

## Leadership Skills and Growth of Micro and Small Farm Inputs Enterprises in Kenya

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### Abstract

Micro and small farm inputs enterprises play a key role in many economies across the world since they supply farmers with agricultural inputs for food production and economic growth. Several policies and programs have been put in place to promote the growth of farm inputs MSEs in Kenya. However, despite this effort, most of these enterprises continue to struggle with growth problems. This study sought to determine the influence of leadership skills on the growth of farm inputs MSEs in Kenya. The study was supported by skills leadership theory. The study adopted a positivist research philosophy and descriptive survey design. The target population was 4,931 farm-inputs MSEs registered by the Agricultural Market Trust of Kenya. Data was analyzed using descriptive and inferential statistics through Statistical Package for Social Sciences (SPSS) version 23. The findings indicated that leadership skills had a positive and significant influence on the growth of farm inputs MSEs in Kenya ( $b=1.111$ ,  $p=0.000$ ). The study concluded that leadership skills significantly and positively contribute to the increase in the growth of farm inputs MSEs in Kenya. The study recommended the need for farm inputs for MSE owners to strengthen their leadership skills for improved productivity and growth of enterprises through training. In particular, the farm inputs MSEs' owners should focus on enhancing the following aspects of leadership skills: implementation plans for business activities, problem identification techniques, action plans to resolve business crises, selection of the right staff, and supporting staff during delegation of duties and responsibilities.

**Keywords:** *Leadership Skills, Growth, Micro and Small Farm Inputs Enterprises*

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### 1.0 Introduction

Micro and small farm inputs enterprises play a key role in many economies across the world since they supply farmers with agricultural inputs for food production and economic growth (Staudacher et al., 2021). Entrepreneurs in this field need to harness their leadership skills to empower them to drive and grow their enterprises (Kwakye et al,2019; Rother 2018; Rutsaert & Donovan, 2020). Leadership skills are essential for the growth and development of any enterprise. According to the report by the Young Entrepreneur Council (2021), every entrepreneur needs to hone their leadership skills as the enterprise continues to grow. This is because, at one point in business operations, the entrepreneur would need to hire and effectively

manage others. The report further indicated that the following leadership skills should be addressed for entrepreneurs to be effective leaders; the ability to listen, the ability to set clear goals, emotional intelligence, the ability to delegate work responsibilities, strategic thinking, and communication skills among others. According to Gogoi and Papor (2021), when employees are under the guidance of clear and achievable goals, they tend to be more productive especially when they are in constant receipt of appropriate supervisory feedback. The employee performance increases further up when specific and hard goals are assigned. The authors further asserted that companies that give priority to effective goal-setting succeed in the development of employees' skills, confidence, and business growth in general. Notably, when working with multiple individuals to achieve common goals in an enterprise, one is bound to encounter different limitations. Some of these issues may necessitate wisdom and crucial problem-solving skills, both of which can be found in leadership skills (Sutevski, 2022). Furthermore, according to Sutevski (2022), it involves leadership skills to properly assign responsibilities to people by understanding both their strengths and shortcomings. A good example is when an employee is not able to work effectively under pressure. In this case, by applying leadership skills, an entrepreneur should identify this early and allocate him or her duties and responsibilities that are not on a strict deadline.

In Kenya, the growth of Farm inputs MSEs has been faced with many challenges such as counterfeiting of agricultural inputs among others, and most of the farm-inputs suppliers are micro and small enterprises (De Boef & Prabhala, 2019). According to a report by Mercy Corp Agri Fins (2020), most farm inputs MSEs in Kenya have a staff count of 1-5 with 81% having an annual turnover of less than Kshs 500,000. The report further noted that these enterprises were also not doing pretty well over the past few years, and were struggling with growth problems. Additionally, 51% of these enterprises had constraints in accessing farm inputs supplies making it difficult to meet farmers' demand for inputs. A report by Okadia (2022) indicated that government policy on subsidy of farm inputs such as fertilizers and seeds could also be linked to the growth challenges experienced by farm inputs MSEs in Kenya due to market distortion. For instance, the introduction of the subsidized price of Ksh. 2,500 per bag of fertilizer distorted the normal market price which ranged between Ksh. 4,500 to 6,500. This affected the sales of farm inputs MSEs since many farmers opted to go for the subsidized fertilizer which was cheaper. In light of these challenges, this study hypothesized that entrepreneurs needed to hone their leadership skills to navigate and ensure the survival and growth of their enterprises.

