only inspired so that they can perform at optimal in order to improve in productivity, this is because the leaders' interest is to achieve desired outcome. Workers self-centered technique is on the lower side due to the leadership style being practiced that has undesirable effect on performance. It indicates that leadership performs with very tough interior instructions in order to get the desired outcome; the method used does not demonstrate democracy or collaboration.

2.4.2 Leader's Motivational Techniques

Greenberg & Baron (2003) carried a research in GTE data services in Temple Terrace Florida and found out that grants are issued to workers who established methods of refining corporate growth and customer's contentment. Awards are effective in the way employees achieve organizational performance. Decoene & Bruggeman (2006), developed and illustrated a model in their study on the link amid strategic positioning, inspiration and corporate performance in a BSC context that established successful tactical positioning empowers and inspires employees. Leaders inspire employees to

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chase for an idea in which they will be accountable to, to aid them achieve their desired results. Financial awards may be persuasive to workers inspiration and accomplishment, which bring about revenues to the company (Aguinis et.al, 2013).

2.4.3 Leadership Style

In spite of the significance in company performance, a number of scholars have tried to establish what brings about the preferred outcome (Kroll, 2016). Overall (2015), indicates that company performance is intensified through the core leadership.

Northouse (2010) states that a transformational leader is involved with inner worth, morals, ethics and long term goals. Maurik (2001), states that the transformational leader is a successful agent of modification, thus can contribute to the performance of the organization. The success of a company is linked to the transformational leader that counters changes, redevelopment and transformational stipulation. Transformational leadership attempts to give a favorable environment for the growth of invention and inventiveness to achieve performance in the company. Griffin, Patterson & West (2001), states that leaders exercise an important part in organizing working conditions though giving the relevant material and response that ensures organizational growth.

Lee (1996) found out that followers' job satisfaction in the organisation was linked to transformational leadership. Hence, performance and work contentment of workers in the organisation will be upgraded. Hu (2001) established that a company beliefs and styles of leadership influenced the work contentment to the workers. Work contentment is a mediator between leadership and company beliefs that impacted on the company performance.

2.4.4 Leaders Decision Making Techniques

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Studies on the six styles of decision-making (Smart et al 1997) are classified into two distinct classifications. They are referred to as rational, and, this is based on decisions through discussion and, consensus directed by standard operating procedures. A preset criteria on what seems to be the best for the institution and autocratic/political where all decision making was vested in one individual and decisions which are basically politically biased without any particular or organized process (Smart et al., 1997, p.263). From his research he found out that, most organizations develop multiple decision sequencing modes that ultimately develop into a distinctive decision-making process orientation that becomes customary for the organization (Cameron & Tschirhart, 1992).

There has been inconclusive evidence on the decision-making style and organizational performance from various studies such as the one conducted by Mishra (1990) which showed an optimistic association amid non-participative decision-making and performance in manufacturing organizations in turbulent environments. Thus, decision making techniques as ,not restricted to creativity, cost advantage investigation, written documented correction plans, and an assessment of probable options (Christianson, Fouad Santiago, Rivera & Wester, 2008)

Forbes (2012) states that there are four basic decisions making styles the effective leaders use. They vary from organization to organization and they are command, collaborative, consensus and convenience. He says that leaders who make decisions without consulting these are command leaders, leaders who use the opinion or insights of the staff below him in order to get feedback and their view is termed to be collaborative. Consensus is more of a democratic style; here the leader involves the team so that they can come up with

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decisions that will help the organization. For convenience, the leader delegates to the managers or team to make decisions and these in turn empowers the team.

2.5 Summary of Literature Review

From the previous and various leadership theories and empirical studies such as the Fielder's Contingency Theory (1967), Herzberg Two Factor Theory (1959, Transformational Theory (1978) it is clear that there are certain key components or factors that are common throughout. Crucial intervening variables in the have been duly summarized through the Four factor theory by Bowers and Seashore(1966) that cogently brings out the key components that underline nearly all these leadership paradigms and philosophies. The resource based view theory (1984) has been discussed to bring in the aspect of organizational performance in terms using both the tangible and intangible resources to gain competitive advantage and consequently achieve superior firm performance. It can be used as a yardstick of measuring performance for the agribusiness firms and how they compete in the international export markets in terms of standards of performance.

The empirical review focused on the four key factors, that are under study with various studies Tsui & Xin (2011) on leadership behavior and performance, Herzberg Two Factor theory (1959) on motivational techniques, Hamidifar (2010) on transformational leadership and Smart *et al*., (1997) on decision making processes has highlighted the empirical framework that underlies the four factors as presented by Bowers and Seashore (1966).

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2.6 Research Gap

A number of studies have been conducted on leadership style and organizational commitment. Mert, Keskin & Bas (2010), researched on leadership style and organizational commitment in a bank in Turkey. Studies have also been carried out on employee participation and organizational commitment. Khan, Ramzan, Ahmed & Nawaz (2011), researched on the relationship of leadership behavior with leadership outcomes in public schools in Punjab, India.

However, a few studies have investigated the relationship between leadership factors and organizational performance in one study. Riaz et al. (2012) in a study on impact of transformational leadership style on affective employees" commitment suggested that studies should be conducted in various cities, different culture and in various parts of the country at different organizational levels. Such studies should consider other dimensions of commitment that is normative and continuance. Mwaniki (2010), did a study on the impact of Performance contracting on the performance of commercial State Owned Enterprises. The study found that there was a significant impact of PCs in the financial performance of the State Owned Enterprises.

Existing literature was mainly based, on western countries and the East. Comparatively fewer studies have been undertaken in developing countries like Kenya and in the Agribusiness firms. It would be important to establish how leadership factors influence organizational performance in Agribusiness firms in the Kenyan context. Consequently, the concern of this study was to investigate the leadership factors influencing organizational performance in Agribusiness firms in Nairobi County.

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CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents and outlines the research design and methodology that was used to assess leadership factors that influence performance in selected Agribusiness Firms in Nairobi County .This chapter comprised of Research design, Target population, Sample size and Sampling Techniques, Data Collection procedures and tools, Data analysis and presentation and the ethical issues that will underpin this study.

3.2 Research Design

The research design used for the purpose of this study was descriptive case study design. According to Kothari (2004), research design is a plan, a roadmap and blueprint strategy of investigation conceived so as to obtain answers to research questions. Descriptive research refers to research studies that have as their main objective the accurate portrayal of the characteristics of persons, situations or groups (Polit & Hungler, 2001). Descriptive research helped acquire a lot of information that guided the study.

3.3 Target Population

A target population was generally a large collection of individuals or object that was the main focus of the case study. The target population for this study was 350 employees in Frigoken Limited who included senior management, middle level and junior staff within the organisation. The organisation was selected due to convenience in accessibility and the researcher's familiarity to the organisations.

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3.4 Sample Size and Sampling Technique

A simple random sampling technique was used in collecting the data for the study. The target population of the study was 350. To constitute the sample, Simple random sampling technique was used because of its accuracy of representation. The use of Simple random sampling was to ensure that the researcher gets feedback from all departments in the organization. Hence, this was to reduce chances of employee biasness.

The sample size that was used was 70 respondents, which according to Kombo and Tromp (2006) a sample size of 20% of the target population (350) selected. Thus, 20% of the accessible population is enough for the sample size. The study was focusing on the employees of Frigoken Limited in Nairobi.

3.5 Data Collection Procedure and Tools (Instrumentation)

The researcher used both primary and secondary data. Secondary data involved the analysis of various external documents such as published and audited financial statements of the firm in order to obtain reliable information; that was used to assess performance of the firms. Questionnaires were used as a form of primary data. A sample questionnaire was attached in the appendix.

Questionnaires are tools for collecting and recording information about a particular issue of interest or research. Data was collected by use of structured questionnaires that contained both open ended and close questions. The questionnaires were pilot tested to ensure relevancy and validity of the data that was collected. The questionnaires were delivered personally to the relevant respondents in order to get the information that was required for the study. The major advantage of this method is that it was free of biased

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information and gives the respondent enough time to consider his/her points carefully than in an interview.

3.6 Data Analysis and Presentation

The data collected was analyzed both qualitatively and quantitatively; it was analyzed using descriptive statistics whereby mean and standard deviation were used to analyze data and inferential analysis to perform the Pearson Correlation and Multiple Regressions Analysis. Data analysis was carried out using the statistical package for social science because of its ability to analyze data conclusively.

3.7 The Analytical model

The researcher employed the multiple regression models that incorporated all the variables under study both dependent and independent.

The model that was applied for evaluation is similar to the model used by Ndeto (2010), Gichana (2012) and Muthuuri (2015) but with some modification as shown in Equation below.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$, **…….Equation**

where,

Y= Performance

β_0= coefficient of intercept

X_1= Leadership behavior;

X_2= Leader's motivational techniques;

X_3= Leadership style;

X_4= leader's decision making techniques;

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ε = error term;

$\beta_1 \ldots \beta_4$= regression coefficient of the four variables under study.

3.8 Ethical Considerations

In order to maintain a high profile of confidentiality the researcher did not disclose the names of persons that were issued with the questionnaires to protect the information given and their privacy and also protect their jobs.

The participants remained anonymous throughout the research study. The researcher ensured that plagiarism was avoided by acknowledging the source of data or information from authors and scholars used in the research.

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CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS AND PRESENTATIONS

4.1 Introduction

This chapter covers the data analysis, results and discussion of study findings. The study sought to examine the leadership factors influencing performance of firms. The presentation of the data analysis, results and discussion was based on the sequence of questions in the questionnaire used to collect data.

4.1.1. Response Rate

Table 4.1: Response rate

Response	Frequency	Percentage
Returned questionnaires	68	97
Unreturned questionnaires	2	3
Total	**70**	**100**

Table 4.1 shows the relationship between the sample size and the actual number of respondents who actively participated in the study. The sample size represents the number of respondents who were issued with the questionnaires and the actual representative represents the number of respondents who filled and gave back the questionnaires. The table and figure thus shows that response rate percentage was; 97% responded and 3% did not respond.

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4.2 Demographic Data

4.2.1 Level of Education of the Respondents

Table 4.2: Level of Education

Category	Response	Percentage
Diploma	21	30.9
Higher diploma	8	11.8
Bachelor degree	10	14.7
Masters	3	4.4
Others (Please Specify)	26	38.2
Total	**68**	**100**

Source: Author (2017)

Table 4.2 shows the level of education among the respondents, who participated in the study, majority of respondents, who were 38.2% indicated others which were certificates, 30.9 % had diploma level, 14.7% bachelor degree, 11.8% higher diploma and 4.4 masters degree, this shows that respondents who participated in the study were well educated and provided the required information on the leadership factors influencing performance of agribusiness firms.

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4.2.2 Gender of Respondents

Table 4.3: Gender

Category	Response	Percentage
Male	35	51.5
Female	33	48.5
Total	**68**	**100**

Source: Author (2017)

Table 4.3 shows the gender of respondents who participated in the study. Majority of respondents who were 51.5% indicted male as compared to 48.5% this shows that there is equality in the gender employment

4.2.3 Working Experience of Respondents

Table 4.4: Working Experience

Category	Response	Percentage
0-5 years	24	35
6-10 years	20	29
11-20 years	14	21
Over 21 years	10	15
Total	**68**	**100**

Source: Author (2017)

Table 4.4 shows the working experience of respondents who participated in the study. Majority of respondents who were 35% had 0-5 years, 29% 6-10 years, 21% 11-20 years and 15% over 21 years, this shows that most respondents had worked in the organization

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for a long time and provided the required information on the leadership factors influencing performance of firms.

4.2.4Whether the Company Produces Audited Financial Statements

Table 4.5: Whether the Company Produces Audited Financial Statements

Category	Response	Percentage
Yes	65	95.6
No	3	4.4
Total	**68**	**100**

Source: Author (2017)

Table 4.5 shows whether the company produces audited financial statements, majority of respondents who were 95.6% yes and 4.4 % No. This shows that the company audited her financial statements.

4.3 Descriptive Statistics

4.3.1 Leader's Behavior

Table 4.6: Effect of Leaders Behavior

Category	Response	Percentage
Yes	68	100
No	0	0
Total	**68**	**100**

Source: Author (2017)

Table 4.6 shows whether leadership behavior affect performance of firms. Majority of the respondents who were 68% answered Yes, none of the respondents answered No. This shows that the leader's behavior has a significant influence on organization performance.

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Table 4.7 Leader's Behavior

The question sought to find out to what extent leadership behavior affected organization performance.

Measures	1	2	3	4	5	Mean	Std Deviation
Good at providing structure and organization to work or to teams	4.4	1.5	17.6	47.1	29.4	3.96	0.969
Gives advance notice of organizational changes	4.4	8.8	17.6	35.3	33.8	3.85	1.123
The leader is a team player	35.3	2.9	0	30.9	30.9	3.99	0.889
Set standards of performance to employees	0	2.9	17.6	50.0	29.4	4.06	0.770
Makes suggestions on how to solve problems	0	1.5	22.1	48.5	27.9	4.03	0.753
Upholds definite standards of performance	0	5.9	13.2	50	29.4	4.03	0.810
Set and reassess goals and strategies in order to achieve the organizational performance	0	2.9	25.0	35.3	36.8	4.06	0.862
Encourages everyone to review and improve team performance	0	4.4	16.2	47	32.4	4.07	0.816
Celebrates the successes of the team and organization	0	10.3	27.9	44.1	17.6	3.69	0.885
Listens to the employees in the organization	0	2.9	33.8	44.1	19.1	3.79	0.783
Gives direction to the employees	0	2.9	14.7	48.5	33.8	3.79	0.783
Behaves in anticipated manner towards employees	1.5	11.8	35.3	36.8	14.7	3.51	0.938
The leader is not biased in judgment	0	5.9	25.0	50.0	19.1	3.82	0.809
Try to encourage and show support for others in the team	0	1.5	16.2	57.4	25.0	4.06	0.689
Clear focus on what employees need to do for the organisation	2.9	5.9	8.8	47.1	35.3	4.06	0.976

Table 4.7 shows the respondents agreements on various aspects of leader's behavior. On whether leadership was good at providing structure and organization to work or to teams, respondents agreed as evidenced by the mean of 3.96, this shows that the leadership was effective in Frigoken Ltd; thus it provided structure and organization to work or to teams

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which improved firm performance, the study findings agrees with Jing & Every, (2008) who established that there was no preferred method of viewing leadership, other than the diverse types of leadership that display culture and past lineage, determined by the context. These findings agree with Xin, Tsui and Wang (2011) who argued that leader's behavior impacts on the company performance. There was agreement among respondents that leadership gives advance notice of organizational changes as evidenced by the mean of 3.85, this shows that the employees are issued with advance notice by the leaders about the organizational changes thus improving the organizational performance. The findings agree with Wang, Xin and Tsui (2011) studies that Tasks-focused behavior is directly related to company performance.