### **1.1 Problem Statement**

Micro and small farm inputs enterprises play a key role in many economies across the world since they supply farmers with agricultural inputs for food production and economic growth (Staudacher et al., 2021). These enterprises are expected to sell farm inputs to farmers and disseminate information from the manufacturer on products' benefits and therefore, leadership skills are required to drive and promote the growth of the enterprises (Kwakye et al, 2019; Rother, 2018; Rutsaert & Donovan, 2020).

Several policies and programs have been put in place to promote the growth of farm inputs and MSEs in Kenya (Alex, 2019). Unfortunately, despite the effort, most of these enterprises continue to struggle with growth problems and fail to meet farmers' demand for input supplies (Precision Agriculture Development Report, 2020). For example, in 2020, farm inputs MSEs in Kenya registered a growth rate of 1.8% while MSEs in other sectors such as construction experienced favorable growth, with dealers of timber and wood products, bitumen, and cement achieving higher growth rates of 69.6% and 15.2% respectively (Kenya National Bureau of

Statistics report, 2020). Moreover, besides the sector growth gap, the introduction of government subsidies in some inputs such as fertilizer and seeds, and other challenges like product counterfeiting distorted the agricultural inputs markets hence affecting sales among farm inputs MSEs adversely (Okadia, 2022). This clearly shows there are issues affecting the growth of farm inputs MSEs in Kenya that need addressing. Could leadership skills offer a solution to the increasing growth challenges among the farm inputs MSEs in Kenya?

According to Miller (2020), entrepreneurial leadership skills are critical for the success and growth of enterprises across the world. Further, Jobs (2020) notes that a lack of leadership skills among entrepreneurs reduces enterprise competitiveness leading to poor growth and the ultimate closure of operations. Several studies on leadership skills have been done in different industries such as the performance of private companies (Ali, 2020), the performance of manufacturing industries (Yvette, 2019), innovation management and development of SMEs (Sawaeen et al., 2021), and performance of state corporations in Kenya (Greshion, 2019) among others. However, little is known regarding leadership skills and the growth of farm inputs MSEs. Therefore, this study examined the influence of leadership skills on the growth of farm inputs MSEs in Kenya.

## 1.2 Research Hypothesis

**Ho:** Leadership skills have no significant influence on the growth of farm-inputs MSEs in Kenya.

## 2.0 Literature Review

### 2.1 Theoretical Review

The skills leadership theory was proposed by Katz in 1955 in his publication entitled “Skills of an Effective Administrator.” Another major proponent who contributed to this theory was Mumford et al. (2000) who came up with the skills model of leadership. Apart from personality qualities, the theory describes effective leadership in the light of a set of skills and abilities that a leader should possess. The skills leadership theory therefore permits anyone interested in becoming a leader to learn the skills required since it measures a leader’s effectiveness in the light of the skills one possesses (Mullholand, 2019). The theory describes three sorts of skills that are most crucial for a successful leader: technical, conceptual, and human skills. Conceptual skills assist leaders in developing solutions to significant problems. It also assesses a leader's capacity to work with new ideas. Innovation, decision-making, critical thinking, and persuasiveness are examples of leadership concepts (Becker, 2022). Technical skills refer to the abilities required to complete work responsibilities daily.

A leader's capacity to work with the tools that assist them do their responsibilities efficiently is measured by technical capabilities. Finally, human skills refer to interpersonal abilities that can assist any leader in leading a group. These abilities assess a leader's ability to collaborate with others. Effective communication, motivation, social judgment, active listening, and compassion skills are examples of human abilities (Katz, 1955; Bourke & Titus, 2019).

The skills leadership theory approach has been critiqued since it may not be suitable or fit for other leadership scenarios apart from the military environment. This is because the leadership skills model was developed by observing the performance of a large number of military personnel in the armed forces (Mumford, Zaccaro, Connelly, et al., 2000; 2020). Despite the critique, authors such as Ecler and Terry (2021) supported the theory by demonstrating how a company such as Amazon in the United States had become successful due to proper application

of skills leadership theory. This theory was found relevant because it explained how different leadership skills could facilitate positive growth among farm inputs MSEs in Kenya.

## 2.2 Empirical Review

Kocherbaeva, Samaibekova, and Isabaeva (2019) worked on a review to inspect authority and pioneers in effective small and medium enterprises in the Kyrgyz Republic. The creators mulled over the thought that effective organizations and frequent pioneers in their fields have leadership skills about advancements, oddity, business fortitude, receptiveness to novel thoughts, or goals to learn new things. Furthermore, the researchers centered around the role of SME proprietors and administrators as pioneers who make way for their organizations' prosperity and performance. It was shown that endeavors driven by the managers or proprietors who portray leadership skills (for example are not scared of facing some sound challenge) will quite often find lasting success and hold onto enormous bits of the market growth. The contextual gap is that the study was carried out in the SME sector in the Kyrgyz Republic while the current study is based in Kenya. The conceptual gap is that the study focused on successful SMEs and did not consider skills like goal setting, delegation of responsibilities, and problem-solving skills, the current study focuses on the growth of farm inputs MSEs.

Yvette (2019) explored the leadership skills among owners and administrators employed to support their organizations for more than five years. Four owner-managers of SMEs in Trinidad and Tobago's assembling sector who had supported their companies for at least five years made up the research team. The reasonable focal point for this review was set by the contingency leadership model and the ability-based leadership model. Direct observations and structured interviews were used. The information was examined utilizing Miles and Huberman's logical methodologies and Morse's mental course of coding, pattern coordinating, deciphering, and summing up the information. The findings revealed that entrepreneurs can use leadership skills to gain a competitive advantage for the growth of their enterprises. The contextual gap is that the study focused on the assembling sector in Trinidad and Tobago while the current study focuses on Kenya. The conceptual gap is that the study looked at the growth of SMEs and did not consider leadership skills like goal setting, problem-solving, or delegation, the current study focuses on the growth of farm inputs MSEs. The methodological gap is that the study utilized Miles and Huberman's logical methodologies and Morse's mental course of coding, pattern coordinating, deciphering, and summing up the information. The current study applied descriptive survey methodology.

A review was done by Ali (2020) to analyze the effectiveness of the board and leadership skills on the performance of private companies in the Kurdistan area of Iraq. The information gathered in this study showed that there was a positive relationship between leadership skills and business performance. The findings of the study however called attention to the fact that a ton of the independent small companies in the area, unlike the bigger enterprises, did not have clear leadership skills to direct enterprises towards the future. A great deal of the executives' assets and skills available were outfitted towards meeting momentary objectives and goals. The contextual gap is that the study was based in Iraq while the current study is focused on Kenya. The conceptual gap was that the study focused on the performance of private companies while the current study focused on the growth of farm inputs MSEs.

Sawaeen, Ali, and Alenezi (2021) viewed the effect of leadership skills on innovation management and the development of small and medium ventures (SMEs) in Kuwait. This study embraced a quantitative methodology in light of a cross-sectional review and expressive plan to assemble information inside a particular period. The information was gathered by



disseminating an overview survey to Kuwaiti SMEs' proprietors and Chief Executive Officers (CEOs) through the web and on-hand instruments. A sum of 384 usable surveys was obtained. Additionally, the fractional least square-underlying condition displaying (PLS-SEM) investigation was performed to test the theories. The review discoveries showed a positive relationship between leadership skills in innovation management and SME development in Kuwait. The conceptual gap is that the study looked at innovation management and development of SMEs while the current study focused on the growth of farm inputs MSEs. The contextual gap is that the study focused on SMEs in Kuwait while the current study focused on farm inputs MSEs in Kenya. The methodological gap is that the study used the cross-sectional survey method while the current study utilized the descriptive survey method.