There was agreement, that the leader is a team player as evidenced by the mean of 3.99, this shows that the organization leadership worked as a team to ensure the success of the organization the findings agrees with Wang, Xin and Tsui (2011) who argued that leader's behavior is directly related to organization performance There was agreement among respondents that there are set standards of performance to employees as evidenced by the mean of 4.06, this shows that the leadership was focused in improving organization performance the findings agrees with Wang, Xin and Tsui (2011), studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to company performance. There was agreement, that leaders make suggestions on how to solve problems as evidenced by the mean of 4.03, this shows, that these shows that leaders solved problems that affected the organization performance, the findings agrees with Jing & Every (2008) who argued that

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is no ideal method viewing about leadership, rather that different kinds of leadership reflect on social and historical roots.

There was agreement among respondents that leaders uphold definite standards of performance as evidenced by the mean of 4.03, this shows that the leaders maintained standards that are aimed at improving organization performance, the study findings agrees with Wang, Xin and Tsui (2011) who argued that leader's behavior is directly related to organization performance. There was an agreement that set and reassess goals and strategies so as to achieve the organizational performance as evidenced by the mean of 4.06, this shows that leaders constantly evaluate the organization goals and standards aimed at improving organization performance, the findings agrees with Arham (2014) who argued that transformational leadership contributed to positive and significance performance. There was agreement that that the organization leaders encourage everyone to review and improve team performance as evidenced by the mean of 4.07; this shows that the organization leadership spearheaded organization improvement. This agrees with Jing & Every (2008) who argued that there is no ideal way of reasoning about leadership other than various leaders depicts different societal and ancient roots, which is dependent on the situation.

There was agreement, that the leaders celebrates the successes of the team and organization as evidenced by the mean of 3.69, this shows that the organization leadership was committed to the performance of the team as team performance improved organization performance, the study findings agrees with Wang, Xin and Tsui (2011)

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who argued that leader's behavior is directly related to organization performance. There was agreement that the leaders listen to the employees in the organization as evidenced by the mean of 3.79, this shows that there were clear lines of communication between the top management and junior staff. The findings agrees with Tsui, Wang, and Xin (2011) who argued that the leader dedicated behavior relationships was linked to employee conduct, thus the conduct impacts on the organizational performance of agribusiness firms.

There was agreement among respondents that leaders gives direction to the employees as evidenced by the mean of 3.79, this shows that leaders regularly monitored the direction the organization was taking, this agrees with Arham (2014) who argued that leadership behavior of leaders in one of the essential factors that affect or influence performance in the service sector. There was agreement that leaders behave in anticipated manner towards employees as evidenced by the mean of 3.51, this shows that leaders demonstrated positive behavior towards employees the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to company performance. Respondents were in agreement that the leader is not biased in judgment as evidenced by the mean of 3.82, this shows that the leaders demonstrated fairness towards all employees, this agrees with Arham (2014) who argued that leadership behavior of leaders in one of the essential factors that affect or influence performance in the service sector.

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There was agreement that leaders try to encourage and show support for others in the team as evidenced by the mean of 4.06, this shows that the organization leadership valued teamwork, the findings agrees with Arham (2014) who argued that leadership behavior of leaders in one of the essential factors that affect or influence performance in the service sector. Respondents agreed that leaders, should have clear focus on what employees need to do for the organization, as evidenced by the mean of 4.06, this shows that the leaders were committed to helping employee's achieve organization goals, the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to company performance. The leaders were committed to helping employee's achieve organization goals, this agrees with Arham (2014) who argued that that leadership behavior of leaders in one of the essential factors that affect or influence performance of agribusiness firms.

Table 4.7 shows the respondents agreements on various aspects of leader's behavior. On whether leadership, was good at providing structure and organization to work or to teams, respondents agreed, as evidenced by the mean of 3.96, this shows that the leadership was effective; thus it provided structure and organization to work or to teams which improved firm performance, this agrees with Arham (2014) who argued that that leadership behavior of leaders in one of the essential factors that affect or influence performance of agribusiness firms. These findings agree with Xin, Tsui and Wang (2011) who argued that leader's behavior impacts on the company performance. There was agreement among respondents that leadership gives advance notice of organizational changes as evidenced by the mean of 3.85, this shows that the employees are issued with advance notice by the

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There was agreement that the leaders celebrates the successes of the team and organization as evidenced by the mean of 3.69, this shows that the organization leadership was committed to the performance of the team as team performance improved organization performance. The findings agrees with Tsui, Wang, and Xin (2011) who argued that leaders behavior was a direct proportionate of how the employees act, this impacted on the organization performance. There was agreement that the leaders listen to the employees in the organization as evidenced by the mean of 3.79, this shows that there were clear lines of communication between the top management and junior staff. The findings agrees with Tsui, Wang, and Xin (2011) who argued that the leader dedicated

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Table 4.8: Leader's Motivational Techniques

The question sought to find out to what extent leaders motivational techniques affected organization performance

Measures	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std. Deviation**
Good pay/Salaries	7.4	7.3	32.4	33.8	16.2	3.41	1.109
Job security	4.4	11.8	22.1	38.2	23.5	3.65	1.103
Fringe benefits	2.9	17.6	29.4	45.6	4.4	3.31	0.918
Working conditions	0	2.9	35.3	36.8	25.0	3.84	0.840
Praise and Recognition	1.5	7.4	35.3	41.2	14.7	3.60	0.883
Punishment and Consequences	7.4	10.3	41.2	32.4	8.8	3.25	1.013
Incentives-Pension and Medical	2.9	14.7	22.1	41.2	19.1	3.59	1.054
Grading	2.9	11.8	30.9	48.5	5.9	3.43	0.886
Bonus and Commission	1.5	14.7	30.9	33.8	19.01	3.54	1.014
Achievement	1.5	11.8	23.5	41.2	22.1	3.75	0.943
Recognition	0	8.8	29.4	45.6	16.2	3.69	0.851
Work Itself	2.9	5.9	26.5	51.5	17.6	3.66	0.891
Responsibility	0	5.9	25.0	51.5	17.6	3.81	0.797
Advancement	2.9	14.7	16.2	50.0	16.2	3.62	1.023
Self-control	1.5	13.2	25.0	48.5	11.8	3.56	0.920
Commitment	0	4.4	19.1	50.0	26.5	3.99	0.801

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Table 4.8 shows a summary of leader's motivational techniques. From the table, employees agreed that good pay/ salaries motivated them as evidenced by the mean of 3.41, this shows that pay/ salaries were major motivator for employees to perform better towards organization goals, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.

Employees agreed that job security was a major motivator among employees as evidenced by the mean of 3.65; this shows that job security motivated employees to work harder, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers.

Fridge benefits greatly motivated employees as evidenced by the mean of 3.31; this shows that fridge benefits greatly motivated employees to perform better, the study findings disagrees with Malik & Naeem (2012) who argued that they were able to measure overall job satisfaction using the job factors. This inconsistency arises when different methods of validation of the theory are used. Working conditions contributed to motivation of employees as evidenced by the mean of 3.84, this shows that working conditions influenced performance of employees, the study findings agrees with Worlu &

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Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (remuneration, office principles, work relationships and environmental situations) Employees indicated that praise and recognition greatly motivated employees to work harder as evidenced by the mean of 3.60, this shows that praise and recognition influenced employees to work harder, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.

Respondents were impartial that punishment and consequences was a motivational technique as evidenced by the mean of 3.25, this shows that punishment and consequences did not contribute to employees performance, the findings agrees with Nyaoga *et al* (2010) who argued that leaders' motivational technique is viable for an organisation performance. Incentive such as pension and medical cover motivated employees as evidenced by the mean of 3.59, this shows that incentives-pension contributed to employee's performance, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.

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Employees indicated that grading was a major motivator among employees as evidenced by the mean of 3.43, this shows that grading helped the organization improve employees performance, the study findings disagrees with Story & Hart & Stasson & Mahoney (2009) who states that, individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviours, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic motivation Employees were in agreement that bonus and commission motivated employees as evidenced by the mean of 3.54, this shows that bonuses and commission helped to improve employees performance, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (remuneration, office principles, work relationships and environmental situations) and inspiring issues (acceptance, employment, development, accountability, and promotions they impacted on job fulfillment or not, among the supporter, a discrepancy from the concept. Employees indicated that achievements helped motivate employees as evidenced by the mean of 3.75, this shows that employees achievement contributed to organization performance. the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.

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Employees indicated that recognition motivated employees as evidenced by the mean of 3.69; this shows that managers used recognition to help improve performance, the study findings agrees with Story & Hart & Stasson & Mahoney (2009) who states that, individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviors, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic motivation. Respondents agreed that work itself motivated employees to work harder as evidenced by the mean of 3.66, this shows that work itself enabled employees to work at achieving organization goals. Employees were in agreement that responsibility motivated employees as evidenced by the mean of 3.81, this shows that responsibility contributed to organization performance, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory.

Respondents indicated that advancement contributed to employee's motivation as evidenced by the mean of 3.62, this shows that advancement was used by managers to improve performance, the study agrees with Story & Hart & Stasson & Mahoney (2009) who stated states that, individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviors, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic

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motivation. Respondents indicated that self-control greatly contributed to employee's motivation as evidenced by the mean of 3.56, this shows that managers used self-control to improve employees performance. The findings agrees with Story et al., (2009) who argued that for employees high in intrinsic motivation, emphasis could be placed on the engaging nature of the task and encouragement of self-set goals and deadlines. Employees indicated that commitment was a motivational technique as evidenced by the mean of 3.99, this shows that mangers used commitment to improve employees performance, the findings agrees with Nyaoga *et al* (2010) who argued that leaders' motivational technique is viable for an organisation performance, most of the studies carried out concentrated on motivational factors compared to hygiene factors hence the need to study the viable motivational technique.

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Table 4.9 Leadership Style

Category	Response	Percentage
Transformational	48	70.6
Transactional	20	29.4
Total	**68**	**100**

Table 4.9 shows the leadership styles employed in the organization, majority of respondents who were 70.6% indicated transformational as compared to 29.4% who indicated transactional, this shows that the leadership styles used aimed at transforming the organization.

Table 4.10 Leadership Style

The question sought to find out to what extent leadership style affected performance of agribusiness firms.

Measures	1	2	3	4	5	Mean	Std. Deviation
Goes beyond self-interest for the good of the organisation	1.5	7.4	7.1	42.6	29.4	3.91	0.958
Displays a sense of power and confidence	1.5	4.4	20.6	47.1	26.5	3.93	0.886
Specify the importance of having a strong sense of purpose	1.5	4.4	25.0	44.1	25.0	3.87	0.896
Emphasizes the importance of having a collective sense of mission	0	1.5	25.0	50.0	23.5	3.96	0.742
Talks optimistically about the future	1.5	5.9	17.6	52.9	22.1	3.88	0.873
Talks enthusiastically about what needs to be accomplished	4.4	13.2	50.0	27.9	5.6	4.06	0.788
Express confidence that goals will be achieved	0	2.9	17.6	44.1	35.3	4.12	0.802
Discuss in specific who is responsible for achieving performance targets/goals	0	4.4	30.9	38.2	26.5	3.87	0.862
Pays attention to the concerns and developmental needs of employees	0	7.4	22.1	51.5	19.1	3.82	0.828
Treat each team member an	0	7.4	32.4	42.6	17.6	3.71	0.847

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individual rather than just a group member							
Provides support and gives direction to employees in order to achieve organizational performance	0	2.9	25.0	45.6	25.0	3.94	0.795
Holds employees accountable for the delivery of targets/goals	1.5	2.9	25.0	47.1	23.5	3.88	0.856
Adaptive to new ideas and innovations	0	4.4	16.2	48.5	30.9	4.06	0.808
Competent and knowledgeable about the work environment	1.5	1.5	23.5	41.2	32.4	4.01	0.872
Changes the strategy to fit and meet the organizational performance	0	1.5	26.5	51.5	20.6	3.91	0.728
Communicates well with the employees	8.8	0	19.1	54.4	17.6	3.72	1.049

The table shows the summary of leadership styles used in the organization. Employees indicated that leadership style goes beyond self-interest for the good of the organization as evidenced by the mean of 3.91, this shows that the leaders put the interest of the organization first before theirs, leaders put more effort in ensuring the performance of the organization, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization.

There was agreement that that leadership style displays a sense of power and confidence as evidenced by the mean of 3.93, this shows that the organization managers showed the direction where the organization should head to. The study findings disagrees with findings by Rossmiller (1992) who argued that employees insight towards principals' transformational leadership skills, has substantial influence on workers, work contentment and often determined that principals of the school executing

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transformational leadership style are more likely to adopt and increase work contentment among the teachers.

There was general consensus that leadership specify the importance of having a strong sense of purpose as evidenced by the mean of 3.87, this shows that the organization leadership was purpose driven towards achieving organization goals, the study findings agrees with Riaz, & Haider (2010) who argued that transactional leadership style provides high satisfaction and organizational identification as compared to transformational leadership style.

There was agreement that that leadership style emphasizes the importance of having a collective sense of mission as evidenced by the mean of 3.96, this shows that the managers had clear mission for the organization the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization. Respondents agreed that the leadership style talks optimistically about the future as evidenced by the mean of 3.88, this shows that the organization leadership has future plans for the organization, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization Respondents were impartial that the leader's talks enthusiastically about what needs to be accomplished as evidenced by the mean of 4.06, this shows that the leaders worked towards achieving organization goals, the study findings agrees with Huberts, *et al*, (2007) who argued that

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transformational leadership is characterized by mentorship and frankness lead to reduction in ethical contravening compared to harsh leadership.

There was agreement that leadership style express confidence that goals will be achieved as evidenced by the mean of 4.12, this shows that the leadership style were optimistic of achieving organization goals, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization. Respondents agreed that leaders discussed in detail, who is responsible for achieving performance targets/goals as evidenced by the mean 3.87, this shows that the leadership style in the organization provided platform for achieving organization goals, the study findings agrees with Rossmiller (1992) who discovered that teachers' perception of principals' transformational leadership skills, has significant impact on teachers' job satisfaction and often concluded that principals of the school practicing transformational leadership are more likely to promote and strengthen work contentment amidst the teachers. Respondents agreed that leadership style pays attention to the concerns and developmental needs of employees as evidenced by the mean of 3.82, this shows that the organization developed employees to enable them achieve organization goals, the study findings disagrees with Riaz, & Haider (2010) who argued that transactional leadership style provides high satisfaction and organizational identification as compared to transformational leadership style.

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There was agreement that leadership style treat each team member an individual rather than just a group member as evidenced by the mean of 3.71, this shows that the organization is concerned with employees individual performance, the study findings agrees with Huberts, *et al*, (2007) who argued that transformational leadership is characterized by mentorship and frankness lead to reduction in ethical contravening compared to harsh leadership. Respondents agreed that leadership style provides support and gives direction to employees in order to achieve organizational performance as evidenced by the mean of 3.94, this shows that this shows that the organization leadership was focused towards achieving organization goals, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government.