Greshion (2019) carried out a study on the influence of leadership skills on the performance of state corporations in Kenya. The study involved a target population of 34 CEOs and general managers of state corporations with commercial objectives in Kenya. A descriptive research design was utilized in the study. The study findings were that leadership skills had a positive significant impact on the performance of state corporations in Kenya, but the level of the impact varied on the specific leadership skill. Social awareness skills had the highest level of impact followed by social skills and self-management skills respectively. The contextual gap is that the study focused on state corporations, while the current study focused on the farm inputs MSEs. The conceptual gap is that the study looked at the performance of state corporations, while the current study focused on the growth of farm inputs MSEs. The methodological gap is that the study involved a target population of 34 CEOs and general managers of state corporations while the current study involved 4,931 farm inputs MSEs in Kenya.

### **3.0 Methodology**

The study adopted a positivist research philosophy and descriptive survey design. The target population was 4,931 farm-inputs MSEs registered by the Agricultural Market Trust of Kenya. The unit of analysis was the Farm inputs MSEs whereas the unit of observation was the farm inputs MSEs' owners/managers. A stratified random sampling technique was used to select the sample. For the sampling procedure, the farm inputs MSEs were stratified according to counties in Kenya. From the strata, a simple random technique was applied to arrive at a sample size of 370 respondents. A structured questionnaire, observation guide, and document analysis were used for data collection. Descriptive and inferential statistics were used in the data analysis through Statistical Package for Social Sciences (SPSS) version 23. Descriptive statistics were summarized into frequencies, percentages, and measures of central tendency and presented using figures, tables, and pie charts. Simple linear regression analysis was done to establish the relationships between the study variables.

## **4.0 Results and Discussion**

### **4.1 Descriptive Analysis**

#### ***4.1.1 Leadership Skills and Growth of Farm Inputs MSEs in Kenya***

The respondents were asked to rate the statements measuring the concept of leadership skills using a 5-Likert scale as follows: strongly disagree (SD), disagree (D), undecided (UD), agree (A), and strongly agree (SA). The findings reveal (Table 1) that the majority of respondents agreed with statements that developing plans for implementation of business activities has helped the enterprise increase sales revenue (mean=4.0, std. dev=0.8), identification of potential obstacles in business has helped the enterprise increase sales revenue (mean=4, std dev=0.8) and early identification of internal problems has helped the enterprise retain employees (mean=4.1, std dev=0.9). Furthermore, the majority of respondents agreed that

developing action plans to resolve business crises has helped the enterprise increase sales revenue (mean=3.5, std dev=1.2), choosing the right staff for delegation of duties and responsibilities has helped the enterprise grow sales revenue (mean=3.5, std dev=1.2), and supporting staff during delegation of duties and responsibilities has helped the enterprise increase sales revenue (mean=3.6, std dev=1.2). The findings show that the responses to the statements range between the mean of 4.1 to 3.5. This implies that the majority of the respondents were in agreement with the statements measuring the influence of leadership skills on the growth of farm inputs MSEs in Kenya. Likewise, the standard deviations of the measurement items were in the range between 0.8 and 1.2. This implies that the responses to all measurement items did not deviate from the expected responses. The findings confirm the work of Sawaeen, Ali, and Alenezi (2021), who demonstrated that a positive relationship exists between leadership skills and enterprise growth. The findings also support the work of Yvette (2019) who showed that entrepreneurs can use leadership skills to gain competitive advantage for the growth of their enterprises.