Employees agreed that leadership style holds employees accountable for the delivery of targets/goals as evidenced by the mean of 3.88, this shows that the organization leadership paid much attention to performance of individual employee, the study findings agrees with Vroom, *et al*, (2011) who identified that the transformational leadership had a progressive result on job contentment in comparison to transactional leadership which had a undesirable outcome towards job fulfillment. Respondents agreed that adaptive to new ideas and innovations as evidenced by the mean of 4.06, this shows that the organization leadership accommodated new ideas, the study findings agreed with Vroom, *et al*, (2011) identified that the transformational leadership had a progressive result on job contentment in comparison to transactional leadership which had a undesirable outcome

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towards job fulfillment. Respondents agreed that leadership style is competent and knowledgeable about the work environment as evidenced by the mean of 4.01, this shows that the organization leadership was committed towards providing enabling environment for the employees to work, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization.

There was agreement that leadership style changes the strategy to fit and meet the organizational performance as evidenced by the mean of 4.01; this shows that the organization leadership employed different strategies to improve organization performance, the study findings agrees with Haider & Riaz (2010) who argued that transformational leadership behavior was instituted to be considerably impacting forecasting variable and in some circumstances of transactional leadership behavior. Respondents agreed that the organization leadership communicates well with the employees as evidenced by the mean of 54.4, this shows that the leadership employed clear lines of communication to help achieve organization goals, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization.

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Table 4.11 Impact of transformational leadership

Category	Response	Percentage
Yes	62	91.2
No	6	8.8
Total	**68**	**100**

Table 4.11 shows the impact of transformational leadership on organization performance, majority of respondents who were 91.2 answered Yes as compared to 8.8% who answered No, this shows that the leadership style aimed at achieving organization goals.

Table 4.12 Impact of Decision making Techniques

Category	Response	Percentage
Yes	63	92
No	5	8
Total	**68**	**100**

Table 4.12 shows the impact of decision-making techniques on organization performance. Majority of respondents who were 92% answered Yes as compared to 8% who answered No. This shows that decision-making techniques greatly affected performance of agribusiness firms.

Table 4.13: Leaders decision making Techniques

The question sought to find out to what extent leaders decision-making techniques affected performance of agribusiness firms.

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Measures	1	2	3	4	5	Mean	Std. Deviation
Employees are part of the decision making process	5.9	14.7	51.5	19.1	8.8	3.10	0.964
Avoids making decision	29.4	33.8	22.1	14.7	0	2.22	1.034
Clarifies what one is expected to do to achieve organizational performance	1.5	1.5	19.1	63.2	32.2	3.87	0.716
Considers the moral and ethical consequences of decision making	0	7.4	26.5	48.5	17.6	3.76	0.831
Gives new ideas of looking at how performance will be achieved	0	10.3	19.1	38.2	32.4	3.93	0.967
Avoids evaluating problems and concerns as they are discussed	25.0	33.8	23.5	14.7	2.9	2.37	1.105
Ensures that information systems are timely and accurate	0	8.8	22.1	41.2	27.9	3.88	0.923
Seeks different views when solving problems	0	2.9	35.3	41.2	20.6	3.79	0.802
Suggests new way of completing work assignments	2.9	7.4	25.0	35.3	27.9	3.79	1.038
Delays responding to urgent questions or matters	13.2	39.7	20.6	22.1	4.4	2.65	1.103
Involved when important issues arise	1.5	5.9	11.8	48.5	32.4	4.04	0.905
Maintains a suitable knowledge base	0	8.8	17.6	41.2	32.4	3.97	0.930
Demonstrate suitable interpersonal relations with team decision making decision making	0	5.9	23.5	48.5	22.1	3.87	0.827
Decisions are made depending on the situation or problem	0	8.8	13.2	57.4	20.6	3.90	0.831
Treats all employees fairly during decision making	1.5	8.8	29.4	41.2	19.1	3.68	0.937
Ensures all employees benefit from decisions made	0	4.4	22.1	48.5	25.0	3.94	0.808
Helps the group to understand the need for team work	0	4.4	20.6	42.6	32.4	4.03	0.846
Leaders listen to employees in order to make the best decisions	0	8.8	16.2	47.1	27.9	3.94	0.896

Table 4.13 shows the summary of leaders' decision making techniques. Respondents were impartial that employees are part of the decision making process as evidenced by the mean of 3.10, this shows that employees were not very much involved in organization

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decision making, the study findings agrees with Smart et al (1997) on six styles of decision making and categorized into two distinct categories as rational which he based on decision through discussion and consensus directed by standard operating procedures and a preset criteria on what seems to be the best for the institution and autocratic/political where all decision making was vested in one individual and decisions which are basically politically biased without any particular or organized process.

Respondents were impartial that the leaders avoids making decision as evidenced by the mean of 2.22, this shows that this shows that the leaders made decisions independently, the study findings agrees with Smart et al (1997) on six styles of decision making and categorized into two distinct categories as rational which he based on decision through discussion and consensus directed by standard operating procedures and a preset criteria on what seems to be the best for the institution and autocratic/political where all decision making was vested in one individual and decisions which are basically politically biased without any particular or organized process. Respondents were in agreement that leadership techniques clarifies what one is expected to do to achieve organizational performance as evidenced by the mean of 3.87, this shows the decision making techniques are aimed at achieving organization goals, the findings agrees with Mishra (1990) who showed a positive relationship between non-participative decision making and performance in industrial organizations in turbulent environments.

Respondents indicated that decision making techniques considers the moral and ethical consequences of decision making as evidenced by the mean of 3.76, this shows moral and ethical consequences influenced decision making process in the organization, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who

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argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

Respondents agreed that decision making techniques give new ideas of looking at how performance will be achieved as evidenced by the mean of 3.93, this shows that decision making techniques influenced the organization performance, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices. Respondents had varied opinion that decision making techniques avoids evaluating problems and concerns as they are discussed as evidenced by the mean of 2.37, this shows that decision making techniques considers problems and concerns of the employees, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

There was agreement among respondents that decision making techniques ensures that information systems are timely and accurate as evidenced by the mean of 3.88, this shows that decision making techniques influenced how information was conveyed across the organization, the study findings agrees with Forbes (2012) who argued that there are four basic decisions making styles the effective leaders use. They vary from organization to organization and they are command, collaborative, consensus and convenience. Respondents agreed that decision making techniques seeks different views when solving

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problems as evidenced by the mean of as evidenced by the mean of 3.79, this shows that the decision making techniques solved problems in the organization, the study findings agrees with Smart et al (1997) on six styles of decision making and categorized into two distinct categories as rational which he based on decision through discussion and consensus directed by standard operating procedures and a preset criteria on what seems to be the best for the institution and autocratic/political where all decision making was vested in one individual and decisions which are basically politically biased without any particular or organized process.

Respondents indicated that decision making techniques suggests new way of completing work assignments as evidenced by the mean of 3.79, this shows that the decision making techniques were aimed at ensuring work was completed on time, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

Respondents had varied opinion that decision making techniques delays responding to urgent questions or matters as evidenced by the mean of 2.65, this shows that decision making techniques quickly responded to urgent questions and matters. , the study findings agree with Forbes (2012) states that there are four basic decisions making styles

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the effective leaders use. They vary from organisation to organisation and they are command, collaborative, consensus and convenience. Respondents agreed that decision making techniques are involved when important issues arise as evidenced by the mean of 4.04, this shows that decision making techniques are aimed at addressing important issues in the organization. Respondents agreed that decision making techniques maintains a suitable knowledge base as evidenced by the mean of 3.97, this shows that decision making techniques are aimed at maintaining suitable knowledge base.

Respondents indicated that decision making techniques demonstrate suitable interpersonal relations with team decision making decision making as evidenced by the mean of 3.87, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices. Respondents agreed that decisions are made depending on the situation or problem as evidenced by the mean of 3.90, this shows that decision making is aimed at solving problems. Respondents agreed that leaders treats all employees fairly during decision making as evidenced by the mean of 3.68, this shows that decision making techniques were fair to all employees.

Respondents agreed that decision making techniques ensures all employees benefit from decisions made as evidenced by the mean of 3.94, this shows that decision making are aimed at improving performance for the entire organization, the study findings agrees with Forbes (2012) states that there are four basic decisions making styles the effective

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leaders use. They vary from organization to organization and they are command, collaborative, consensus and convenience. Respondents indicated that helps the group to understand the need for team work as evidenced by the mean of 4.03, this shows that decision making techniques supported teamwork. Respondents indicated that Leaders listen to employees in order to make the best decisions as evidenced by the mean of 3.94, this shows that employees participated in decision making, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

Table 4.14: Performance

The question sought to find out to what extent of performance of agribusiness firms

Measures	**1**	**2**	**3**	**4**	**5**	Mean	Std. Deviation
Financial and nonfinancial indicators determine the objectives of an organization.	5	7	10	20	26	3.30	1.116
The critical goal of the organization is to achieve its objectives.	6	9	11	22	20	3.00	1.009
The objectives of the organization are employee satisfaction, customer satisfaction, quality products and services; and profit maximization.	19	18	12	10	9	3.66	1.234

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Measures of organizational performance include: customer retention, organizational growth, and brand image and leadership effectiveness.	16	14	10	10	8	3.11	1.112

Table 4.14 shows that employees strongly agreed that financial and nonfinancial indicators determines the objectives of an organization, this evidenced by the mean of 3.30, this shows that the organization performance was determined by financial and nonfinancial indicators, the findings collaborates with Lebans & Euske (2006) who argued that performance is a set of financial and nonfinancial indicators which determine on the achievement of the objectives of an organization. There was agreement that the critical goal of the organization is to achieve its objectives as evidenced by the mean of 3.00, this shows that the organization worked towards achieving the objective, the study findings agrees with Paul & Anantharaman (2003), who argued that the critical factor in organizational performance is to have optimum performance or maximization of wealth. Employees strongly disagreed that the objectives of the organization are employee satisfaction, customer satisfaction, quality products and services; and profit maximization as evidenced by the mean of 3.66, this shows that the organization was not committed towards performance.

Employees strongly disagreed that measures of organizational performance include: customer retention, organizational growth, and brand image and leadership effectiveness as evidenced by the mean of 3.11, this shows that the organization did not work towards customer retention, organizational growth, and brand image and leadership effectiveness,

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the study findings disagrees with Katou (2008), who argued that for organizations to achieve its goals or objectives some critical factors should be adhered to; continuous communication between management, leaders and the employees get involved in setting performance expectations, employees to understand their roles and responsibilities in the organization and also monitor the process.

4.4 Inferential Analysis

4.4.1 Correlation of Variables

The study conducted correlation analysis on the leadership factors influencing performance of Agribusiness firms. Table 4.15 shows relationship between leader's behaviour and performance of agribusiness firms. The relationship is significant ($r = 0.134$, $P < 0.01$) thus there was strong relationship between leadership behaviour and contribution to organization performance; this shows that leadership behaviour influenced organization performance of agribusiness firms.

The table shows strong relationship between leadership motivational techniques and organization performance. The relationship was significant at ($r = 0.137$, $P < 0.01$), thus leadership motivational techniques contributed to organization performance. The table shows a strong relationship between leadership style and organization performance. The relationship is significant at ($r = 0.223$, $P < 0.01$), thus leadership styles influenced organization performance. The table shows a strong relationship between leaders decision making techniques and performance. The relationship is significant at ($r = 0.477$, $P < 0.01$), thus leadership decision making techniques influenced performance of agribusiness firms.

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Table 4.15 Correlations

		Leaders Behavior	Leaders motivational technique	Leadership style	Leadership Decision making techniques	Performance
Leaders Behavior	Pearson Correlation	1	.755**	.465**	.340**	.134
	Sig. (2-tailed)		.000	.000	.005	.278
	N	68	68	68	68	68
Leaders motivational technique	Pearson Correlation	.755**	1	.647**	.408**	.137
	Sig. (2-tailed)	.000		.000	.001	.266
	N	68	68	68	68	68
Leadership style	Pearson Correlation	.465**	.647**	1	.658**	.223
	Sig. (2-tailed)	.000	.000		.000	.068
	N	68	68	68	68	68
Leadership Decision making techniques	Pearson Correlation	.340**	.408**	.658**	1	.477**
	Sig. (2-tailed)	.005	.001	.000		.000
	N	68	68	68	68	68
Perfomance	Pearson Correlation	.134	.137	.223	.477**	1
	Sig. (2-tailed)	.278	.266	.068	.000	
	N	68	68	68	68	68

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

4.4.2 Regressions Analysis

Table 4.16 shows the results of multiple regressions. The value of R^2 is 0.603, revealing 60.3% variability in factors relating to leader's behavior, leader's motivational techniques, leadership style and leadership decision making techniques accounted for performance variables in the model developed. The adjusted R^2 is an improved estimation of R^2 in the population. The value of adjusted R^2 is 0 .586. This adjusted

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measure provides a revised estimate, 60.3% variability in performance i.e 0.603, revealing 60.3% variability in factors relating to leader's behavior, leader's motivational techniques, leadership style and leadership decision-making techniques accounted for performance due to the fitted model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777[a]	.603	.586	.49234

a. Predictors: (Constant), Leadership decision making techniques, Leaders behavior, Leadership behavior, Leaders motivational techniques

4.4.3 Coefficients of Variables

The estimates of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in 4.17. Thus taking all factors into account (leader's behavior, leader's motivational techniques, leadership style and leadership decision-making techniques) constant at 3.187. The findings presented show that taking all other independent variables at 3.187, a unit increase in leader's behavior would lead to a 0.012 increase in performance of agribusiness firms. A unit increase in leader's motivational techniques would lead to 0.006 increases in performance. A unit increase in leadership style would lead to-0.094 increases in performance of agribusiness firms. A unit increase in leadership decision-making techniques would lead to 0.473 increases in performance of agribusiness firms.

Table 4.17 Coefficients of Variables

Coefficients[a]

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.187	.382		8.335	.000
	Leaders Behavior	.012	.102	.019	.114	.010
	Leaders motivational technique	.006	.120	.010	.051	.010
	Leadership style	-.094	-101	-.163	.931	.010
	Leadership Decision making techniques	.473	.119	.582	3.979	.010

a. Dependent Variable: Performance

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings of the study as well as the conclusions, limitations of the study, and recommendations for further research.

5.2 Summary of the Major Findings

5.2.1 Leaders Behavior

The leadership was found to be effective which provided structure and organization to work or to teams which improved firm performance, the findings agrees with Wang, Xin and Tsui (2011) who argued that leader's behavior tasks- focused directly related to company performance. Leadership was found to give advance notice of organizational changes which improved organization performance, the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader's behavior tasks- focused directly related to company performance. Leadership was focused in improving organization performance the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to company performance.