Gogoi and Papor (2021) observed that when employees are guided by clear and achievable goals, they tend to be more productive hence contributing to the growth of the business. This was however not the case in this study whereby a majority moderately disagreed (mean=2.7, std dev=1.3) that setting clear and realistic goals helped the enterprise to grow. From the findings and discussions above, it is evident that farm inputs MSE entrepreneurs in Kenya are aware of constructs of leadership skills such as plans for implementation of business activities, problem-solving skills, delegation of duties and responsibilities, and goal setting skills, which can promote the growth of their enterprises.

**Table 1: Descriptive Statistics on Leadership Skills**

Statement	SD	D	UD	A	SA	M	Std. dev
Setting clear and realistic goals has helped the enterprise grow and open additional outlets.	25.4%	26.4%	6.3%	36.3%	5.6%	2.7	1.3
Developing plans for the implementation of business activities has helped the enterprise increase sales revenue.	0.0%	5.3%	18.3%	51.1%	25.4%	4.0	0.8
Identification of potential obstacles has helped the enterprise increase sales revenue.	1.1%	5.3%	12.3%	57.7%	23.6%	4.0	0.8
Early identification of internal problems has helped the enterprise retain employees.	2.1%	4.9%	3.5%	56.0%	33.5%	4.1	0.9
Developing action plans to resolve business crises has helped the enterprise increase sales revenue.	2.8%	23.9%	22.5%	23.6%	27.1%	3.5	1.2
Choosing the right staff for the delegation of duties and responsibilities has helped the enterprise grow sales revenue.	2.5%	23.2%	20.8%	26.4%	27.1%	3.5	1.2
Supporting staff during the delegation of duties and responsibilities has helped the enterprise increase sales revenue.	2.5%	20.8%	23.9%	20.1%	32.7%	3.6	1.2
<b>Average</b>						<b>3.6</b>	<b>1.1</b>

#### 4.1.2 Growth of Farm Inputs MSEs in Kenya

The researcher further attempted to establish growth measures of farm inputs MSEs in Kenya witnessed in the last five years. The respondents were asked to rate the extent of agreement or disagreement on the following statements regarding the growth of farm inputs MSEs in Kenya. The 5-Likert scale used is as follows: strongly disagree (SD), disagree (D), undecided (UD), agree (A), and strongly agree (SA).

The findings show (Table 2) that the majority of respondents agreed with statements that the enterprise has increased its sales (mean=3.9, std. dev=0.9), and there has been an overall growth of the enterprise (mean=4.0, std. dev=1.0). The results showed that the means were in the range of between 3.9 and 4.0 and therefore agree with the statements that the enterprise had increased sales. Also, the standard deviations of these items were in the range of between 0.9 and 1.0 indicating that the responses were not far away dispersed from each other. Further, the majority of respondents disagreed that the enterprise had an increased number of employees (mean=3.1, std=1.2) and several additional outlets (mean=2.9, std. dev=1.2). The findings revealed that most of the responses ranged between the mean of 2.9 to 4.0 meaning that the majority of the respondents were moderately in agreement with the statements measuring the growth of micro and small farm inputs enterprises. Likewise, the standard deviations of the items ranged between 0.9 – 1.2 implying that the responses to items were converging towards the expected responses. This agrees with the finding that small businesses can achieve sustained success by utilizing dynamic networking capabilities in a competitive environment to increase sales and overall growth of an enterprise (Abbas et al, 2019).