Leaders solved problems that affected the organization performance, the findings agrees with Jing & Every (2008) who argued that there is no one best way of thinking about leadership, rather that different kinds of leadership reflect social and historical roots. There were clear lines of communication between the top management and junior staff

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the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to performance of agribusiness firms. Leaders regularly monitored the direction the organization was taking, this agrees with Arham (2014) who argued that that leadership behavior of leaders in one of the essential factors that affect or influence performance in the service sector.

Leaders demonstrated positive behavior towards employees the findings agrees with Wang, Xin and Tsui (2011) studies who argued that the leader focused behavior relationships was related to employee behavior, and through this behavior is then related to company performance. The leaders were committed to helping employee's achieve organization goals, this agrees with Arham (2014) who argued that that leadership behavior of leaders in one of the essential factors that affect or influence performance of agribusiness firms.

5.2.2 Leaders Motivational Techniques

Pay/ salaries were major motivator for employees to perform better towards organization goals, the study findings agrees with Worlu & Chidozie (2012) on the same theory in political marketing practice it was shown through correlation analysis that hygiene (salary, party policies, interpersonal relations and working conditions) and motivating factors (recognition, work itself, growth, responsibility, and advancement all influenced job dissatisfaction and satisfaction, among the political marketers, a variance from the theory. Fridge benefits greatly motivated employees to perform better, the study findings

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disagrees with Malik &Naeem (2012) who argued that they were able to measure overall job satisfaction using the job factors.

This inconsistency arises when different methods of validation of the theory are used. Punishment and consequences did not contribute to employees performance, the findings agrees with Nyaoga *et al* (2010) who argued that leaders' motivational technique is viable for an organisation performance. Mangers used commitment to improve employees performance, the findings agrees with Nyaoga *et al* (2010) who argued that leaders' motivational technique is viable for an organisation performance, most of the studies carried out concentrated on motivational factors compared to hygiene factors hence the need to study the viable motivational technique.

5.2.3 Leadership Style

Leaders put more effort in ensuring the performance of the organization, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization. The organization managers showed the direction where the organization should go, the study findings disagrees with findings by Rossmiller (1992) who argued that employees perception of principals' transformational leadership skills, has significant impact on employees job satisfaction and often concluded that principals of the school practicing transformational leadership are more likely to foster and enhance job satisfaction among teachers.

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The managers had clear mission for the organization the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization. The leadership employed clear lines of communication to help achieve organization goals, the study findings agrees with Vroom, *et al*, (2011) who argued that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization.

5.2.4 Leaders decision-making Techniques

Employees were not very much involved in organization decision making, the study findings agrees with Smart et al (1997) on six styles of decision making and categorized into two distinct categories as rational which he based on decision through discussion and consensus directed by standard operating procedures and a preset criteria on what seems to be the best for the institution and autocratic/political where all decision making was vested in one individual and decisions which are basically politically biased without any particular or organized process.

Decision making techniques are aimed at achieving organization goals, the findings agrees with Mishra (1990) who showed a positive relationship between non-participative decision making and performance in industrial organizations in turbulent environments. Moral and ethical consequences influenced decision making process in the organization, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008)

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who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

Decision making techniques influenced the organization performance, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices. Decision making techniques influenced how information was conveyed across the organization, the study findings agrees with Forbes (2012) who argued that there are four basic decisions making styles the effective leaders use. They vary from organization to organization and they are command, collaborative, consensus and convenience. Employees participated in decision making, the study findings agrees with Wester, Christianson, Fouad, & Santiago-Rivera (2008) who argued that decision making techniques include, but are not limited to brain storming, cost benefit analysis, written remediation plans, and an examination of possible choices.

5.3 Conclusion

Leadership needs to give the direction in which the organization should go. The leadership needs provide a structure and organization that works or to teams which improved firm performance. Leadership need to give advance notice of organizational changes that improved organization performance. The organization leadership needs to work as a team to ensure the success of the organization. The leadership needs to focus in improving organization performance. Leaders need to solve problems that affected the

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organization performance. The leaders maintained standards that are aimed at improving organization performance.

The leaders need to constantly evaluate the organization goals and standards aimed at improving organization performance. The organization leadership needs to spearhead organization improvement. The organization leadership needs to be committed to the performance of the team as team performance improved organization performance. There is need for clear lines of communication between the top management and junior staff. Leaders need to regularly monitor the direction the organization was taking. Leaders demonstrated positive behavior towards employees. The leaders need to demonstrate fairness towards all employees. The organization leadership needs to improve teamwork.

Leaders need to use Pay/ salaries as a motivator for employees to perform better towards organization goals. Leaders need to ensure job security to motivate employees to work harder. Fridge benefits need to be used greatly to motivate employees to perform better. Leaders need to improve working conditions. Praise and recognition should influence employees to work harder. Punishment and consequences need to contribute to employee's performance. Incentives such as pension need to contribute to employee's performance. Grading can help the organization improve employee's performance.

Bonuses and commission can help improve employee's performance. Employee's achievement can contribute to organization performance. Managers can use recognition to help improve performance. Work itself can enable employees to work at achieving

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organization goals. Responsibility can contribute to organization performance. To enhance performance advancement is recommended. Managers can use self-control to improve employee's performance. Mangers can use commitment to improve employee's performance.

The leadership style is key in transforming the organization. The leaders can put the interest of the organization first before theirs; leaders put more effort in ensuring the performance of the organization. The organization managers can show the direction where the organization should go. The organization leadership can be purpose driven towards achieving organization goals. The managers need to have clear mission for the organization. The organization leadership has plans for the organization. The leaders can work towards achieving organization goals. The leadership style needs to be optimistic of achieving organization goals. The organization need to develop employees to enable them achieve organization goals.

The organization need to be concerned with employees' individual performance. The organization leadership needs to focus towards achieving organization goals. The organization leadership needs to pay much attention to performance of individual employee. The organization leadership needs to accommodate new ideas. The leadership can employ clear lines of communication to help achieve organization goals.

Employees need to be more involved in organization decision making. The leaders can make decisions independently. The decision-making techniques can be aimed at achieving organization goals. Moral and ethical consequences can influence the decision

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making process in the organization. Decision making techniques can influence the organization performance. Decision making techniques can consider problems and concerns of the employees. Decision making techniques can influence how information is communicated to across the organization.

The decision-making techniques can solve problems in the organization. Decision making techniques can quickly respond to urgent questions and matters. To the techniques need address important issues in the organization. The leaders should maintain a suitable knowledge base. Decision-making can aim at solving problems. Decision making techniques, need to be fair for all the employees and thus need for supported teamwork. Employees participated in decision-making.

5.4 Recommendations

Leadership should give clear direction that the organization should go. The leadership need provide. The leadership should provide structure and organization to work or to teams that improved firm performance. Organization behavior should be part of organization culture. Leadership behavior in the organization should help improve organization performance. In line with organizational goals and strategies, the performance standards should be set constantly. Leaders should support teamwork, with fair judgment to employees. There should be clear lines of communication established between leaders and employees.

The leaders should constantly evaluate the organization goals and standards aimed at improving organization performance. The organization should give financial rewards to

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the best performing employees in terms of bonuses and salary increment. The managers should ensure employee's jobs are secure when working in the organization. Managers should create a secure and safe environment for employees to work in. Punishment and consequences need not to be used as a motivational technique to employees.

Managers should use recognition to help improve performance. The organization should adopt a democratic leadership style that encourages more employees' participation. The leadership style should work towards the best interest of the organization. The leadership style should be purpose driven towards achieving organization goals. The leadership style adopted by the organization should steer the organization to a better future. The leadership style should aim at developing individual employee in the organization.