**Table 2: Descriptive statistics on the growth of enterprise in the five three years**

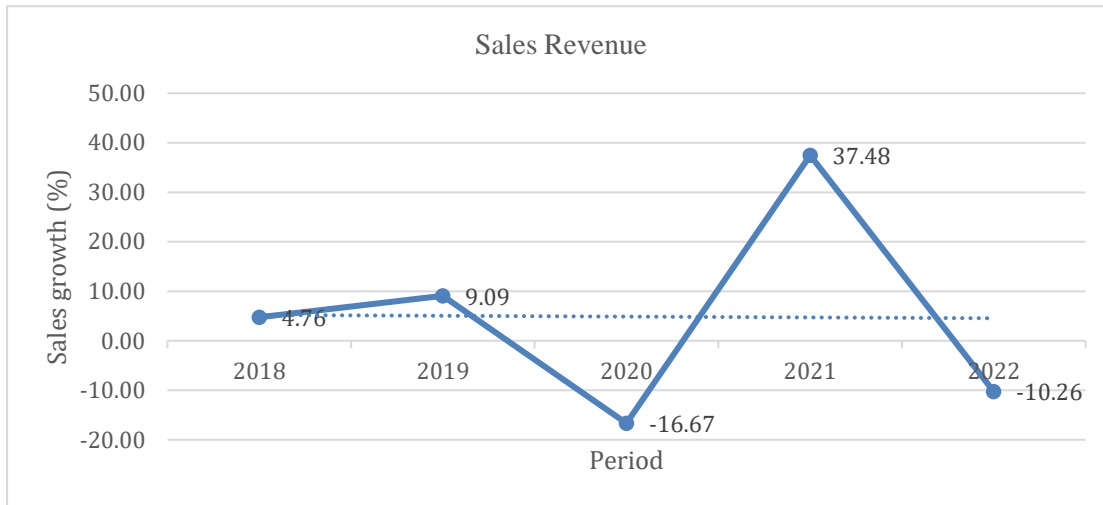
Statement	SD	D	UD	A	SA	M	Std. dev
The enterprise has increased its sales	1.1%	13.0%	2.1%	63.4%	20.4%	3.9	0.9
The number of employees has increased.	2.1%	44.0%	6.3%	36.6%	10.9%	3.1	1.2
The enterprise has increased the number of outlets.	4.9%	52.8%	2.5%	29.6%	10.2%	2.9	1.2
There has been an overall growth of the enterprise	3.2%	8.5%	2.8%	58.8%	26.8%	4.0	1.0
<b>Average</b>						<b>3.5</b>	<b>1.1</b>

The results from the document analysis revealed that in terms of sales revenue, the farm input MSEs in Kenya made an average of Kes 3.9 million in 2018, Kes 4.2 million in 2019, Kes 3.5 million in 2020, Kes 4.9 million in 2021, Kes 4.4 million in 2022. The findings point to fluctuations in annual sales of farm inputs MSEs over the past five years.

On the additional outlets, the farm inputs MSEs had an average of 4 outlets in 2018, 2019, and 2020, while in 2021 and 2022 the average number of outlets was 3. This implies that growth in terms of additional outlets has reduced for most farm inputs MSEs in Kenya in the past five years.

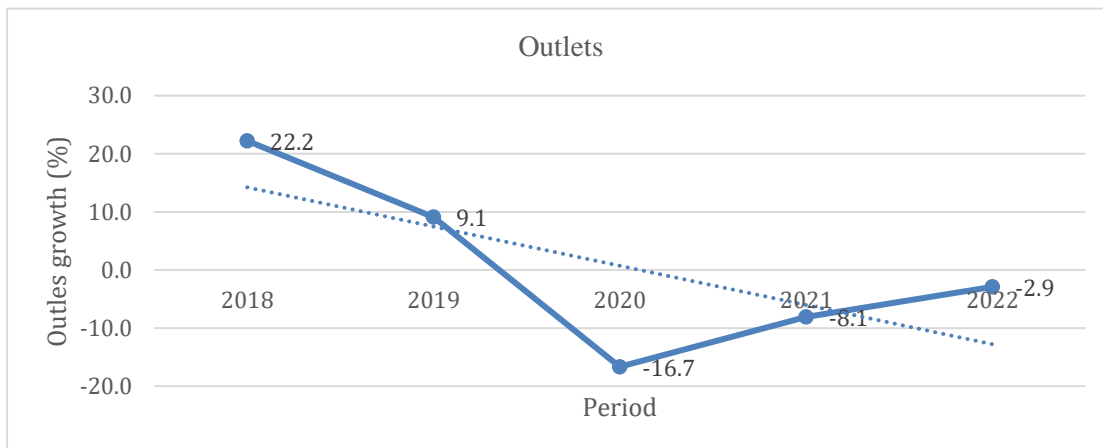
Furthermore, these farm inputs MSEs had an average of 4 employees between 2018 and 2019. However, the number reduced to 3 employees in 2020, 2021 and 2022 respectively. This implies that growth in terms of the number of employees has reduced in the past five years among the farm inputs MSEs in Kenya.