The decision-making techniques should solve problems in the organization. Decision making techniques can quickly respond to urgent questions and matters. The leadership style should ensure proper decisions are made for the best interest of the organization. Clear lines of communication need to be established during decision-making. Leaders should adopt a consultative decision making techniques. Employees should be made aware of the decisions made in the organization since they will affect them. Decision making techniques should accommodate the immediate concerns of the employees.

5.5 Proposed Areas for Further Study

The study was to identify the leadership factors that influence performance in selected Agribusiness Firms in Nairobi County, the study only focuses on only one firm, therefore further study is recommended to cover various agribusiness firms in Nairobi County. The study focused on four leadership factors that influence performance which are; leader's

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behavior, leadership motivational techniques, leadership styles and leaders decision making techniques. There is need for more to identify more leadership factors that influence performance.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

30th JANUARY 2017
ST.PAUL'S UNIVERSITY
P.O. PRIVATE BAG,
LIMURU-00217, KENYA

Dear Respondent,

I am currently a student at St. Paul's University undertaking a Master's degree programme.

In partial fulfillment of my degree program, I am expected to carry out a research on Leadership factors influencing organizational performance in Agribusiness Firms in Nairobi.

In line with this requirement I would like to invite you to participate in this research by filling in the attached questionnaire.

All the information will be treated with the highest confidence and will be used for Academic purposes only.

Your cooperation will highly be appreciated, thank you

Yours faithfully,

Naomi Wangui Gichimu

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APPENDIX II: QUESTIONNAIRE

QUESTIONNAIRE ON THE LEADERSHIP FACTORS INFLUENCING THE PERFORMANCE OFAGRIBUSINESS FIRMS: CASE OF FRIGOKEN LIMITED IN NAIROBI COUNTY

Introduction

The researcher is a Master of Business Administration student at St Paul's University conducting research on the factor of leadership on organizational performance in the agribusiness sector. Your cooperation in answering this questionnaire will be highly appreciated.

INSTRUCTIONS

1. Read the questionnaire and answer the questions carefully
2. Do not write your name on the questionnaire
3. Please use a pencil to tick the appropriate answer.
4. Tick the appropriate answer in the box provided ☐

Enterprise Data

i. What is your position in the organization? .....

ii. Level of Education?

- ☐ Diploma
- ☐ Higher Diploma
- ☐ Bachelor Degree
- ☐ Masters
- ☐ Others (Please Specify)

iii. Gender ☐ Male ☐ Female

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iv. How long have you worked in this organization?

☐ 0-5 years ☐ 6-10 years ☐ 11-20 years ☐ over 21 years

v. What is the average annual turnover?

30 million to 70 million ☐ 71 million to 100 million ☐

over 101 million ☐

vi. a) Does the company produce audited financial statements?

Yes ☐ No ☐

vii. What percentage market share does the organization enjoy in the industry?

.....

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PART I: Leader's Behavior

1. Does leaders' behavior affect the organization performance in anyway?

   Yes ☐ No ☐

2. Please indicate with ( ) tick the extent to which you agree with the following statements on leadership behaviour?

Key Note 1 = Strongly Disagree 2= Disagree 3= Impartial 4= Agree 5= Strongly Agree

Measures	**1**	**2**	**3**	**4**	**5**
Good at providing structure and organization to work or to teams					
Gives advance notice of organizational changes					
The leader is a team player					
Set standards of performance to employees					
Makes suggestions on how to solve problems					
Upholds definite standards of performance					
Set and reassess goals and strategies in order to achieve the organizational performance					
Encourages everyone to review and improve team performance					
Celebrates the successes of the team and organization					
Listens to the employees in the organization					
Gives direction to the employees					
Behaves in anticipated manner towards employees					
The leader is not biased in judgment					
Try to encourage and show support for others in the team					
Clear focus on what employees need to do for the organization					

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PART II: Leader's Motivational Techniques

2.1 Please indicate with ( ) tick the extent to which you agree with the following statements on leadership motivational techniques?

Key Note: 1= Strongly Disagree, 2=Disagree 3=Impartial 4=Agree 5= Strongly Agree

Measures	**1**	**2**	**3**	**4**	**5**
Good pay/Salaries					
Job security					
Fringe benefits					
Working conditions					
Praise and Recognition					
Punishment and Consequences					
Incentives-Pension and Medical					
Grading					
Bonus and Commission					
Achievement					
Recognition					
Work Itself					
Responsibility					
Advancement					
Self-control					
Commitment					

PART III: Leadership Style

1. What leadership style is there in your organization?

Transformational ☐

Transactional ☐

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2. Please indicate with ( ) tick the extent to which you agree with the following statements on leadership style in the organization?

Key Note 1 = Strongly Disagree 2= Disagree 3= Impartial 4= Agree 5= Strongly Agree

Measures	**1**	**2**	**3**	**4**	**5**
Goes beyond self-interest for the good of the organization					
Displays a sense of power and confidence					
Specify the importance of having a strong sense of purpose					
Emphasizes the importance of having a collective sense of mission					
Talks optimistically about the future					
Talks enthusiastically about what needs to be accomplished					
Express confidence that goals will be achieved					
Discuss in specific who is responsible for achieving performance targets/goals					
Pays attention to the concerns and developmental needs of employees					
Treat each team member an individual rather than just a group member					
Provides support and gives direction to employees in order to achieve organizational performance					
Holds employees accountable for the delivery of targets/goals					
Adaptive to new ideas and innovations					
Competent and knowledgeable about the work environment					
Changes the strategy to fit and meet the organizational performance					
Communicates well with the employees					

3. With the above statements do you think that the transformational leader in your organization has impacted on the organization performance?

Yes ☐ No ☐

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Part IV: Leaders decision making Techniques

1.1 Do the leaders' decision making techniques have any impact to the organization performance?

Yes ☐ **No** ☐

1.1 Please indicate with ( ) tick the extent to which you agree with the following statements on leaders decision making techniques?

Key Note 1 = Strongly Disagree 2= Disagree 3= Impartial 4= Agree 5= Strongly Agree

Measures	**1**	**2**	**3**	**4**	**5**
Employees are part of the decision making process					
Avoids making decision					
Clarifies what one is expected to do to achieve organizational performance					
Considers the moral and ethical consequences of decision making					
Gives new ideas of looking at how performance will be achieved					
Avoids evaluating problems and concerns as they are discussed					
Ensures that information systems are timely and accurate					
Seeks different views when solving problems					
Suggests new way of completing work assignments					
Delays responding to urgent questions or matters					
Involved when important issues arise					
Maintains a suitable knowledge base					
Demonstrate suitable interpersonal relations with team decision making decision making					
Decisions are made depending on the situation or problem					
Treats all employees fairly during decision making					
Ensures all employees benefit from decisions made					
Helps the group to understand the need for team work					
Leaders listen to employees in order to make the best decisions					

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Part V: Performance

1.1 Please indicate with ( ) tick the extent to which you agree with the following statements on Perfomance?

Key Note 1 = Strongly Disagree 2= Disagree 3= Impartial 4= Agree 5= Strongly Agree

Measures	**1**	**2**	**3**	**4**	**5**
Financial and nonfinancial indicators which determine on the achievement of the objectives of an organization.					
The critical goal of the organization is to achieve its objectives.					
The objectives of the organization are employee satisfaction, customer satisfaction, quality products and services; and profit maximization.					
Measures of organizational performance include: customer retention, organizational growth, and brand image and leadership effectiveness.					

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