Further, the researcher computed sales revenue growth for the past five years. Figure 1 shows fluctuations in sales revenue growth throughout the study period. The trendline indicates a general decline in annual sales growth of farm inputs MSEs in Kenya over the past five years.



**Figure 1: Farm Inputs MSEs Sales Revenue Growth in Kenya**

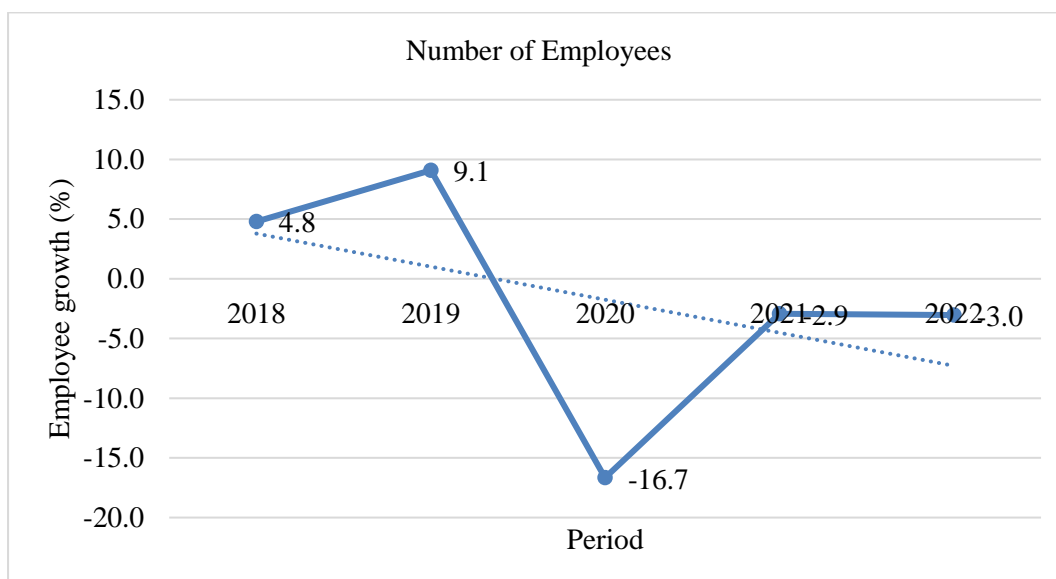
Figure 2 shows fluctuations in outlet growth throughout the study period. The trendline indicates a general decline in outlet growth of farm inputs MSEs in Kenya over the past five years.



**Figure 2: Farm Inputs MSEs Outlets Growth in Kenya**

Figure 3 reveals fluctuations in the number of employees growth throughout the study period. The trendline indicates a general reduction in the number of employees' growth among farm inputs MSEs in Kenya over the past five years.





**Figure 3: Farm Inputs MSEs Employees' Growth in Kenya**

Overall, it can be observed that there is some level of stagnation in the growth of farm inputs MSEs in Kenya. This is whereby the majority disagreed that the enterprises had grown in terms of opening new outlets. This could imply that the enterprises had suppressed revenue which hindered them from expanding. This has also been confirmed through observation whereby a majority of the farm inputs MSEs were in poor physical conditions, the sizes of premises (small), and lack of new products and product diversification on the shelves. Moreover, the analysis of the cash sales receipts, invoices, and salary records also revealed poor fluctuations in the growth of farm inputs MSEs in Kenya. This made some of these enterprises remain closed during sales seasons, others close down completely and others reduced their employees to remain operational.

#### 4.2 Influence of Leadership Skills on the Growth of Farm Inputs MSEs in Kenya

The study sought to determine the influence of leadership skills on the growth of farm-inputs MSEs in Kenya. A bivariate linear regression analysis was conducted to determine how leadership skills influence the growth of farm-inputs MSEs in Kenya.

Table 4 presents the R square value for the extent of variation. The R-square value of .533 indicates that 53.3% of changes in the growth of farm-inputs MSEs are contributed by leadership skills. The findings imply that leadership skills are a strong determinant of the growth of farm-inputs MSEs in Kenya. The remaining 46.7% of variation in farm inputs MSEs growth can be attributed to other factors not included in this model.

**Table 4: Model summary; Leadership skills and growth of MSEs**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.533	.531	.507

a Predictors: (Constant), Leadership skills

Table 5 demonstrates the analysis of variance (ANOVA) test between leadership skills and the growth of farm inputs MSEs in Kenya. The F statistic value was 321.682 and the p-value of 0.000 (less than 0.05). This implies that the regression model predicts significantly the dependent variable (growth of farm inputs MSEs). This means that there is a significant relationship between leadership skills and the growth of farm inputs MSEs in Kenya.

**Table 5: ANOVA; Leadership skills and growth of MSEs in Kenya**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.790	1	82.790	321.682	.000 <sup>b</sup>
	Residual	72.577	282	.257		
	Total	155.367	283			

a Dependent Variable: Growth MSE

b Predictors: (Constant), Leadership skills

As indicated in Table 6, the statistical coefficients of leadership skills on the growth of farm inputs MSEs show that the value of unstandardized coefficient (B1) is 1.111 (p-value <0.05), which confirms that leadership skills are significantly and positively predicting farm inputs MSEs growth in Kenya.

The linear regression model equation is presented as follows;

$$Y = -.564 + 1.111X$$

Where;

Y = Farm Inputs MSEs growth in Kenya

X = Leadership skills

From this equation, the model predicts that when leadership skills are zero, the farm inputs MSEs growth is -.564. It also predicts that for a one-unit improvement in leadership skills, farm inputs MSEs growth increases by 1.111 units holding the other predictors fixed. The findings agree with Greshion's (2019) conclusion that leadership skills had a positive significant impact on business performance. Similarly, Khoshnodifar, Ghonji, Mazlounzadeh, and Abdollahi (2018) observed that leadership skills affected the economic growth of early successful small and medium-sized businesses in the agricultural sector. In support of this finding, the skills leadership theory as adopted in the study proposed that successful leaders needed to portray various skills such as technical, conceptual, and human skills. This study was able to affirm this from its findings. In incorporating the theory, Becker (2022) noted that decision-making, critical thinking, and persuasiveness among others are examples of leadership concepts that are essential in supporting the growth of enterprises. From the findings of this study, it could further be added that leadership skills such as setting clear goals, problem-solving, and handling and delegation of responsibilities are essential in influencing the growth of enterprises.

**Table 6: Coefficients; Leadership skills and growth of MSEs**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.564	.226		-2.493	.013
	Leadership skills	1.111	.062	.730	17.935	.000

a Dependent Variable: Growth MSEs

## 5.0 Conclusion

The study concludes that leadership skills significantly and positively contribute to the increase in the growth of farm inputs MSEs in Kenya. The implication is that leadership skills will boost

the growth of farm inputs MSEs. The key aspects of focus in leadership skills include implementation plans for business activities and identification of potential business obstacles and internal problems identification. Moreover, it is important to develop action plans to resolve the business crisis, select the right staff for the delegation of duties and responsibilities, and support staff during the delegation of duties and responsibilities.

## 6.0 Recommendations

Based on the findings, leadership skills had a significantly positive influence on the growth of farm inputs MSEs in Kenya. The study recommended the need for farm inputs for MSE owners to strengthen leadership skills for improved productivity and growth of the enterprises. In particular, the farm inputs MSE owners should focus on enhancing the following aspects of leadership skills: implementation plans for business activities, problem identification techniques, action plans to resolve business crises, selection of the right staff, and supporting staff during delegation of duties and responsibilities.

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